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Influence of Perceived Supervisor Support and Narcissistic Leadership on Employee Turnover Intention

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Walden University
2020

Abstract

Influence of Perceived Supervisor Support and Narcissistic Leadership on Employee

Turnover Intention

by

Natalie Disque

MSCS, Marist College, 1999

BBA, Pace University, 1994

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Employees may perceive that many factors contribute to negative attitudes at work that increase turnover intention. Researchers have established that uncivil behavior, toxic leadership, bullying, and mobbing increases disengagement and absenteeism and negatively influences the leader-follower dyad and organizational performance. Based on the theoretical foundation of the leader-member exchange theory, the purpose of this quantitative correlational study was to examine the relationship between the independent variables (employees' perceptions of supervisor support [PSS] and narcissistic leadership [NL]) and the dependent variable (employee turnover intention [TI]). Employee age and tenure with the company were control variables in the study. Survey data from 178 full-time employees from U.S. organizations were collected using the Perceived Supervisor Support questionnaire, the Supervisor Narcissist Scale, and the Michigan Organizational Assessment Questionnaire. Multiple linear regression analysis revealed that each of the independent variables, separately and when taken together, were significantly associated with TI. Age was significantly associated with PSS. Tenure was not significantly associated with either PSS or NL. Managers and employees may use the findings to improve employee professional development, promote safe and healthy workplaces, improve employee retention, and improve the collaboration of the leader-employee relationships, thus contributing to positive social change.

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Dedication

I would like to dedicate the completion of this dissertation to my husband, who has been my biggest supporter throughout the entire doctoral degree process. Christian, you have provided me with relentless love, encouragement, faith, and sacrifice in support of the achievement of my personal goals, and I am eternally grateful.

Acknowledgments

To Dr. Rich Schuttler, thank you for being persistent in pushing me to write better. Your encouraging feedback motivated me to work harder than I ever thought was possible. Your prompt and specific feedback provided me with the perfect game plan for how to implement the concept of incremental gains and complete more work in record time. I am grateful that you were my chair through this process and hope to work with you again in the future.

To Dr. Robert Levasseur, thank you for being the methodologist for my study. I appreciated your timely feedback on all work presented to you. Our working sessions on the phone were extremely valuable in my understanding of the statistical concepts I needed to know for completing my data analysis. It was a pleasure working with you and I hope to work with you again in the future.

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Chapter 1: Introduction to the Study

Introduction

As of 2019, there were 16 million workers in the United States (Bureau of Labor Statistics, 2019). Retaining skilled workers in organizations is challenging when leaders are not supportive or create a negative workplace (Paulin & Griffin, 2016). Organizational leaders must provide support to retain skilled employees and reduce employee turnover intentions (Hegarty, 2018). When leaders support an employee's career growth by providing training and development, the efforts may signal a long-term investment in the employee, who is likely to feel valued (Jung & Takeuchi, 2018). Negative leadership, by contrast, may decrease employee performance and negatively influence employees' well-being (Lee, Wang, & Piccolo, 2018).

This chapter includes the background of the study, the problem of the study, the purpose of the study, the research questions, and the theoretical framework. The chapter also includes information on the nature of the study, definitions of notable terms used in the study, assumptions, scope and delimitations of the study, and limitations. Also included in the chapter is the study's significance and the potential contribution to the research literature.

Background of the Study

Perceived Supervisor Support

Retaining skilled employees and minimizing turnover is instrumental for business sustainability (Schlechter, Syce, & Bussin, 2016) and to provide employees with new

opportunities for growth as well as a stable work culture where employee job satisfaction and collaboration with leadership are priorities (Jarupathirun & De Gennaro, 2018). When employees receive training and development, they may become more inclined to extend their involvement with the organization, providing organizations with the innovation and stability needed for consistent growth (Berber & Lekovic, 2018). As far back as the 1960s, managers devised strategies to recruit and retain an elite workforce of college graduates by utilizing these employees' knowledge and skills and placing them in a profession matching their respective skill sets (Margeson, 1967).

The increase in technology in the 1990s and 2000s meant that there was a greater need for increasing the level of employees' technical skills, providing a competent workforce able to find career growth opportunities (Cragg, Humbert, & Doucette, 2004). Fletcher, Alfes, and Robinson (2018) found a positive relationship between the implementation of training and development programs, improved retention rates, and various organizational performance measures. By contrast, the advancement of technology also increased employees' ability to access the pay rates of other employees across the world via the Internet, leading to increased employee turnover intentions across the globe (Dwyer, 1999). Because compensation was often an indicator of whether an employee continued to work for an organization, retaining employees became more of a challenge for different industries (Gross & Wingerup, 1999).

Multiple researchers have posited that employees perceived supervisor support as an essential indicator of employee turnover intentions (DeCuyper, Mauno, Kinnunen, &

Mäkikangas, 2011; Fazio, Gong, Sims, & Yurova, 2017; Kalidass & Bahron, 2015).

Other researchers reported conflicting findings about whether organizational investment

of time and money on training and developing employees was guaranteed to result in

diminished employee turnover intentions, even though these researchers may have found

some association between implementation of training programs, job satisfaction, and the

intention to transfer knowledge (Egan, Yang, & Bartlett, 2004; Ito & Brotheridge, 2005;

Memon, Salleh, & Baharom, 2005). The debate regarding the best approach for retaining

skilled employees still exists, as does the question regarding which factors are associated

with employee attrition.

Carlson, Carlson, Zivnuska, Harris, and Harris (2017) found job satisfaction and

organizational commitment mediated the relationship between several organizational

predictor variables and employee turnover intention. The demands of technology

attributed to job tension but specific job-related factors, such as technology-based job

autonomy, led to greater job satisfaction and organizational commitment, which

improved employee turnover intention (Carlson et al., 2017). The focus of my study was

on the extent to which perceived supervisor support and/or narcissistic leadership

affected employee turnover intention in U.S. organizations.

Narcissistic Leadership

Many researchers agreed that a leader's behavior could improve their followers'

attitudes, morale, and job satisfaction, leading to higher levels of employee retention

(Hackman & Oldham, 1976; Herzberg, Mausner, & Snyderman, 1959; Homans, 1950).

Researchers in the 21st century have also reported a connection between negative managerial style and employee turnover intention (Nevicka, Van Vianen, & De Hoogh, 2018; H. Q. Wang, Zhang, Ding, & Cheng, 2018). Negative leadership composed of ineffective and destructive leadership often results in a downward spiral, ruining the relationship between the leader and employees and decreasing motivation and performance (Schilling, 2009). Spector and Jex (1998) determined that experiencing rudeness and uncivil behavior at work also resulted in increased employee turnover intentions. Burton and Hoobler (2011) observed that employees reacted to abusive supervision and narcissistic leaders with aggressive behaviors. Bunjak, Cerne, and Wong (2019) determined that leader pessimism influenced follower pessimism, which might lead to employee turnover intention. My search of Business Source Complete with the search terms *narcissistic leadership* and *employee turnover* revealed no articles. I perceived a gap regarding the precise relationship between narcissistic behavior exhibited by leaders and employee turnover intentions.

Negative leadership could be toxic to the workplace environment, and many studies in the second decade of the 21st century in different countries, industries, and cultures addressed narcissistic leadership as a generally negative leadership trait (Belschak, Muhammad, & Den Hartog, 2018; Erkutlu & Chafra, 2017; Myung & Choi, 2017; Volmer, Koch, & Goritz, 2016). Reina, Rogers, Peterson, Byron, and Hom (2018) contended that a manager's abusive or disrespectful actions directly influenced employee turnover. In a similar study, Foulk, Lanaj, Tu, Erez, and Archambeau (2018) determined

that negative narcissistic behaviors caused workplace incivility. Based on the literature, there was a significant negative relationship between abusive leadership and employee turnover, with the need for researchers to explore the deeper connection regarding each type of commonly accepted negative leadership trait and how each one impacts employee turnover intention in a medium-size organization.

A review of research regarding the connection between narcissistic leadership and employee turnover intentions led to similar findings, indicating that narcissistic tendencies often led to higher employee turnover intentions. Porath (2017) posited that negative narcissistic behaviors created a bullying work atmosphere, caused hurtful workplace behaviors that depressed performance, and increased employee turnover. L. Wang, Cheng, and Wang (2018) contended that employees who worked under negative narcissistic behavior had lower organizational commitment and higher turnover. One explanation associated with narcissistic leadership leading to turnover is that, by behaving in a narcissistic manner, leaders are not aligning themselves with the shared values of the organization, thereby resulting in more employees wanting to quit the job (H. Lin, Sui, Ma, Wang, & Zeng, 2018).

Although H. Lin et al.'s and L. Wang et al.'s studies were published in 2018, they did not examine any positive behaviors of a narcissistic leader, perhaps because of the negative connotation associated with the trait of narcissism and the consensus that a leader should exhibit more modest qualities. Braun (2017), who evaluated the positive aspects of narcissistic leaders, determined that they did not always have negative impacts

on organizational performance and employees. I perceived a gap regarding how positive

aspects of narcissistic leadership impact employee turnover intention.

One popular and positive perception regarding narcissistic individuals is their

charisma. Employees perceived narcissistic leaders who exhibit high levels of charisma

as possessing more strategic and operational abilities in general (Vergauwe, Wille,

Hofmans, Kaiser, & DeFruyt, 2018). McClean and Collins (2018) confirmed that

charismatic leaders have strong influences on employee behavior and organizational

performance. Based on researchers' discovery that charisma can be a positive behavioral

trait of narcissistic leaders in some organizational frameworks, understanding both the

positive and negative narcissistic leadership traits could be integral in determining the

success or failure of the narcissistic leader, their followers, and the organization's

profitability (Bunjak & Cerne, 2018). Because both the positive and negative traits of

narcissistic leadership may influence employee turnover, and because limited literature

exists on this subject for U.S. organizations, I examined the effect of narcissistic

leadership on employee turnover intention.

Problem Statement

Employee turnover costs organizations an average of $4,000 to $7,000, depending

on the employees' role (Bauman, 2017). The general management problem is the high

level of employee turnover in U.S. organizations, which has negative effects on

remaining employees (Scanlan & Still, 2019). Many factors contribute to employee

turnover intention. One factor is organization leaders not investing in the training,

development, and support that employees need or seek to improve their career (Glazer, Mahoney, & Randall, 2019; Nerstad, Dysvik, Kuvaas, & Buch, 2018). Another factor is employees who report to narcissistic leaders (Maccoby, 2000) who are unethical (Babalola, Stouten, & Euwema, 2016) or leaders who create a toxic environment costing the company billions of dollars in claims and lost productivity (Winn & Dykes, 2019). When employees do not believe there is opportunity to grow, their career and workplace are full of anxiety, stress, and bullying, and the employees are less engaged in their work (Celik, 2018), which contributes to increases in employee turnover intention.

The specific management problem addressed in my study is that organizational leaders do not know the impact of perceived supervisor support and narcissistic leadership on employee turnover intention. Employees may have negative perceptions of leadership support for career growth opportunities within the organization, or they may believe they are threatened due to working under negative leadership. Both of these negative perceptions may influence employee turnover intention, costing the organization a significant amount of money. Given the 16 million workers in the United States as of July 2019 (Bureau of Labor Statistics, 2019) and the challenges of retention, a study on the impact of perceived supervisor support and narcissistic leaders on employee turnover intention could contribute to the literature and extend the body of knowledge.

Purpose of the Study

The purpose of this quantitative correlational research study was to determine to what extent, if any, there is a relationship between perceived supervisor support and/or

narcissistic leadership and employee turnover intention among U.S. organizations consisting of 200-1,000 employees. Perceived supervisor support and narcissistic leadership were the independent variables, and employees' age and tenure were control variables. The dependent variable was employee turnover intention. I applied random sampling to collect data from a Likert-type survey completed by participants. The study instrument consisted of validated sections of existing surveys from the Perceived Supervisor Support Questionnaire (Kuvaas & Dysvik, 2010), the Supervisor Narcissist Scale (Hochwarter & Thompson, 2012), and the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1983). The findings may provide information on ways to improve employee turnover intention in U.S. organizations by bridging the gap in the literature on the impact of perceived supervisor support and narcissistic leadership on employee turnover intention.

Research Questions and Hypotheses

The three research questions (RQs) and related hypotheses for this study were the following:

RQ1: To what extent, if any, is there a relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure)?

$H_0 1$: There is no significant relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

H_a1: There is a significant relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

RQ2: To what extent, if any, is there a relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure)?

H_02: There is no significant relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

H_a2: There is no significant relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

RQ3: To what extent, if any, is there a relationship between perceived supervisor support and narcissistic leadership, taken together, and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure)?

H_03: There is no significant relationship between perceived supervisor support and narcissistic leadership, taken together, and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

H_a3: There is a significant relationship between perceived supervisor support and narcissistic leadership, taken together, and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

Theoretical Foundation

To gain a better understanding of the potential influence of leaders on employees, Dansereau, Graen, and Haga (1975) examined the leader-follower relationship. Although other theories, such as the social exchange theory (Homans, 1950) and role theory (Mead, 1934) exist, Dansereau et al.'s leader-member exchange (LMX) theory is a two-way, or dyadic, relationship between leaders and followers. Gu, Tang, and Jiang (2015) perceived the relationship between leaders and followers as an involvement process in which leaders understand that the relationship with followers is necessary to build loyalty. Leaders engage their followers to mold their behavior so that leaders and followers can each benefit from the relationship.

Pundt and Hermann (2015) explained LMX theory as the association between the leaders and their followers leading to a contributing factor in the growth or delays in employees' personal and professional development. With supervisor support, the employees may perceive an improvement in their career potential (Bozionelos, Lin, & Less, 2020). However, narcissistic leadership could derail the relationship between leaders and followers, resulting in potential sabotage of employees' career growth (Neufeld & Johnson, 2016). The lack of supervisor support or narcissistic leadership may influence employee turnover intentions. Employees seek supervisor support and a good relationship.

Researchers in the fields of human behavior, organizational effectiveness, effective leadership, and social interaction use LMX extensively (Graen & Uhl-Bien,

1995; Lunenburg, 2011; Stogdill, 1974). As Peterson and Aikens (2017) explained, different types of relationships exist between leaders and their subordinates. Muldoon, Keough, and Lovett (2018) posited that supervisors play a key role in employee turnover intentions. Tillman, Hood, and Richard (2017) examined the impacts of supervisors on employee turnover intentions. These researchers indicated the need for future research on the relationship between leaders and employees. LMX theory served as the foundation of this study of dyadic leader-follower relationships, focusing on employees' perceptions of supervisor support and satisfaction with leadership traits that may result in employee turnover intentions. Conceptual theories such as social exchange theory (Homans, 1950) and role theory (Mead, 1934) were not appropriate for this study because of their one-way leader-follower relationship. LMX provided the most appropriate framework for the study.

Nature of the Study

This was a quantitative correlational study designed to measure the impact of perceived supervisor support and narcissistic leadership on employee turnover intention in medium-size U.S. organizations. Quantitative methodology was appropriate to support the analysis of relationships between the selected variables (see Goertzen, 2017). Quantitative research involves hypothesis testing (Ragni, Kola, & Johnson-Laird, 2018) of data selected at random from the target population to support valid generalization of the study findings (Vispoel, Morris, & Kilinc, 2018). Quantitative methodology is used to gather self-reported attitudes, opinions, and behaviors that are accurate and reliable

through reliability and validity testing (Billberg, Horn, & Liljedahl, 2018). I used

standardized questions and data collection procedures to reduce the risk of bias and

measurement error (see Kleiner, Pan, & Bouic, 2009) and followed a targeted focus using

validated questions and unbiased analysis using numerical measurements (see Neuman,

2006). The reduction of potential bias, measurement error, and factual data was

appropriate for this study of the possible correlation between perceived career growth

opportunities and narcissistic leadership and employee turnover intention in U.S.

organizations.

Qualitative methodology is used to explore a small number of participants'

observations and interpretations to deduce the underlying themes behind the data

(Anguera, Portell, Chacon-Moscoso, & Sanduvete-Chaves, 2018). Qualitative

methodology is used to understand a situation or a phenomenon through the voices of the

participants (Denzin, 2017). Qualitative questions are open-ended, which was not

appropriate for this study of the correlation between variables. Conger (1999) determined

that qualitative methodology could not be used to explain leadership phenomena

complexity. The theoretical framework for the study was the LMX theory. Qualitative

methodology does not require the use of existing theory; qualitative researchers use

qualitative methods to develop new theories.

Correlational, quasi-experimental, descriptive, and experimental designs are the

four types of quantitative research (Pearl, Brennan, Journey, Antill, & McPherson, 2014).

A correlational design is common in many disciplines because it provides for the testing

of models that involve both independent and dependent variables to determine the degree

to which one variable predicts another (*Business Management Journal*, 2017). The

correlational design was appropriate to examine the relationship between perceived

supervisor support and narcissistic leadership and employee turnover intention in

medium-size U.S. organizations. The results of this study may show one or more positive

correlations, negative correlations, or no correlation between the independent and

dependent variables.

Quasi-experimental designs lack internal validity and randomization (Handley,

Lyles, McCulloch, & Cattamanchi, 2018). Researchers use quasi-experimental designs to

interpret the results after pretest and post-tests without random assignments (Valente &

MacKinnon, 2017). Correlations between perceived supervisor support and narcissistic

leadership to employee turnover intention in a U.S. organization could be studied over a

given period to determine whether the correlation changes. However, a longitudinal

design was too extensive for the current study. Researchers also use a quasi-experimental

design for observational studies (Bärnighausen et al., 2017). The current study did not

involve observations or pre- and posttests; therefore, a quasi-experimental design was not

appropriate.

Definitions

Employee turnover intention: The intent of an employee to search for alternative

jobs or leave the organization at some future time (Dwivedi, 2015).

Narcissistic leadership: Persons in a supervisory position who perceive themselves to be larger than life, self-promoting their grandiose ideas to attract followers at any expense, lacking the ability to listen, and lacking empathy towards others (Maccoby, 2000; McIntyre, 1988). All references to narcissistic leadership in the current study are the nonclinical definition of a leadership behavioral trait.

Perceived supervisor support: Employees who think their supervisor values their opinions and contributions and cares about their well-being (Kuvaas & Dysvik, 2010).

Assumptions

The assumptions for this quantitative correlational study involved both the participants and the correlation between variables, which were not controllable. There were two assumptions with regard to participants. Because quality is essential when gathering data about a population (Fricker & Schonlau, 2013), the first assumption related to validity. I assumed that participants answered the survey questions honestly. To support that assumption, I ensured the confidentiality of the participants for this study. The second assumption, which was related to the time to complete the study, was that the participants read each question thoroughly and took the time to complete the survey as accurately as possible based on their perceptions of the phenomenon.

Scope and Delimitations

This study addressed to what extent, if any, there was a correlation between perceived supervisor support and narcissistic leadership and employee turnover intention in medium-size U.S. organizations. I used SurveyMonkey to collect primary data until I

collected at least 85 usable surveys from employees in U.S. organizations consisting of 200-1,000 employees. I used Statistical Package Social Science (SPSS) software (IBM, n.d.) to evaluate the data. Because I did not focus on a specific industry, the results are generalizable to similar U.S. organizations consisting of 200-1,000 employees. When presenting the data, I did not include any participant identifiers or organization names. I excluded organizations with fewer than 200 employees or more than 1,000 employees from this study.

Limitations

Limitations are elements a researcher cannot control during a research study. Using questionnaires to collect the data for the study presented limitations that were beyond my control. One limitation was that there may not have been a sufficient number of individuals who would be willing to participate in the study. A second limitation was that the participants may not have been willing to provide honest answers to the self-reporting surveys (see Greener, 2018). A third limitation was that it was not possible to examine causal relationships between the study variables, as would be possible with an experimental or quasi-experimental design to determine whether one variable caused a change in the other. A fourth limitation was that when using existing validated tests to form the study questionnaire, researchers must gather permission from the tests' authors before any questions can be altered which may be difficult to obtain. Lastly, including all questions from the three validated tests may have presented the participants with too many questions, which could have limited the number of completed surveys.

Researchers must identify the challenges and barriers to address any concerns before conducting a study. One challenge is not to lead the participants in either direction of the relationship being studied because this might introduce bias and affect the results (Greener, 2018). Another challenge is to collect sufficient data to satisfy the minimum sample size needed for the study, which I estimated using the G*Power statistical power analysis tool (see Faul, Erdfelder, Buchner, & Lang, 2009) to be 85. Awareness of these limitations, challenges, and barriers before conducting the survey and data analysis ensured the questions asked of the participants would be fair and the amount of data collected would be sufficient to ensure valid statistical results.

Significance of the Study

The findings of this study may contribute to the limited available literature addressing the influence of perceived supervisor support and narcissistic leadership on employee turnover intention. Organizational leaders may use the findings to understand the types of development training that may improve the retention of employees and how narcissistic leadership behaviors and traits in organizations impact employee retention (see Braun, 2017; Linton & Power, 2013). The findings may also contribute to (a) building collaborative teams that inspire each member's career growth and (b) determining whether the behavior of narcissistic leaders within U.S. organizations influences employee turnover intention (Selvarajan, Singh, & Solansky, 2018) or deflates employees job satisfaction levels (Saqib & Arif, 2017). Insights from this study may add to the knowledge of employee retention. Managers in U.S. organizations may use the

findings to address training and development programs for employees and leaders that could influence employee turnover intention.

Significance to Theory

LMX theory was appropriate for this study because there was a gap in the literature regarding narcissistic leaders' influence in U.S. organizations, and researchers had shown that LMX theory was useful in explaining job satisfaction and employee job commitment (see Erdeji, Vukovic, Gagic, & Terzic, 2016). Muldoon et al. (2018) showed that LMX reduced work stressors and employee turnover intention. Organizational managers who use LMX seek to generate more effective leaders by developing and maintaining mature leadership relationships (Graen & Uhl-Bien, 1995) that could lead to fostering supervisor support presented to employees. The opposite may also be true: If there is negative narcissistic leadership present, employee turnover intention may rise (Schmid, Verdorfer, & Peus, 2018). It was necessary to examine the positive and negative leader-follower dyadic relationship in U.S. organizations, which was why the LMX theory was appropriate for the study.

Significance to Practice

The study findings may be significant to several different stakeholders: human resource (HR) hiring managers, managers who work for leaders with negative behavioral traits, and employees. HR hiring managers could benefit by gaining employee turnover intention insights on new graduates entering the workforce and experienced workers applying for leadership positions. As Hanke, Rohmann, and Foster (2019) found, limited

life experiences may lead new graduates to focus only on fast promotions and getting

ahead, which may damage some work relationships. HR managers could better

understand ways to train new hires, which would benefit employees and the organization

and would help identify leaders with negative narcissistic traits for potential training.

McClean and Collins (2018) determined that supportive leaders with charismatic traits

had a strong influence on the behavior and organizational performance of experienced

workers. Vergauwe et al. (2018) deduced that employees perceived low-level charismatic

leaders to be less effective than average-level charismatic leaders.

Organizations may benefit from the study findings related to the impact of

perceived supervisor support on employee turnover intention by providing additional

training options to foster supervisory support. Organizations may also benefit from the

study findings related to the impact of narcissistic leadership on employee turnover

intentions by developing coping mechanisms for employees who work for negative

leaders. Employees who work for leaders with negative behavioral traits may also benefit

from the study by learning coping techniques for dealing with unsupportive personalities.

Kim, Lee, and Shin (2019) contended that a less supportive work environment resulted in

employees being more likely to want to leave the organization. More leadership support

may result in lower employee turnover intentions.

Significance to Social Change

Raising awareness of the potential threats to society is a useful motivational

strategy in stimulating change (Stephan, Patterson, Kelly, & Mair, 2016). Implications for

social change of this study include offering organization leaders' information about how to improve employee retention by reducing employee turnover intention. Reducing employee turnover intentions may increase employees' job satisfaction and provide better customer service to the communities the organization serves (Banjarnahor, Hutabarat, Sibuea, & Situmorang, 2018). Organizations with engaged employees may produce quality services to local communities, thereby positively influencing public well-being and society. For large U.S. organizations with highly skilled professionals, positive leaders, such as those with charismatic traits, may lead to more engaged and productive employees, resulting in a more profitable organization (Ho & Astakhova, 2018). Engaged and satisfied employees improve human conditions because employees are happier with their family and work life (Tariq & Ding, 2018).

Summary and Transition

The purpose of this study was to determine to what extent, if any, there was a relationship between perceived supervisor support and/or narcissistic leadership and employee turnover intention in U.S. organizations consisting of 200-1,000 employees. Chapter 1 included the background of the study, the problem statement, the purpose of the study, the nature of the study, the research questions, and the theoretical framework that underlies the study. Chapter 1 also included the assumptions, scope, delimitations, and significance of the study to practice, theory, and social change. Although researchers had explored the variables addressed in this study, there was a lack of research in U.S. organizations that included all of the variables together in determining their influence on

employee turnover intention. This study may fill a gap in the literature by including participants who work for medium-size U.S. organizations. The findings may also be applicable to different industries within the United States.

Chapter 2 includes a restatement of the purpose of the study and information related to the theoretical framework. I also provide a review of the extant literature related to the study topic. Literature review topics include aspects of supportive supervisors, narcissistic leadership, employee turnover intention, and the independent and dependent variables in the study.

Chapter 2: Literature Review

The purpose of this quantitative correlational study was to determine whether perceived supervisor support and/or narcissistic leadership influenced employee turnover intention. Celik (2018) discovered many different factors influencing employee turnover intention, such as anxiety, stress, and bullying, which resulted in the employees being less engaged in their work. Hadadian and Zarei (2016) assessed stress as the cause of further employee negativity, finding that stress results in the reduction of employees' trust in leadership, which lowered employee productivity. Although Hadadian and Zarei (2016) determined negative leaders to be one of the factors negatively affecting employees' stress and turnover intention, other researchers determined that the opposite is sometimes true. Supportive leadership produces a genuine relationship between leaders and employees, resulting in higher employee job satisfaction and lower employee turnover intention (Pradhan & Pradhan, 2015). However, the research to date has been conducted primarily through the lens of the supervisor.

The current literature review consists of critical analysis and synthesis of the relevant literature on the dependent and independent variables in the study, guided by the primary theoretical framework for the study (LMX), which was evident throughout the literature on the topic of leadership and employee turnover intention. The intent of this study was to use the LMX theory to analyze how the relationship between a supervisor and employees in positive and negative work situations may influence employees' perception of supervisory support, including leaders' potential narcissistic behaviors, and

the possible influence that each of these variables may have on the employees' decision to stay or leave the job or organization. I identified gaps in the literature to clarify the need for the study.

Literature Search Strategy

The literature I reviewed for this study was gathered from the databases accessed through the Walden University library and purchased publications. The databases included Business Source Complete, Emerald Insight, ProQuest, SAGE Journals, ScienceDirect, and other relevant databases (see Table 1). To ensure a thorough review, I used several search terms in the business databases to expand the number of sources in the review: *narcissism*, *narcissistic leadership*, *employee turnover intention*, *leader-member exchange*, *LMX*, *career growth*, *perceived supervisor support*, *leaders' traits*, *bullying*, *mobbing*, *toxic leadership*, *abusive supervision*, *abusive management*, and *charismatic leadership*. Conducting searches through various databases yielded thousands of peer-reviewed scholarly articles. I narrowed the searches by ranking the articles from newest at the top and only reviewing articles published within the past 5 years. For classic literature, I bought and read the oldest dated literature.

Table 1

Literature Search Strategy

Databases	Key words	Scholarly journals	Books
ABI/Inform Collection	Leader-member exchange, LMX	Business and Management research	Research theory
Academic Search Complete	Employee turnover intention	Organizational Leadership and Management	Leadership traits
Business Source Complete	Leadership traits, charismatic leadership, abusive leadership	Leadership Psychology, Behaviors, and Personality	Employee motivation
Directory of Open Access Journals	Career growth, perceived supervisor support	Human Resources, Personnel, and Career	Research design
Elesvier	Narcissism, narcissistic leadership, bullying, mobbing	Work environment and Organizational Dynamics	
Emerald Insight	Toxic leadership, abusive supervision, abusive management	Industry specific	
IEEE Xplore Digital Library ProQuest Sage Journal ScienceDirect			

Theoretical Foundation

Originally known as the vertical dyad linkage model (Dansereau et al., 1975; Graen & Cashman, 1975), Dansereau et al.'s (1975) LMX theory has emerged as one of the most successful organizational leadership models because of the benefits resulting from positive relationships between organizational leaders and followers (Graen & Uhl-Bien, 1995). The model does not represent a traditional corporate one-way hierarchy, which Lenski (1954) had determined was inadequate to describe the complexities of group structures within organizations. Instead, LMX is a two-way, dyadic model including organizational leaders and employees because employees give their supervisors trust, respect, and opinions and the supervisors give employees trust, respect, and opinions likewise (Maslyn & Uhl-Bien, 2001).

Because managerial style influences turnover (Iverson & Roy, 1994), the quality of the LMX dyadic exchange contributes to employees' performance and turnover intention (Linden & Graen, 1980). Supervisors who listened to employees' needs established strong relationships with their employees, fostering a high-quality LMX (Lloyd, Boer, & Voelpel, 2017). Fulmer and Ostroff (2017) evaluated LMX and found that a trickle-up model could provide trust among organizational leaders and employees. This employee and supervisor trust, cultivated across levels of the organization through positive interactions, may exert a positive effect on employees' performance.

Graen and Uhl-Bien (1995) assessed the relationship between leaders and follower as a three-stage concept, which Li, Furst-Holloway, Masterson, Gales, and

Blume (2018) justified as (a) the leader first tries to influence the followers by explaining to the followers their roles and duties, (b) the leaders prove themselves to their followers, and (c) the relationship either improves or weakens the followers' evaluations of the relationship. Herman and Dasborough (2016) also conducted research on the LMX theory and assessed the theory as a three-step approach: (a) routinization, (b) role taking, and (c) role making. *Routinization* occurs when the leader designs the routines, standards, and opportunities for the followers, allowing the team to remain united. Through the *role taking* process, the leader assesses the skills and abilities of new followers. Finally, in *role making,* the leader creates and assigns roles to the followers. By contrast, Al-Shammari and Ebrahim (2015) considered Herman and Dasorough's three-step approach as describing an average leadership style and determined that leaders need to go beyond role making and build stronger relationships with employees. The many concepts of the LMX theory within current organizations should be utilized to foster a dyadic relationship that supports employees and builds trust.

Chen, Wen, Peng, and Liu (2016) and Dienesch and Liden (1986) divided employees' roles into two basic categories: the in-group (categorized by high trust, interaction, and rewards) and the out-group (categorized by low trust, interaction, and support). The in-group employees are those whom the leader trusts, who take work associated with high risk, but whom the leader gives opportunities to develop skills and abilities. These employees are also more likely to have additional career opportunities (Huyghebaert, Gillet, Audusseau, & Fouquereau, 2019). Out-group employees are those

who receive work of less importance and risk (Estel, Schulte, Spurk, & Kauffeld, 2019) because the leader feels they cannot trust the employees with complex work. With this limitation, the supervisor does not present out-group employees with supervisor support, diminishing the opportunities to develop skills and abilities and providing fewer career opportunities.

Good leaders make efforts to ensure that all followers get equal treatment so no employees feel isolated (Saari & Melin, 2018). Ellis, Bauer, Erdogan, and Truxillo (2018) determined that employees who reported a higher sense of belongingness to the work group also perceived a higher-quality LMX relationship with their leader. To provide a higher-level LMX relationship, employees need the mutual exchange of trust and encouragement (Rong, Li, & Xie, 2019) and leaders must eliminate the segregation of in-groups and out-groups.

Developing trust between organizational leaders and employees may improve employee and organizational health (Thompson, 2018). Improving employees' well-being is a psychological, sociological, and managerial issue that impacts productivity, employee commitment, and organizational profitability (Thomason & Brownlee, 2018). Leaders should consider social, material, and psychological benefits in their relationships with employees, and the LMX relationship is necessary to build loyalty and affection between the teams (Gu et al., 2015). Analysis of the LMX theory offers substantial insights into key attributes of working relationships between leaders and employees, along with essential ways to increase positive work behaviors (Haynie, Baur, Harris,

Harris, & Moates, 2019). Researchers should evaluate both the positive and negative aspects of the LMX theory (Gooty, Thomas, Yammarino, Kim, & Medaugh, 2019).

Positive aspects of the LMX theory include more favorable employee job attitudes, fewer employee conflicts, better employee performance, more frequent organizational citizenship behaviors, higher creativity, and lower employee turnover (Cropanzano, Dasborough, & Weiss, 2017). The LMX theory is a structured procedure that explains the association between organizational leaders and their employee subordinates (i.e., followers; Pundt & Hermann, 2015). The benefits from the lens of the leader are that leaders could identify whether their actions were unfair or fair toward employees, which could help to prevent job insecurities that employees may have (Nikolova, Van der Heijden, Lastad, & Notelaers, 2018). With a strong LMX, the leader could increase the confidence of the followers and enhance the communication process of the team (Kuvaas & Buch, 2018).

Researchers have also identified negative aspects of the leader-follower relationship in the LMX theory; unsupportive leaders could cause decreased job satisfaction and organizational commitment among employees (Birtch, Chiang, & Van Esch, 2016). A narcissistic leader could fail to be supportive of the employees' personal development, which may prove to be damaging for the team (Nerstad et al., 2018). Narcissistic leaders may treat employees without fairness or justice (Yang et al., 2018) and only the leader may get the attention, creating an issue within the employees' and team's performance (Unger-Aviram, Zeigler-Hill, Barina, & Besser, 2018).

When leaders exemplify positive behaviors, employees mirror the positive attitudes, which benefits the employees' performance outcomes (W. Lin, Ma, Zhang, Li, & Jiang, 2016). However, when leaders exemplify negative behaviors, the negativity impacts employees' well-being and behavior (Pan & Lin, 2018). Embracing positive and supportive leadership could foster a higher-level LMX relationship, which may benefit leadership, employees, and the workplace environment.

The quality of the LMX dyadic exchange contributes to employees' performance and turnover intention; therefore, both leaders and employees should build strong relationships to be beneficial to the leader, employees, and organization (Osman & Nahar, 2015). Researchers have factored both leader and employee contributions into the LMX relationship and the reciprocation of contributions (Liao, Li, Liu, & Song, 2019). Supportive and positive leadership builds trust, improves performance, and reduces employee turnover intention (Byun, Dai, Lee, & Kang, 2017). Negative leadership breaks the trusting relationship between leaders and employees, damaging the employees' well-being and increasing employee turnover intention (Chen & Liu, 2019). Understanding the different dynamics of LMX and assessing potential factors associated with employee turnover intention was the purpose of the current study.

Literature Review

Turnover and Turnover Intention

Employee turnover is a behavior of interest for organizational leaders in different industries and countries because it affects other employees' morale, reduces the level of

in-house expertise, and lowers the organizations' bottom line (Shah, 2014). Although

involuntary turnover could eliminate poorly performing employees, voluntary turnover is

a decision that employees make (Mobley, Griffeth, Hand, & Meglino, 1979). Both

voluntary and involuntary turnover indicates a weakness of overall organizational

effectiveness and performance (Chen, Wang, & Tang, 2016), costing organizations an

average of $4,000 and $7,000 annually, depending on the employees' role (Bauman,

2017). However, there is a difference between the behavior of turnover and employee

turnover intention.

The intent to act is the closest variable to real behavior (Fishbein & Ajzen, 1975).

With employee turnover intention being the best predictor of the turnover behavior

(Kraut, 1975; Mobley, Horner, & Hollingsworth, 1978), researchers continue to

investigate additional underlying causes of employee turnover intentions (Ahmed & Riaz,

2011; Cohen, Blake, & Goodman, 2016; Hausknecht, Trevor, & Howard, 2009; Hom,

Lee, Shaw, & Hausknecht, 2017; Jarupathirun, & De Gennaro, 2018; Shahnawaz, &

Jafri, 2009). The evaluation of both the definition of turnover and turnover intention are

provided in the next section to understand the difference between the intention and action

of employees.

Definition of turnover intention. Specified by Mauldon (1928), turnover is the

frequency of employees changing their working status at an organization. Jackofsky and

Peters (1983) assessed turnover as both job and organizational turnover, where

employees leave the current position for another one within the organization or where

employees leave the job for another job outside the organization. McMann (2018)

evaluated organizational turnover as the rate at which employees leave an organization.

With researchers (Cohen et al., 2016; Hom et al., 2017) determining that turnover

intention predicted the action of turnover, understanding the influences of voluntary

turnover stems from understanding employee turnover intentions.

The definition of turnover intention is the aim of employees to search for

alternative jobs or leave the organization in the future (Dwivedi, 2015). Turnover

intention is present in unsatisfied employees whose thoughts and behaviors characterize

the objective of quitting their job or starting a job search (Kartono & Hilmiana, 2018). As

evaluated by Schyns, Torka, and Gossling (2006), turnover intention measures whether

employees plan to change or leave their job voluntarily. Measurement methods exist to

analyze an employee's perceived negative workplaces, which can vary each employee's

degree of job satisfaction and present turnover intention (Herzberg et al., 1959).

Researchers of turnover intention have frequently examined factors such as the influences

of individual or organizational characteristics, because these factors may cause elevated

stress, burnout, and psychological instability, which tend to increase turnover intention

(Harden, Boakye, & Ryan, 2018; Kim, 2015; Mullen, Malone, Denney, & Santa Dietz,

2018). The research results are different for different industries and countries, but most

revolve around employees' stress level. For example, Nerstad et al. (2018) posited that

stressful work environments may moderate turnover intention and the search for

alternative job options in a Norwegian financial company. Na, Choo, and Klingfuss

(2018) determined that increased supervisor support provided a coping mechanism for work stress, lessening the turnover intention among U.S. lawyers. Liu, Zhu, Wu, and Mao (2019) noted that work stress was a key predictor of turnover intention, specifically in the healthcare industry.

   Employee turnover intention and supervisor support. When leaders support an employee's career growth, the efforts may signal a long-term investment plan in the employees, who are likely to feel valued by their contributions and feel the supervisor cares for their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Jung & Takeuchi, 2018; Levinson, 1965). The employees' higher perception of supervisor support has decreased turnover in Belgium university participants (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002), in technology participants from Delhi (Shahnawaz & Jafri, 2009), in retail employees in India (Rathi & Lee, 2017), in restaurant employees in the United States, South Korea, and India (Guchait & Back, 2016), and in hotel employees in the United Kingdom (Gordon, Tang, Day, & Adler, 2019). There was an apparent need to measure supervisor support through the lens of employees who work in U.S. organizations.

   Organizational leaders influence whether employees intend to stay at their job or leave (Seo, Nahrgang, Carter, & Hom, 2018) by establishing mutual trust, respect, and obligation to the relationship between themselves and their employees (Dansereau et al., 1975; Graen & Cashman, 1975; Graen, Novak, & Sommerkamp, 1982). Organizational politics may result in a negative work environment when dominating coalitions of leaders

and subordinates (the in-group) get access to privileges while protecting the self-interest

of the group (Allen, Madison, Porter, Renwick, & Mayes, 1979), whereas others in the

out-group face punishment and alienation (Bryson & Kelley, 1977). Directly related to

politics, stress is a potential turnover intention factor. A variety of factors contribute to

employees' work stress, which negatively affect their health and well-being (Kurniawaty,

Mansyur, R., & Ramlawati, 2019). A lack of supervisor support or negative leadership

may lead to stress; lack of appreciation and respect, such as being given unnecessary

tasks, may lead to turnover intention (Apostel, Syrek, & Antoni, 2018).

There are contradictory results from researchers on the topic of stress and

employee turnover intention among different industries and countries because of the

varying factors that could attribute to turnover intention. While Mullen et al. (2018)

determined the positive association that turnover intention had on higher levels of job

stress and burnout in student affair professionals, Lu et al. (2017) determined that work

stress was a direct impact on turnover intention in physicians in China. Al Hashmi,

Jabeen, and Papastathopoulos (2019) concluded that although the intention to resign

decreases with the employees' strong leader-member relationship, the mediating effects

of stress had no direct impact on turnover intention with police personnel of United Arab

Emirates (UAE). Researchers should study additional industries to provide

generalizability to the topic of employee turnover intention.

Scanlan and Still (2019) determined that negative perceptions of organizational

leadership support produced higher levels of turnover intention among employees.

Employees who perceived positive supervisor support were less likely to leave their

organizations (Gordon, Tang et al., 2019). Garg and Dhar (2017) evaluated supervisor

support as organizational leaders who listened to employees' disputes and resolved work-

related problems. Additional researchers, such as Rathi and Lee (2017) and Ng and

Sorensen (2008) agreed, explaining that supervisor support entailed guiding career

development and listening to employees' concerns and complaints. Other researchers

added to the definition specifying that leaders provide support by (a) preparing

employees of organizational and department decisions and information (Karatepe &

Kaviti, 2016), (b) adapting employee-focused practices (Dominguez-Falcon, Martin-

Santana, & Saa-Perez, 2016), and (c) encouraging employees in career development and

advancement (Agrusa, Spears, Agrusa, & Tanner, 2006). Ibrahim, Suan, and Karatepe

(2018) assessed supportive supervision as enhancing employees' job engagement while

reducing the proclivity to quit. With researchers assessing that highly supportive

supervisors promote employees' productivity and less supportive supervisors were an

obstacle to employees' success, possibly diverting employees towards deviant behavior

(Khan, Mahmood, Kanwal, & Latif, 2015), researchers in the field specified that

supervisor support is an essential job resource (Suan & Nasurdin, 2016).

With research by Ferreira, da Costa, Cooper, and Oliveira (2019) determining

turnover intention as hindering employees' productivity, researchers should study

methods of reversing employees' inclination to quit through proactive retention

measures. Rothausen, Henderson, Arnold, and Malshe (2017) determined that focusing

on employees' perspectives of the supervisory support they are receiving could provide

effective management of employees' retention. Past researchers comparing perceived

supervisor support to potential turnover intention produced mixed results on the

relationship between the variables, possibly because researchers conducted the studies in

different countries outside the United States or they focused on one specific industry. For

example, Nichols, Swanberg, and Bright (2016) determined significant negative

relationships between perceived supervisor support and turnover intention in hospital

workers, Naidoo (2018) determined that increased supervisor support in information

technology workers decreased turnover intention, and Choi (2018) determined that

supervisory support of telework employees decreased turnover intention.

Other researchers had contradictory findings. Fan (2018) examined no mediation

between supervisor support and turnover intention with Chinese technology. Mathieu,

Fabi, Lacoursiere, and Raymond (2016) determined only an indirect relationship between

perceived supervisor support and turnover intention using different factors. Elci, Yildiz,

and Karabay (2018) examined the lack of supervisory support on employees, where

exhaustion due to burnout had a statistically significant impact on employee turnover

intention within the health care industry in Turkey. There are U.S. studies in the mental-

health industry (Fukui, Wu, & Salyers, 2019) and the restaurant industry (Guchait &

Back, 2016) evaluating the influence of supervisory support on employees turnover

intention, but limited studies exist in the past 5 years specific to the employees'

perception of supervisor support and the influence on turnover intention within medium-

sized U.S. organizations. A study on the perceived supervisor support from employees working in medium-sized U.S. organizations could fill the gap in the literature.

Turnover intention of employees of narcissistic leaders. Given the vast array of negative behaviors that are characteristic of narcissistic leaders, subordinates of such leaders may have higher rates of turnover intention. Researchers have determined that negative narcissistic behaviors can lead to workplace incivility (Foulk et al., 2018), lowered organizational commitment (Youngkeun, 2019), increased turnover rates (Wang, Zhang, et al., 2018), and a bullying atmosphere (Porath, 2017) in the work environment that are cumulatively counter-productive. Narcissistic leaders on the malevolent side tend to engage in hurtful workplace behaviors that depress performance and increase employee turnover levels (Porath, 2017). The self-interest of narcissistic leaders does not typically align with ethics and the organizations' values (Kim, Kang, Lee, & McLean, 2016; Yurtkoru, Eusari, & Karabay, 2018), resulting in higher turnover intention rates (Lin et al., 2018). Sguera, Bagozzi, Huy, Boss, and Boss (2018) determined that supervisors could influence the employees' own ethical or unethical behavior by engaging in the same ethical or unethical behavioral standards. Ethical leadership could reduce employee turnover intention and sustain loyalty (Babalola et al., 2016). It is reasonable to posit that many employees with negative or unethical leaders may consider leaving their jobs if their ethical values differ from leadership.

Negative leadership may have a severe impact on employees' morale, job satisfaction levels, and organizational loyalty that may combine to further accentuate

employee turnover levels, posing direct and indirect costs to the organization. An employee's attitude about their job may stem from many variables and affect their work commitment and performance (Bin Shmailan, 2016). The right job fit could be satisfying for an employee, creating enthusiasm and creative thinking (Hudson, Bryson, & Michelotti, 2017). When the workplace is full of anxiety, stress, and bullying, employee turnover intention naturally increases, and their job satisfaction decreases, making employees less engaged in their work while they ponder their future with the organization (Celik, 2018). By contrast, the stronger the positive leadership and employees' relationship, the healthier the employees' perception is of support at work, which may result in less stress, more job satisfaction, and less turnover intention (Ellis et al., 2018). A study on narcissistic leadership and the influence on employee's turnover intentions could close the gap in the literature among U.S. employees of medium-sized organizations.

Perceived Supervisor Support

Perceived supervisor support (PSS) is the extent to which employees within an organization believe their supervisors value their respective contributions within the workplace (Arici, 2018). With such a broad definition, researchers have defined PSS as a multifaceted phenomenon that encompasses a dynamic assemblage of factors understood by organizational employees (Mylona & Mihail, 2018). PSS could include how employees perceive how their supervisor values their contributions within the workplace culture (Kalidass & Bahron, 2015), cares about respective employees as human beings,

including the values held by employees (Li, Shaffer, & Bagger, 2015), and how well the values of the employees align with the supervisor's values (Probst, Petitta, Barbaranelli, & Austin, 2018). The concept of PSS includes the employees' perceptions of how well supervisors provide them with the array of tools and knowledge needed to be successful within their role and for potential growth within the organization (Tremblay & Gibson, 2016).

As PSS is so multidimensional, the facilitation of PSS is a function of repeated interactions between employees and their respective supervisors (Guchait, Cho, & Meurs, 2015). Through the dyadic relationships, employees gain insight regarding to what degree the supervisor values employees' contributions and shares in the organizational values (Probst et al., 2018). When interactions between supervisors and employees are primarily positive, levels of PSS often increase (Gordon, Tang et al., 2019). Conversely, repeated negative or indifferent interactions between employees and supervisors may reduce levels of PSS (Cheng, Jiang, Cheng, Riley, & Jen, 2015). As employees determine PSS through interactions with superiors in the workplace, researchers have linked PSS to employees' well-being, employees' satisfaction, and overall organizational success (Park & Jang, 2017).

PSS and employee well-being. Researchers have linked perceived supervisor support to the mental well-being of employees within the workplace (Pramudita & Sukoco, 2018). Within many organizations, the diverse set of challenges within the workplace may facilitate feelings of stress, anxiety, depression, and burnout within the

employees (Jose & Mampilly, 2015). When employees experience excessive workloads and intra-organizational conflicts with supervisors or coworkers, employees experience an exacerbation of negative symptoms (Gok, Karatuna, & Karaca, 2015). With the potential of employees to experience such a diverse collection of negative mental health symptoms within the workplace, often successful navigation of these workplace challenges depends primarily on whether supervisors give the employees the resources and direction needed to succeed within their respective positions (Jin, McDonald, & Park, 2016). The PSS experienced by employees becomes essential to alleviating many workplace stressors.

Park and Jang (2017) examined the relationship between PSS and the experience of employee stress within a variety of U.S. workplaces. In the broad representation of American workplaces studied, researchers have found a significant positive relationship between PSS employees' mental health and overall job satisfaction. Researchers have also found that employees felt a rise in workplace autonomy with elevated levels of PSS, showed higher job engagement, and reported higher levels of job satisfaction.

Although there are positive correlations between PSS and employee mental health outcomes and employee job satisfaction, adverse outcomes for employees may occur, such as stress, anxiety or depression, if managers do not adequately mitigate situations or levels of PSS remain low (Hakanen & Bakker, 2017). When stressful workplace conditions persist, especially with the absence of PSS, employees may be more likely to experience burnout (Smit, Stanz, & Bussin, 2015).

PSS, burnout, and employee outcomes. Employee burnout occurs when an employee becomes emotionally exhausted within their respective workplace position (Kim, Ra, Park, & Kwon, 2017). When employees become emotionally fatigued within their organizational roles, often their job performance suffers (Khan et al., 2015). Employees are often less engaged when they experience burnout within the organization, especially regarding workplace responsibilities (Pohl & Galletta, 2017). These employees are less likely to work with urgency, are less likely to exceed expectations, and are more likely to become cynical within their respective positions (Wei Tian, Cordery, & Gamble, 2016). Employees who are experiencing burnout are less likely to take the initiative, acquire innovative skills, or seek promotion (Buch, Dysvik, Kuvaas, & Nerstad, 2015). Low levels of supervisor support or narcissistic leadership who overburden employees could cause burnout. Employee burnout decreases both job satisfaction and job performance (Zacher & Schulz, 2015). Charoensukmongkol, Moqbel, and Gutierrez-Wirsching (2016) measured the influence of supervisor support on job satisfaction and workplace performance with 76 personnel from a Southern Texas University. Through analysis of the self-report surveys, these researchers determined a significant negative relationship between PSS and the rates of employee burnout. Specifically, higher levels of PSS aided in mitigating employee burnout and increasing overall job satisfaction. Conversely, with results from the same study, the researchers indicated that when employees perceived levels of support from supervisors as low or neutral, PSS lowered levels of employee job satisfaction and increases in employee burnout.

Employee burnout may further exacerbate issues of stress experienced within the workplace, creating increasingly poor workplace environments for the respective employees (Gkorezis, 2015). With poor workplace environments, employees may be more likely to be absent from work. Employees experiencing burnout are more likely to report turnover intention (Shi & Gordon, 2019). Employees who express turnover intention are more likely to seek new employment actively or leave the organization (Dysvik, Kuvaas, & Buch, 2016).

PSS, turnover intention, and organizational outcomes. Increased turnover intention is prevalent in workplace cultures where PSS is low; however, when PSS is higher within an organization, there may be a reduction of turnover intention and burnout (Wong, Long, Ismail, & Kowang, 2016). When PSS is high, employees experiencing burnout or expressing turnover intention may feel comfortable voicing concerns to supervisors; voicing concerns may mitigate many of the issues contributing to negative feelings (Workman, 2017). In many organizations where PSS is high, levels of training and employee support were greater (Lee, Yun, & Kim, 2019). With the increased opportunity for training, employees may be more likely to feel valued by the organizational investment and often refrain have high turnover intentions (Afzal, Arshad, Saleem, & Farooq, 2019). Conversely, in organizations where PSS was low, Liu and Lo (2018) determined employees felt disconnected from supervisors and were more likely to experience burnout. As stated earlier, organizations with low PSS were more likely to possess employees who did not adequately perform job tasks and reported lower levels of

job satisfaction (Pasamehmetoglu, Guchait, Tracey, Cunningham, & Lei, 2017).

Although troublesome to the employees, incidences of burnout created a multitude of

issues for others within the organization (Jin & McDonald, 2017). As burnout hindered

job performance within respective employees, coworkers experienced increased

occupational burdens (Fazio et al., 2017). With increased workloads, other employees

experienced burnout, who in turn, were more likely to express turnover intention

themselves (Kang & Kang, 2016). Leadership personality traits such as narcissism could

have a relationship with low employee PSS, as discussed in the next section.

Narcissistic Behaviors of Leaders Within Organizations

When leaders exhibit negative traits in the workplace, their effects on employees

could lead to negative outcomes, such as disengagement (Saraswati, 2019), poor

performance, and high employee turnover rates (Lin et al., 2018). Herzberg (1974)

created the theory of motivation-hygiene, where he suggested that employees relate their

unhappiness factor to how the employees feels they are being treated. Negative outcomes

could lead to unnecessary costs in labor acquisition and training of new employees and

managers (Dowling et al., 2013; Linton & Power, 2013). These costs do not include the

loss of productivity and the diminished morale of the employees that remains following

the departure of one of their peers, nor does that take into account a number of other

indirect costs such as opportunity costs, retraining costs, and reselection cost that

organizational managers frequently overlook in the turnover cost equation (Saraih, Aris,

Sakdan, & Razli, 2017).

Negative leadership traits may have severe and long-lasting negative effects on employees and the organization (Wang, Zhang et al., 2018). Fan (2018) determined that narcissistic leaders deceive, belittle, or oppress their followers, and may not care about the subordinate demands; these behaviors will destroy their leader-follower relationship. Negative workplace situations may leave the follower more likely to consider seeking employment opportunities elsewhere. Therefore, developing a better understanding of leadership behaviors and traits, such as narcissism, in U.S. organizations was essential to understanding the potential connection to employees' performance and satisfaction.

Definition of narcissism. Narcissism refers to a complexity of personality traits, such as grandiosity (Marquez-Illescas, Zebedee, & Zhou, 2019), arrogance (Sadler-Smith, Akstinaite, Robinson, & Wray, 2017), self-love (Liu, Chiang, Fehr, Xu, & Wang, 2017), entitlement (Nevicka et al., 2018), and hostility (Hart, Richardson, & Breeden, 2019). There are three main elements: a positive self-view, the use of self-enhancement strategies, and a lack of concern about others (Cote, 2018). Braun (2017) evaluated narcissistic leaders as having relatively stable and inter-individual differences in self views, with low empathy, little concern for others in both work and interpersonal relationships, and few self-regulatory strategies applied to maintain inflated self-views. Braun (2017) and Eski (2016) assessed narcissism as the association of self-promotion and aggrandizement, emotional aloofness, and aggressiveness

Characteristics of narcissistic leadership. Originally adapted by Mooney (1956), narcissistic leadership describes persons in a supervisory position with various

personality and behavioral traits. Narcissistic leaders (a) demonstrate ruthless behaviors, (b) perceive themselves to be larger than life, (c) self-promote grandiose ideas to attract followers at any expense, (d) lack the ability to listen to others, and (e) lack empathy towards others (Maccoby, 2000). Rosenthan and Pittinsky (2006) critiqued narcissistic leader as one who has grandiose beliefs and motivated by power and admiration of subordinates. Narcissism is one negative dark trait of leadership, according to Judge, Piccolo, and Kosalka (2009). Although Nevicka et al. (2018) determined that narcissists often emerged as leaders, the researchers noted an inconsistent conclusion concerning the relationship between leader narcissism and leader effectiveness from the followers' perspective. Many of the characteristics of narcissistic leadership organizational managers have been considered negative, with a simultaneous adverse impact on subordinates. For example, Chen, Wen et al. (2016) concluded that narcissistic leaders were multi-faceted and not exploitive, entitled, or arrogant, and thus affected organizational employees' attitudes and turnover intention. Xiao, Fengzhong, and Zhou (2018) examined that employees perceive themselves as being a member of an organization and have a sense of belonging. However, in contrast to the employees' sense of belonging, a narcissistic leaders' tendency to belittle their subordinates to sustain their sense of superiority may harm the employees' self-esteem (Wang, & Guang-Lei, 2018).

One of the overarching characteristics of narcissistic leaders is adversely affecting psychological motives, thereby severely diminishing employee morale, organizational loyalty, and the employees' sense of belonging to their organization (Babalola et al.,

2016). There are other characteristics of narcissistic leaders, who can have a profoundly

negative effect on subordinates, thus exacerbating unplanned turnover intention and

actual turnover. Narcissistic leaders have the unethical tendency to feel entitled and may

take the credit for all successes, including when subordinates made the most significant

contributions (Thomason & Brownlee, 2018).

These exploitive characteristics could create a toxic work environment that may

compel even the most loyal and tenured subordinates to search for better work

opportunities elsewhere (Mead, Baumeister, Stuppy, & Vohs, 2018). Organizational

leaders should identify narcissistic leaders and take steps to mitigate the negative impact

that their behaviors may have on their subordinates. For example, based on their

important research in the area, Fan (2018) concluded that the identification and control of

narcissistic leaders in the organization is imperative, as narcissistic leaders create a

negative workplace environment, driving loyal employees away. Similarly, Braun (2017)

determined that narcissistic leaders' actions were similar to a small child, principally

motivated by their own interests to the detriment of their subordinates, putting their own

needs and self-interests first and blaming others for their shortcomings. Refusal to take

responsibility and be accountable displays destructive behavior, which no organization

can afford.

Influence of narcissistic leaders in organizations and on employees. Office politics

has existed for centuries and contributes to relationships among senior leaders; the

highest levels of corporate leaderships may not notice if politicking is a common

behavior (Bryson & Kelley, 1977). Organizational politics includes (a) blaming others in negative situations to avoid failure, (b) withholding information from others to ensure failure, (c) taking credit for others' work, or (d) promoting self-interests above the organizations' or teams' best interest (Allen et al., 1979). Narcissistic leaders may use office politics to their advantage to get ahead and degrade others. Narcissistic leaders who tend to exploit their subordinates for their own benefit will not receive the same level of reciprocity as those who do not exploit subordinates (Emerson, 1962). Because there is a level of reciprocal exchange that occurs between leaders and employees in their working relationship, the leader-member exchange (LMX) theory served as the theoretical framework of the study. The leader-member exchange theory was the optimal choice because it provided a framework for evaluating the impact of the leader-follower working relationships. The belief that there are differences in the quality of relationships between leaders and their followers is what grounds LMX theory (Linden & Graen, 1980).

Positive influence. Narcissism does not always have a negative impact on organizational structures (Braun, 2017; Judge et al., 2009), if the extraverted personality of the narcissist emerges as a positive trait (Grijalva & Zhang, 2015). There are four areas that could be beneficial to management for incorporating narcissism as a determining factor of their respective organizational interest outcomes: (a) international management, (b) social issues in management/corporate social responsibility, (c) entrepreneurship, and (d) negotiation (Grijalva & Harms, 2013). However, Anninos (2018) stated that while

narcissism can have a positive effect such as minimizing deviant employee behavior, the effect is short-term for the individual and the organization. Employees perceive narcissistic leaders who have high levels of charisma as having more strategic and operational behaviors (Vergauwe et al., 2018) while also having a strong influence on employee behavior and organizational performance (McClean & Collins, 2018). Max Weber (Weber, 1947) first discussed the topic of charismatic leadership in a published essay about the leader keeping order within an organization through both legal authority and charismatic authority. House (1976) considered charismatic leaders as those who helped followers accomplish amazing feats because of the charismatic leaders' high level of self-confidence, dominance, and moral virtue. Tucker (1968) assessed the relationship between such leaders and their followers as one of love and devotion rather than fear. Winter (1973) determined that followers allowed leaders to exercise power over them. Similarly, Oberg (1972) determined that charismatic leaders' behaviors included building their image and influencing others, but followers perceived them favorably and followers were more devoted to charismatic leaders due to a high level of trust.

Negative influence. Researchers have concluded that narcissistic leaders can have a wide range of adverse effects on followers' emotions and behaviors in organizations (Braun, 2017). In cases where the self-interest of the narcissistic leaders did not align with ethics and organizational values, the intensified negative outcomes resulted in higher rates of turnover intention (Lin et al., 2018). While Babalola et al. (2016) determined that ethical leaders reduced turnover intention and increased self-esteem in employees, which

was beneficial to the dyadic relationship, the employees, and the organization, Wang,

Zhang et al. (2018) linked unethical leadership to negative workplace behaviors and the

quality of interaction between leaders and subordinates.

The research in the second decade of the 21st century has consistently linked

narcissism to be a destructive leadership trait and linked narcissistic leadership with

several negative workplace behaviors, including an increased reluctance for knowledge

sharing (Xiao et al., 2018). Because narcissistic leaders continually seek admiration and

are adamant about not receiving criticism, there is an inhibition of the intellectual

stimulation of subordinates of narcissistic leaders (Wang, Cheng et al., 2018). There is an

inverted relationship between varying work-related factors and an employee turnover

intention (Porath, 2017). Braun (2017) determined narcissistic leaders increased

experiences of malicious envy and decreased experiences of benign envy in followers,

and that malicious envy fueled followers' counterproductive work behaviors directed

toward narcissistic leaders. Wang, Cheng et al. (2018) assessed the negative job and

satisfaction and performance aspects of leader-member exchange (LMX) between

narcissistic leaders and employees. The more opportunities followers have of observing

narcissistic leaders, the more likely they are to experience these leaders' toxic behaviors,

and consequently, the less they perceive the leader as being effective (Nevicka et al.,

2018).

Leary and Ashman (2018) noted that dysfunctional dispositions demonstrated by

narcissistic leaders disrupted effective team-building initiatives, devastated employee

engagement, and accelerated employee burnout. Chen, Wen et al. (2016) stated that the

self-interest of narcissistic leaders results in a workplace full of anxiety, stress, and

bullying, which Bauman (2017) determined to result in employee turnover intention

increasing and employees' engagement decreasing as they remain on the job, costing the

organization an annual average of $4,000 to replace an average employee and $7,000 for

a management-level employee. Additional narcissistic behaviors and traits on the parts of

leaders in organizations have been studied by researchers to lead to negative worker

indicators and organizational outcomes, such as an uncivil workplace, absenteeism, or

withdrawal from work engagement (Muldoon et al., 2018), poor performance, and high

employee turnover rate (Smith, 2017).

Coexistence of other traits in narcissistic leaders. Braun (2017) posited that

narcissism has two discrete sides: a bright and a dark, each of which can coexist in

leadership and have their respective merits. Leaders should not elevate or condone any

behaviors or traits that could potentially be harmful to employees (Mills & Boardley,

2017). The coexistence of traits such as humility could moderate deleterious outcomes

brought about by narcissistic leaders and could contribute to leadership success (Leary &

Ashman, 2018). The coexistence of other traits in narcissistic leaders may help reduce the

negative effects that their extreme workplace behaviors may cause and may act as a

prelude to leadership success. Organizational leaders may have some level of narcissism

that helped them achieve their current leadership position. Sy, Horton, and Riggio (2018)

determined that too little narcissism in a leader resulted in a lack of confidence to get

elected or appointed; however, too much narcissism resulted in their believing they are better than others or above the law.

Relationships and Interrelationships

The general problem of employee turnover intention and actual turnover may have contagious effects on remaining employees (Scanlan & Still, 2019). As indicated in previous sections of this literature review, many factors could contribute to employee turnover intention such as anxiety (Bauman, 2017; Celik, 2018; Hakanen & Bakker, 2017; Jose & Mampilly, 2015), stress (Bauman, 2017; Hadadian & Zarei, 2016; Hakanen & Bakker, 2017), and bullying (Celik, 2018; Porath, 2017), resulting in the employees being less engaged in their work. Such stress can cause further employee negativity, reduce trust in leadership, and lower employee productivity (Hadadian & Zarei, 2016). By contrast, supportive leaders tend to produce higher employee job satisfaction and lower employee turnover intention (Pradhan & Pradhan, 2015). If employees perceive a high level of support from their supervisor, they may have a higher level of jobs satisfaction, as the supervisor is striving to help the employees advance their career (Glazer et al., 2019; Nerstad et al., 2018).

Managers should find ways to avoid negative leadership, such as those found in narcissistic leaders, and promote supportive leadership behaviors to counter the negative consequences and, thereby, improve employees' well-being (Erickson, Shaw, Murray, & Branch, 2017). A lack of perceived supervisor support may cause stress, anxiety, burnout, and depression with the employees' job, thus potentially leading to turnover intention

either to another department or outside the organization (Kraft, Maity, & Porter, 2019). If employees report to leaders who behave unethically or negatively or subject the employees to an out-group where they are given jobs that do not challenge them or are demeaning, a toxic environment could form, causing employee turnover intention. If employees work for narcissistic leaders who take credit for their contributions and create a bullying atmosphere, employees may have negative perceptions of leaders or the employee may feel threatened because of working under negative leadership (Khalique, Arif, Siddiqui, & Kazmi, 2018).

Managers may address challenges of employee retention from several perspectives. Mitigating negative leadership behaviors, such as those found in narcissistic leaders, can ensure the promotion of a positive workplace environment and improving employees' well-being (Matos, O'Neill, & Lei, 2018) while lowering the toxic and potentially unethical element (Cote, 2018). Ethical leadership serves as a basis of respect, trust, and integrity,' and is an integral part of the leader-member relationship (Neamtu & Bejinaru, 2018). As supervisors directly influence the employees' performance (Chammus & da Costa Hernandez, 2019), when leaders demonstrate a propensity toward ethical and trustworthy behaviors, employees may be more likely to follow (Guiso, Sapienza, & Zingales, 2015), which will reduce turnover intention (Shareef & Atan, 2018). A study from the employees' perspective on the impact of perceived supervisor support and narcissistic leaders on employee turnover intention could contribute to the literature and extend the body of knowledge.

Gaps in the Literature

Research on organizational leadership is complex and encompasses many variables such as personality traits and behaviors (Wille, Wiernik, Vergauwe, Vrijdags, & Trbovic, 2018), technical and soft skills (Beydler, 2017), industry knowledge and success (Khoshhal & Guraya, 2016), education (Watkins et al., 2017), and ethics (Moore, Mayer, Chiang, Crossley, Karlesky, & Birtch, 2019). Any one of these factors could change the phenomenon within the workplace, presenting differing results of a research study. Different variables may have positive or negative aspects that affect the relationship between the employees and leaders involved. Researchers have suggested areas for future research on differing variables that could potentially influence employee turnover intention. Saraih et al. (2017) posited the need for research in academia. Schneider, González-Romá, Ostroff, and West (2017) posited the need for research on leadership styles within varying cultural and climate contexts outside Germany and the Netherlands where they conducted research. Spurk and Hirschi (2018) posited the need for additional research on narcissistic leadership from the subordinates' perspective in relation to the potential for employee turnover intention.

From the review of the literature, although researchers studied specific industries within a specific country, or on different variables that could contribute to employee turnover intention, there was a gap on research within medium-sized U.S. organizations from the employees' perspective regarding perceived supervisor support and any influence on the employee turnover intention. There was also a gap on research within

medium-sized U.S. organizations from the employees' perspective regarding those who work for narcissistic leaders and any influence on the employee turnover intention. The gap may entail both perceived supervisor support and narcissistic leadership as well, as employees may work for narcissistic leaders who are not supportive, thus potentially influencing the employee turnover intention. Studying both the perceived supervisor support and narcissistic leaders' influences on employee turnover intention may provide human resource managers with (a) a better understanding of ways to train new hires that benefits both the employees and the organization, (b) information on how to provide managers additional training options to foster supervisory support among organizational leadership, and (c) a way to provide employees with coping techniques to address non-supportive personalities. Arguably, additional research of this kind was needed in varying industries within medium-sized U.S. organizations to provide the generalizations needed and fill the gap in the literature that currently exists.

Summary and Conclusions

The relationship between employees and their leaders is essential to the employees' job satisfaction, career success, commitment, and productivity (Carlson, et al., 2017). Fostering a positive leader-member relationship could reduce turnover intention, as the employees may be happy with their job and see career advancement potential (Jung & Takeuchi, 2018). Provided in this literature review was the theoretical framework of LMX, revealing that researchers have measured the different configurations of the leader-membership exchange within workplaces (Seo, et al., 2018)

to assess further the influence leadership and work relationships had on employees'

commitment, job satisfaction, and turnover intention.

Though researchers know the extent and impact of variables such as stress,

negative leadership, and bullying have on employee turnover intentions, there was a gap

in the literature on research done to assess any influences of perceived supervisor support

from the lens of the employees and the influence that narcissistic leaders may have on

employee turnover intention. This literature review represents a comprehensive summary

of the LMX theory behind the study and the variables that created the foundation for the

study (i.e., perceived supervisor support, narcissistic leadership, and employee turnover

intention). Studies included in this section comprised of the researchers' further

clarification on the relationship between the theory and variables. The next chapter

contains a description of the methodological aspects of the study.

Chapter 3: Research Method

The purpose of this quantitative correlational study was to determine whether there was a relationship between perceived supervisor support and/or narcissistic leadership (independent variables) and employee turnover intention (dependent variable) in medium-size U.S. organizations. This chapter contains a presentation of the research design and its rationale in comparison to other possible designs. I also present the methodology of the study, including a description of the target population, sampling procedures, data collection methods, recruitment of participants, and participant selection criteria. I also describe the measurement of the dependent and independent variables, threats to validity, and ethical issues. The chapter concludes with a summary.

Research Design and Rationale

The choice of research design depends on the objective of the study. There are three traditional research designs available to quantitative researchers: (a) descriptive or nonexperimental, (b) experimental or quasi-experimental, and (c) relational or correlational (Haegele & Hodge, 2015). Descriptive research provides answers to *who, what, where*, and *why* questions that relate to the research problem (Grimes & Schulz, 2002). Survey research falls under the nonexperimental or descriptive category, and researchers use this type of design to evaluate a sample of data from a population to study numerical trends and opinions (Fowler, 2008). Experimental research occurs when researchers randomly assign participants to groups and determine whether a treatment given to a group and withheld from another group influences the outcome (Keppel,

1991). A relational or correlational design is a nonexperimental form of research in which
researchers use statistics to measure the degree of the relationship between two variables,
ruling out alternative variables that could play a role in the relationship between the
variables (Reio, 2016).

Correlational Design

Researchers use a correlational design because they can replicate the design in
subsequent studies when data samples meet the minimum sample size and the
measurements are reliable (Schoonenboom, 2017). The design for the current study was a
correlational design involving the use of multiple regression to analyze the data. The goal
of the study was to examine relationships between two independent variables (perceived
supervisor support and narcissistic leadership) and one dependent variable (employee
turnover intention), accounting for two control variables (age and tenure). The study data
came from participants' responses to online survey questions with Likert-type responses.
Because researchers use the correlational research design to examine associations
between dependent and independent variables (Reio, 2016) and the objective of the
current study aligned with the nature and design of correlational research (see Becker et
al., 2016), the correlational design was appropriate for the study.

To examine the relationships between the independent variable of perceived
supervisor support and the dependent variable of employee turnover intention, the first
research question in the study was the following: To what extent, if any, is there a
relationship between perceived supervisor support and employee turnover intention

within U.S. organizations after controlling for employee demographics (i.e., age, tenure)? To examine the relationship between the independent variable of narcissistic leadership and the dependent variable of employee turnover intention, the second research question in the study was the following: To what extent, if any, is there a relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure)? Due to the possible relationship between both independent variables of perceived supervisor support and narcissistic leadership and the dependent variable of employee turnover intention, the third research question in the study was the following: To what extent, if any, is there a relationship between perceived supervisor support and narcissistic leadership, taken together, and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure)?

Appropriateness of the Research Design

Choosing the appropriate research methodology depends on the research questions for the study. In this study, I included hypothesis testing and examined the relationships between variables, which researchers do in quantitative studies. Because the research included variables that may influence each other, I tested a null hypothesis to rule out the potential for no influence between variables. Null hypothesis significance testing occurs through a quantitative method (Szucs & Loannidis, 2017).

Using simple and multiple linear regression will enable an examination of the relationships between the predictor variables and the criterion variable. Regression

analysis is a more sophisticated method of data analysis than correlation analysis, both of which are part of the quantitative methodology (Cheung & Jak, 2016). Applying regression analysis to examine data involves the testing of a hypothesis to answer research questions that address the relationship between the predictor variables and the criterion variable.

Time and Resource Constraints

To fulfill the requirements of the Walden University PhD degree program, I was required to complete the study in a timely manner. All data collection, regardless of the methodology and design, involves sampling a population (Twining, Heller, Nussbaum, & Tsai, 2017). Data collection for the current study took place over a 2-week period to collect the minimum amount of usable survey responses (i.e., at least 85 based on the G*Power analysis shown in Figure 1).

Methodology

The methodology for research must reflect the objective of the research and link to the research problem and questions posited (Santiago-Delefosse, Gavin, Bruchez, Roux, & Stephens, 2016). My role as the researcher was multifaceted and involved selecting the topic of study; defining the research question and hypotheses; reviewing the relevant literature; describing the choice of methodology and design; collecting, organizing, maintaining, and analyzing the data; and presenting the findings and conclusions (see Köhler, Landis, & Cortina, 2017; Osborne, 2017). In the process of identifying the most appropriate research method for the study, I considered the three

research methods available: quantitative, qualitative, and mixed methods (see Brown, Strickland-Munro, Kobryn, & Moore, 2017). I chose a quantitative approach and a correlational design to examine the potential associations between the selected dependent and independent variables.

Population

The population of a study consists of the entire group of people a researcher wants to analyze (Taherdoost, 2016). The population of this study consisted of full-time employees of U.S. organizations composed of 200 to 1,000 employees. In the United States, out of the 32 million nonfarm businesses that filed tax returns in 2018, there were almost 53,000 organizations that had 200 to 1,000 employees (DMDatabases.com, n.d.). Assuming an average number of 500 employees, I concluded the sample pool contained 26,500,000 employees. The study sample included participants of all ages, genders, and professional industries. The choice of the population was due to a gap in the literature for research within medium-size U.S. organizations. Not filtering the population by age, gender, or industry may enhance generalizability of the results.

Sampling and Sampling Procedures

A researcher must articulate both the process of sampling and the participant selection criteria in any study (Twining et al., 2017). The sample for the current study was the group of participants that I surveyed. The margin of error is a percentage of the sample that deviates from the total population, such as 5%. The smaller the margin of error (i.e., 5% versus 10%), the closer the respondents' answers are to the given

confidence level (Cochran, 1977; Kosar, Bohra, & Mernik, 2018). I used a confidence

level to demonstrate how reliable the sample collected was compared to the true

population parameter (see Muller, Zeiler, & Bertsche, 2018). A larger sample may help

validate research findings because there is a lower margin of error, while smaller sample

sizes may compromise generalizability beyond the sample (Sijtsma, 2016). The sample

size must be at least as large as the minimum sample. Using the G*Power 3.1.9.4

software (see Faul et al., 2009), for an *F* test, a medium effect size ($p = .15$), an error

probability of 5% ($\alpha = .05$), and a power of 80% ($1 - \beta = .80$), I concluded that the

minimum sample size needed was 85 (see Figure 1).
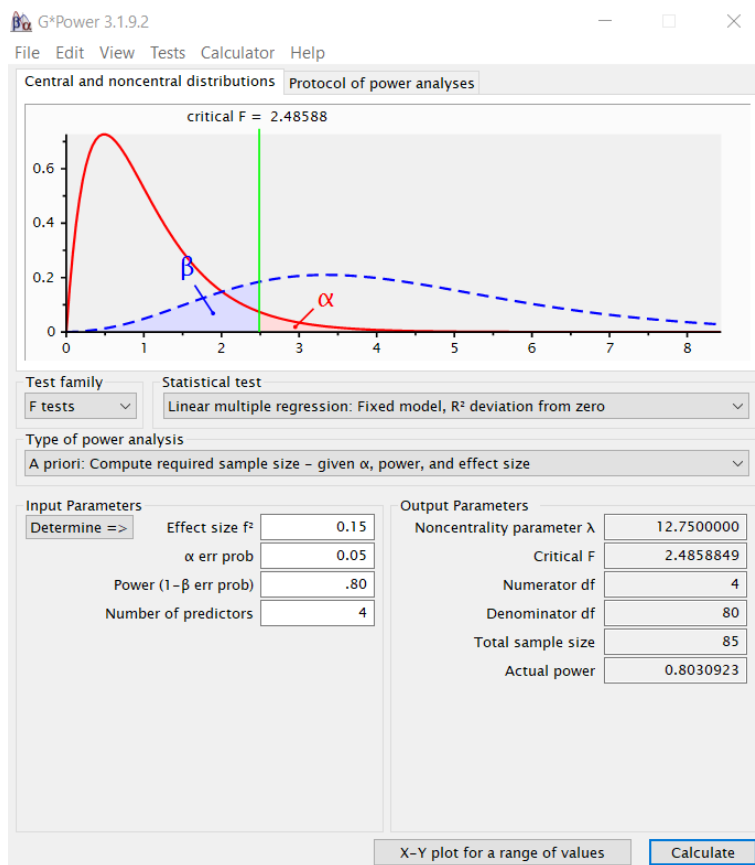
Figure 1. G* Power calculation of sample size.

After receiving institutional review board (IRB) approval (01-15-20-0667574), I

began collecting data. I drew the sample using SurveyMonkey, which sent out survey

invitations to individuals in the participant pool who met the inclusion criteria. I did not

have to wait 2 weeks to reach the minimum sample size of usable survey responses; 300

responses were received within 1 day, and 178 were usable for the study.

Inclusion and Exclusion Criteria

I screened participants and collected responses only from those who fit the

inclusion criteria by presenting initial qualifying questions in the survey that ensured the

participants worked full-time in U.S. organizations that employed 200 to 1,000

employees. Those excluded from the study were part-time workers, employees of non-

U.S. organizations, or employees of U.S. organizations that had fewer than 200

employees or more than 1,000 employees. If a potential participant did not meet the

inclusion criteria when answering the qualifying question, SurveyMonkey displayed a

message informing the individual that they did not qualify for the survey.

Procedures for Recruitment, Participation, and Data Collection

SurveyMonkey was the primary source of participants for the study. If there were

not enough responses from SurveyMonkey within the first 2 weeks to meet the minimum

sample size requirement, I was going to extend the data collection period from 2 weeks to

4 weeks. If there were still not enough participants after 4 weeks, I was going to use the

Qualtrics research company as the secondary source to obtain participants.

SurveyMonkey's web-based survey platform provides researchers with easy access to

large groups of remote participants, and researchers recognize SurveyMonkey as a

reliable company to provide research data to higher education schools and global

enterprises (Wright, 2017). Companies use Qualtrics as another reliable data collection

tool to collect data filtered by geographical differences and company size (Holt & Loraas,

2019).

Both SurveyMonkey and Qualtrics systems could distribute the online survey to a

group of potential participants who meet the inclusion criteria; full-time U.S. employees

from varying industries of medium-sized U.S. organizations, consisting of 200 to 1,000

employees. The participants responded to the questions in the online survey with their

perceptions of supervisor support and narcissistic leadership, providing information on

the supervisor for whom they have worked, and how supervisor support and narcissistic

leadership may have influenced any turnover intention they had while working for such

leaders. The survey concluded when the participant submitted his or her responses to the

survey through the SurveyMonkey or Qualtrics system. The survey system displayed a

thank you message after the participants submitted their answers, thanking each

participant for their time in taking the survey.

Note that all respondents from both the SurveyMonkey and Qualtrics platforms

must agree to take surveys of their own free will. To avoid any psychological or

emotional distress, the topic of the survey may arouse in the participants, each participant

had the right to end the survey at any time and not submit their answers. Only complete

surveys became part of the study data.

Pilot Study

Prior to using a questionnaire to collect data, a pilot test, or mini version of the

study, should be run to prepare for the significant research (van Teijlingen & Hundley,

2001), ensure the feasibility of the study (Thabane et al., 2010), and reduce the chance of

failure in the more extensive study (Fraser, Fahlman, Arscott, & Guillot, 2018). To check

the validity and reliability of the survey questions, the time it took for the participants to

complete the survey, and ensure that the participants clearly understood the instructions

for the survey before I continued full data collection, I ran a pilot test of 10% of the

minimum sample size. As there will be a minimum of 85 total participants for the final

study, the pilot test consisted of 9 participants, whose data was not part of the study data

to avoid the possibility of collecting data from two different surveys, the one used in the

pilot and the revised version used in the final study. I reviewed the collected data from

the pilot test and adjusted the instructions as needed.

As in the final study, I obtained the participants through the use of the

SurveyMonkey system to distribute the pilot test to a panel of potential participants who

met the inclusion criteria; full-time U.S. employees from varying industries of medium-

sized U.S. organizations consisting of 200 to 1,000 employees. The pilot test participants

responded to the questions in the pilot test with their perceptions of supervisor support

and narcissistic leadership and how supervisor support and narcissistic leadership may

have influenced any turnover intention they had while working for such leaders. The pilot

test concluded when all nine participants submitted their responses to the survey through

the SurveyMonkey system.

Instrumentation and Operationalization of Constructs

The instrument used to collect the study data was an online survey that consisted

of three demographic questions and 14 questions from a combination of three existing,

validated surveys: the Perceived Supervisor Support (PSS) questionnaire (Kuvaas &

Dysvik, 2010), the Supervisor Narcissist Scale (Hochwarter & Thompson, 2012), and the

Michigan Organizational Assessment Questionnaire (MOAQ; Cammann et al., 1983).

The combination of the demographic questions and three surveys equaled 17 total
questions (see Appendix A).

I divided the online survey up into sections: one for the demographic questions to
collect the participants' age, tenure, and industry, and one for each of the three
corresponding survey instruments used. Before each divided section, I provided the
respondents with brief instructions to relate the purpose of the section questions. The age
and tenure questions provided a field where the participant to enter a number value to
represent their age and tenure with the company. Both these questions were qualifying
questions for the study, where if they did not enter a value in the field, they did not
qualify to complete the survey. The industry question was a multiple-choice question to
gather information about the industry they worked in for further analysis. All questions
from the three combined questionnaires had a 5-point Likert-type scale for answers on
the survey for the respondents to select from (a) *strongly agree*, (b) *agree*, (c) *undecided*,
(d) *disagree*, and (e) *strongly disagree*. I contacted the authors of the instruments by
email, and the authors provided written authorization for me to use their instruments in
the study (see Appendix A, B, and C). I used SurveyMonkey as the data collection
instrument to distribute online questionnaires and collected responses from participants
who met the criteria of being full-time employees of a medium-sized U.S. organization.

Published Validity and Reliability of Instrumentation

Researchers have validated the three surveys used in the study. Pazy and Ganzach
(2009) validated the PSS survey by using the four-question scale incorporated from

Eisenberger, Huntington et al.'s (1986) nine-question Perceived Organizational Support

scale to validate high pay contingency and supervisor-evaluated performance. Dysvik and

Kuvaas (2012) also validated the PSS survey with a study on the associations between

PSS work environment, perceived organizational investment in employee training and

development, and employee group performance. Hochwarter and Thompson (2012)

validated the Supervisor Narcissistic Scale. When they developed and tested the scale,

they determined by means of a factor analysis that it accounted for an average of 80% of

the variance in the samples tested. As a subscale to the Hackman and Oldham's (1976)

Job Diagnostic Survey (JDS), Bowling and Hammond (2008) developed and validated

the MOAQ survey through a meta-analysis to examine the validity of the survey's

constructs.

Appropriateness to the Current Study

Each of the surveys used in the study was appropriate because they each

contained questions directly related to the independent, dependent, and moderator/control

variables in the study. The survey began with demographic questions, where the

participant provided their age, tenure, and industry. If they left the field blank and did not

answer, SurveyMonkey presented them with a *thank you* message stating they did not

meet the qualifications for the survey. The answers to the age and tenure questions were

appropriate because they were the moderator/control variables used in the data analysis.

The answers to the industry question were appropriate because I conducted further

analysis to determine how many participants were from a specific industry, which could help assess future research needs in that industry.

To answer the first research question regarding whether there was a relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure), I used the PSS survey. The PSS survey contains the following four statements that the participant uses to rate on a 5-point scale, which was used to gather data from the respondents regarding their perceived supervisor support:

1. My supervisor cares about my opinions.

2. My work supervisor cares about my well-being.

3. My supervisor shows very little concern for me.

4. My supervisor strongly considers my goals and values.

To answer the second research question regarding whether there was a relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure), I used the Supervisor Narcissist Scale. The Supervisor Narcissist Scale survey contains the following six statements to be rated on a 5-point scale, which was used to gather data from the respondents regarding their perception of their supervisor's narcissistic leadership behaviors and traits:

1. My boss is a very self-centered person.

2. My boss has an inflated view of him/herself.

3. My boss brags about him/herself to get positive strokes from others.

4. My boss will do one favor as long as he/she gets two or more in return.

5. My boss often exaggerates his/her accomplishments.

6. My boss always has to be the center of attention, no matter what.

To answer the third research question regarding whether there was a relationship between perceived supervisor support and narcissistic leadership, taken together, and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure), I used the MOAQ survey. The MOAQ survey contains the following four questions, each with a 5-point scale, which was used to gather data from the respondents regarding their turnover intention:

1. I sometimes feel compelled to quit my job in my current workplace.

2. I am currently seriously considering leaving my current job to work at another company.

3. I will quit this company if the given condition gets even a little worse than now.

4. I will probably look for a new job in the next year.

Data Analysis Plan

The data analysis plan begins with the methods for collecting data from participants, the inclusion and exclusion criteria for data collection, and the research questions and hypotheses of the study, which align with the problem statement of the study. Included next in the data analysis plan is the specific statistical methods and tools

for collecting, cleaning, and graphing the data for visual representation and a better understanding of the relationship, if any, between the independent and dependent variables studied, accounting for the control variables. The rationale for the inclusion of the control variables and the interpretation of the results are also in this section.

Software Used for Analysis

Data collection was by means of a web-based survey. Data analysis was by means of the version 25 of IBM's SPSS statistical software program. SPSS is a powerful and user-friendly statistical tool (Secchi, 2015) used by researchers to analyze results from descriptive and inferential statistics to determine if the researcher can reject or accept the null hypotheses. I purchased a two-month subscription to SurveyMonkey and used the system to distribute the online survey to participants. SurveyMonkey stopped the data collection before the two-week period due to the amount of responses received. I downloaded the collected data from SurveyMonkey into an Excel spreadsheet, then uploaded the data into SPSS.

Data Cleaning

The raw data collected from the survey may have flaws, such as missing values or outliers that the researcher needs to clean to repair the data (Chu, 2019), I analyzed the collected data and cleaned it by removing participants whose surveys were missing answers to any of the questions or did not fit into the qualifying criteria. If, after cleaning the data, the total number of usable responses was less than the target sample size of 85, I had planned to continue collecting data by using the SurveyMonkey systems for an

additional week. If, after the second week, I had not obtained the minimum sample

amount of 85 from SurveyMonkey, I planned on purchasing a Qualtrics yearly

subscription license and use the Qualtrics system to run survey for 2 weeks to collect

data. If the minimum of 85 responses had still not been gathered after 2 weeks using

Qualtrics, I was planning on continuing to use Qualtrics until I collected the minimum

number of responses, which was not needed because I was able to collect over the

minimum sample of usable data in less time. Once over the minimum required amount

was collected, SurveyMonkey stopped the survey. I downloaded the collected data into

an Excel spreadsheet and uploaded the Excel spreadsheet data into SPSS, cleaning it to

determine the number of usable responses.

Research Questions and Hypotheses

The three research questions for this study, and the associated hypotheses, were:

RQ1: To what extent, if any, is there a relationship between perceived supervisor

support and employee turnover intention within U.S. organizations after controlling for

employee demographics (i.e., age, tenure)?

$H_0$1: There is no significant relationship between perceived supervisor support

and employee turnover intention within U.S. organizations after controlling for employee

demographics (i.e., age, tenure).

H_a1: There is a significant relationship between perceived supervisor support and

employee turnover intention within U.S. organizations after controlling for employee

demographics (i.e., age, tenure).

RQ2: To what extent, if any, is there a relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure)?

$H_0$2: There is no significant relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

H_a2: There is no significant relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

RQ3: To what extent, if any, is there a relationship between perceived supervisor support and narcissistic leadership, taken together, and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure)?

$H_0$3: There is no significant relationship between perceived supervisor support and narcissistic leadership, taken together, and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

H_a3: There is a significant relationship between perceived supervisor support and narcissistic leadership, taken together, and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

Statistical Tests

An *F* test is a statistical test that researchers use in multiple linear regression to compare statistical models and determine which best fits the sample the data (Lan, Ding,

Fang, & Fang, 2016). Researchers use *F* tests to test for the equality of variances, the

quality of means of the groups, or the significance of a regression used in a test (Chen,

Xu, Tu, Wang, & Niu, 2018). I conducted the test for the equality of means through a

statistical technique called analysis of variance (ANOVA). The *F* test is an ANOVA

standard due to the tests' robustness to minor deviations from normality and differences

in variances (Hosken, Buss, & Hodgson, 2018).

Once I collected the data for the study, I used the *F* test to determine the variance

explained by the hypothesized models necessary to answer the research questions.

The *F* test was appropriate for testing the multiple regression model as it may provide a

significant *F* value that could indicate a linear relationship between the dependent

variable and at least one of the independent variables in the study. Statistical researchers

represent the ANOVA *F* test with the equation *F* = explained variance / unexplained

variance (Chen, Xu et al., 2018).

Multiple Linear Regression

Researchers have various statistical methods available to conduct data analysis.

For the study, I utilized multiple linear regression. Multiple linear regression (MLR) is a

reliable statistical method of establishing a relationship between one or more predictor

(independent) variables and a response (dependent) variable (Aliahmadi, Mozafari,

Jafari-eskandari, & Nozari, 2016). MLR is represented as the equation $Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon$, wherein the study, the equation symbols were

Y = dependent variable of employee turnover intention

β_0 = slope intercept

β_1 = regression coefficient of first independent variable (Perceived Supervisor Support)

x_1 = first independent variable (Perceived Supervisor Support)

β_2= regression coefficient of second independent variable (Narcissistic Leadership)

x_2 = second independent variable (Narcissistic Leadership)

β_3 = regression coefficient of first moderator/control variable (age)

x_3 = first control variable (age)

β_4 = regression coefficient of second moderator/control variable (tenure)

x_4 = second control variable (tenure)

ε = error term

Validating a linear relationship between variables is essential to avoid misrepresentations of the relationship (AlAnazi, Mohd-Shamsudin, & Johari, 2016). I used MLR analysis to compare the relationship from the data results, where employee turnover intention represented the dependent variable (y), perceived supervisor support represented the first independent variable (x_1), and narcissistic leadership represented the second independent variable (x_2). I used Cronbach's (α) alpha (measuring internal consistency) to assess the reliability of the instruments (Ahmed & Adbullahi, 2017).

Rationale for Inclusion of Potential Covariates Variables

To analyze data for the target population of full-time employees of medium-sized U.S. organizations, it was necessary to exclude part-time employees and employees who do not work for U.S. organizations. Full-time employees' perceptions of leadership support and narcissistic traits may be more influential on turnover intention because part-time employees do not work as many hours with the supervisors as full-time employees, may interact less with supervisors, or may work shifts with different supervisors, which increases the difficulty of establishing a relationship with supervisors (Gordon, Adler, Day, & Sydnor, 2019). If part-time employees do not feel they are getting supervisor support or perceive narcissistic leaders to be a burden to them in doing their work, they could have turnover intentions, but the costs to the organization and work environment if those intentions result in their leaving their job or the company are not as severe as when a full-time employee acts on his or her turnover intentions. Hence, only full-time employees of medium-sized U.S. organizations were studied to evaluate the problem statement of the research.

The age of a full-time employee may contribute to turnover intention. If a younger generation full-time employee perceives a lack of supervisor support or negative leadership, they may not think there is value in staying at the job with no opportunities to advance their career within the department or the organization. The younger generation, (Generation Y and Z), place more emphasis on social inclusion at work and a sense of belonging (Rani & Samuel, 2016). The turnover intention could be high for younger full-

time employees. For older generation full-time employees, retirement may be close, and thus turnover intention may be high (Cote, 2018) or low with low perceived supervisor support or narcissistic leader. Depending on the number of years the older generation full-time employee has left in their career, and if he or she wants to continue working under unsupportive and negative leadership, keeping a low profile until they retire (Roter, 2018) may change the correlation of employees' age with the independent variables to turnover intention. As college graduates are 21 to 22 years old when they enter the full-time employment status, and retirees may be older than 56 years old, only individuals within the 22 to 55-year-old age group were participants in the study. The SurveyMonkey and Qualtrics systems allow for this filtering, which better represented a more accurate reflection of the full-time U.S. employees that participated in the study.

The number of years a full-time employee has vested in the organization (e.g., tenure) may also contribute to the relationships among the variables. If a full-time employee is nearing retirement and perceives a lack of supervisor support or narcissistic leadership that is making the workplace stressful, they may have contrasting turnover intentions, such as opting to retire early, thus having a high turnover intention, or remain until retirement, thus having a low turnover intention. Longer tenure employees may choose to stay knowing there is only a small amount left to endure the behaviors because of the close friendships with co-workers they have from working in the company for a more extended period (Heijden, Mahoney, & Xu, 2019). As the age of the employee and

the length of tenure may be factors that affect turnover intention for the target population

of the study, the variables of age and tenure were moderator variables in the study.

Results Interpretation

I interpreted the results of the study using the SPSS output for each hypothesis

tested. First, if the overall F test for the model/equation underlying each hypothesis test

was statistically significant, the conclusion was that one or more of the model variables

may be significant. Then, t tests for the various model coefficients, if statistically

indicated which of the independent variables had a significant relationship with the

dependent variable. However, if the overall F test for the model/equation underlying each

hypothesis test was not statistically significant, the conclusion was that none of the model

variables explained a significant proportion of the variance in the dependent variable.

Threats to Validity

Validity in research is the extent to which a researcher uses an instrument to

accurately measures what the instrument is intended to measure and is the correct

interpretation of data based on several forms of evidence (Babbie, 2016; Field, 2016).

The validity of the instruments for data collection in this study was, therefore, of

paramount importance in terms of establishing the precise role of all the covariates in the

study. The use of a quantitative approach and validated instruments in this study should

positively contribute to the study's validity. A quantitative research methodology is a

scientific approach that emphasizes hypothesis testing and enables a researcher to make

relevant statistical inferences based on the results (Wienclaw, 2015). Barnham (2015) confirmed that the quantitative method enhances the validity of study results.

External Validity

External validity is the ability of a researcher to correctly identify relationships that are transferable from the sample to a larger population (Westreich, Edwards, Lesko, Cole, & Stuart, 2019). One possible threat to external validity is the sample for the study may not be an accurate representation of the population, when non-random selection of the data introduces generalization bias (Bonander, Nilsson, Bjork, Bergstrom, & Stromberg, 2019). As participants of the study included different genders and employees of diverse industries, it was important to use caution when attempting to generalize these findings. The researcher can minimize the external validity issue by randomly selecting participants from a cluster of the population rather than using a convenience sample. The sample selected for the study was 85 full-time employees of medium-sized U.S. organizations that employ 200 to 1,000 employees chosen randomly from the target population. Potential findings obtained from the study apply only to populations with similar characteristics.

Statistical validity occurs when the researcher chooses correct statistical procedures, applying them properly when comparing estimated parameters to the corresponding parameters of a new study (Willis & Riley, 2017). Researchers can improve external validity by randomly selecting populations or using a larger number of participants (Muralidharan & Niehaus, 2017). Threats to statistical validity include Type

I and II errors, which relate to rejecting the null hypothesis when it is true or accepting the alternative hypothesis when it is false.

Internal Validity

Internal validity signifies a researcher's ability to assess the study finding and identify relationships correctly, eliminating extraneous variables (Cook & Campbell, 1979). Internal validity includes the reliability of the instrument and what the instrument measures, descriptions of the subscales used, and what the subscales measure, the response format, and scoring procedures (Laher, 2016). As described previously, the reliability and validity of each survey instrument and subscale used in the study was very high; thus, the instruments were appropriate for use in this analysis. Data assumptions of normality, linearity, multicollinearity, outliers, homoscedasticity, and independence of residuals I checked during the data analysis stage. Ensuring that the ultimate sample size was equal to or exceeded the G*Power calculated minimum sample size addressed statistical concerns regarding small samples, reducing the anticipated risks to statistical validity.

Testing hypotheses can involve threats to the validity of interpretation for quantitative researchers as quantitative research may involve rejecting true null hypotheses or failing to reject false null hypotheses (Trafimow & Earp, 2017). Consequences such as threats to conclusive findings may occur when quantitative researchers encounter a Type I error, which involves rejecting a valid null hypothesis (Bradley & Brand, 2016). Ensuring the reliability of an instrument, the awareness of the

need to address data assumptions, and the alignment of proper sample size significantly

reduces error and increases validity.

Construct Validity

As a researcher, my role was to ensure the reliability and validity of the study.

Researchers using a quantitative method seek reliable and valid results as a means of

producing trustworthy and credible knowledge and evidence that can inform decisions

(Hales, 2016). To increase the likelihood of reliable and valid results, I used previously

validated instruments and repurposed the instruments to align with the context of this

study. Written permission to reuse the instruments is presented in Appendices A, B, and

C. Maintaining the integrity of the instrument and adherence to the research design

helped ensure the validity of the results.

Some factors could affect the sample size requirement and meeting the parametric

assumptions for the various statistical tests used in the study. Four such factors to

consider in determining the minimum sample size were significance level, effect size, the

power of the test, and statistical technique (Bujang, Sa'at, & Sidik, 2017). The

significance level, also known as the probability of a Type I error, refers to the chance of

rejecting a null hypothesis given that it is true (Bradley & Brand, 2016). Most

quantitative studies make use of a 95% confidence level because it provides sufficient

statistical evidence of a test (Hayrapetyan, 2015). The effect size (e.g., small, medium,

large) refers to the estimated measurement of the relationship between the variables

considered in a hypothesis test (Cohen, 1988), which, when increased, can increase the

power of the study (Meyvis & Van Osselaer, 2018). The Walden standard is a medium

effect size. The power of the test denotes the probability of rejecting a null hypothesis

correctly (Trafimow & Earp, 2017). According to a power analysis, given these four

conditions a researcher can determine the minimum sample size. The researcher can

determine the sample size required to detect an effect of a given size with a given degree

of confidence.

In addition to meeting the minimum sample size requirement, to conduct multiple

linear regression to assess the relationship between perceived supervisor support and

narcissistic leadership and the dependent variable of employee turnover intentions while

controlling for age and tenure, it was important to assess the assumptions of normality,

absence of outliers, linearity, independence of observations, homoscedasticity, and

multicollinearity. Violations of these assumptions could result in incorrect statistical

conclusions. Hence, I assessed these assumptions.

The assumption of normality refers to the degree to which the variables resemble

a normal distribution; the data approach a normal distribution as the sample size becomes

larger (Volkova, 2016). The presence of outliers may present bias in the results as

researchers use multiple regression to make inferences about the means of the

observations (Rayana, Zhong, & Akoglu, 2016). Researchers use assumptions of linearity

to compare variables in the analysis: (a) the resemblance of a line on a simple scatterplot

diagram that shows the comparison of the distribution of the two variables, the lack of

correlation between the variables (independence), (b) equal variances between

measurements within the scope of the data (homoscedasticity), and (c) the degree to which the independent variables are correlated (multicollinearity; Hadad, Pejman, Ramakrishnan, Chiarot, & Sammakia, 2018). To establish validity, I checked all the assumptions of a multiple regression model to ensure I met all assumptions to assess the relationship between perceived supervisor support, narcissistic leadership, and employee turnover intention, controlling for the potentially confounding effects of age and tenure on the relationship.

Ethical Procedures

When researching, researchers must be aware of the ethical standards and take into consideration any emotional, psychological, or physical harm that the questions of the survey may inflict on the participants resulting from participating in the study. Research needs to be conducted ethically without exploiting or being disrespectful to the participants and communities involved (Neufeld et al., 2019). Researchers must be ethical scholars and uphold the stewardship of presenting research findings in an accurate way that is not misleading or inaccurate but improves society (Osborne, 2017). Because researchers are required to use ethical compliance, driving the implementation of informed consent in human and social sciences (Sobottka, 2016), researchers need to take certain precautions for all their conducted research on human subjects. Researchers should use an independent entity to review all research and ensure that the researcher adheres to all ethical compliance (Gelling, 2016).

Before Ph.D. students can conduct any data collection, Walden University's Institutional Review Board (IRB) reviews the study proposal, weighing the validity of the study to ensure it complies with regulatory requirements of informed consent and ethical standards. If the IRB finds the study adheres to both regulatory and ethical standards, the IRB will approve the study and provide an approval number to include in the dissertation.

When data collection begins, there are three ethical considerations to consider. First, the consent of the participants to take the survey. SurveyMonkey and Qualtrics already pre-screen the participants of the online survey and the participants give consent to take the online surveys of their own free will. They accept the terms of taking surveys through the SurveyMonkey and Qualtrics systems as part of using the platform and the participants may end their participation at any time during the completion of the survey and not submit their answers. Second, the researcher must consider any potential triggers of prior negative incidents. For the study, participants answered questions about the negative aspects of their leaders, which may have been trigger points to potential situations that had caused them stress or anxiety in the workplace. As the participant could have declined to take the online survey or stop at any point, there was less potential for harmful triggers to the participant. Third, the researcher must protect the confidentiality of the participants' information. SurveyMonkey and Qualtrics did not disclose the participant information when they completed the survey, eliminating any confidential, ethical issues that may arise.

When analyzing the data, I was aware that the data represented social problems that matter to the participants of the study, so the focus was not only on the statistical rigor of the data drawn for research purposes but also on the positive social change impact the findings may provide to organizations, managers, and employees (Zyphur & Pierides, 2017). The purpose of the study was to examine whether there were relationships between the independent and dependent variables for a specific population because there was a gap in the literature on the topic. However, I kept ethical considerations in mind, as my findings and analysis may be used by other non-researchers to help with retention efforts within U.S. organizations.

Summary

In this chapter, I provided a comprehensive explanation of the research procedures and plan for the quantitative correlational study on the relationship between perceived supervisor support and narcissistic leadership and the dependent variable of employee turnover intention. I provided the rationale for the selected participants of full-time, medium-sized U.S. organization employees, the research questions and hypotheses, the data collection instrument (a survey consisting of demographic and variable specific questions) and methods (SPSS and SurveyMonkey), the data analysis plan using multiple linear regression, the threats to validity, and how I applied ethical procedures when collecting and analyzing participant data to generate study results.

The next chapter will include an analysis and interpretation of the data collected a as a result of conducting the study. I will use statistical techniques, and visual diagrams to

explain the findings. After identifying and analyzing the findings, I will propose

recommendations for future research. Finally, I will discussion the implications of the

study results for positive social change.

Chapter 4: Results

The purpose of this quantitative correlational research study was to determine to what extent, if any, a relationship existed between perceived supervisor support and/or narcissistic leadership and employee turnover intention among varying industries of U.S. organizations consisting of 200 to 1,000 employees. Perceived supervisor support and narcissistic leadership were the independent variables, and employees' age and tenure were the control variables. The dependent variable was employee turnover intention. I used the SurveyMonkey tool to apply random sampling to collect data from a Likert-type survey completed by research participants. This study addressed a lack of research regarding the relationship between employees' perceived supervisor support and narcissistic leadership and employee turnover intention for full-time employees of medium-size U.S. organizations.

I based the study on Dansereau et al.'s (1975) LMX theory. Dansereau et al. surmised that there was a two-way, or dyadic, relationship between leaders and followers. The notion that there are differences in the quality of relationships between leaders and their followers is what grounds LMX theory (Linden & Graen, 1980). Per the theory, when the LMX relationship is strong, the workplace is satisfying for both the leader and the follower, which reduces turnover intention. LMX theory provided a framework for understanding the impact of the leader-follower relationships in the study.

This chapter includes the pilot study and the presentation of the primary data analyses used to obtain the study findings. I also include the results of the statistical tests

to determine whether to reject the null hypotheses for the respective research questions. The summary includes an overview of the study, results, and conclusions.

Pilot Study

I developed the survey instrument for this study by combining the questions from three validated tests: the Perceived Supervisor Support (PSS) questionnaire (Kuvaas & Dysvik, 2010), the Supervisor Narcissist Scale (Hochwarter & Thompson, 2012), and the Michigan Organizational Assessment Questionnaire (MOAQ; Cammann et al., 1983) that is used to measure turnover intention. Including the demographic questions, each participant answered 17 questions (see Appendix A). I received permission from all survey designers (see Appendix B). I used SurveyMonkey to conduct a pilot study to ensure the feasibility of the survey.

I employed the same questions in the study that I presented to the pilot test participants to validate the survey questions, calculate the amount of time necessary for the participants to complete the study, and ensure the participants understood the instructions for the survey before I collected the full study data. The goal was to run the pilot test for 10% of the minimum sample and allow participants 30 minutes to complete the survey. Because there was a minimum of 85 total participants required for the final study, the pilot test was to include a minimum of nine participants. I closed the pilot test after 10 participants had completed the survey. I viewed the graphical representation of the 10 responses in SurveyMonkey and downloaded the data into an Excel spreadsheet.

The average time to complete the pilot study was 4 minutes, which was less than the allotted 30 minutes for completion of the survey.

I downloaded and reviewed the pilot test data in Excel. I eliminated any responses that did not qualify for my study (i.e., the age of the participant was less than 22 or greater than 55, the participant did not work full-time, or the participant did not work for U.S. organizations that employed 200 to 1,000 employees). I reviewed the remaining data from the pilot test and concluded that no adjustments were necessary to the survey instructions or the time allotted to complete the survey.

The outcome of the pilot study can be summarized in three points. First, the participants were able to correctly respond to the Likert-type questions in the pilot test regarding their perceptions of supervisor support and narcissistic leadership and how supervisor support and narcissistic leadership may have influenced any turnover intention they had while working for such leaders. Second, the time allotted for answering all questions was more than sufficient to complete the survey. Third, the execution of the pilot study followed the plan as outlined by the IRB guidelines provided in the approved consent form. No changes to the instruments were needed, and I deemed the pilot study sufficient to continue with the full data collection.

Data Collection

Invitations to participate in the final survey were sent via email by SurveyMonkey to the qualifying population. The data collection for the study began on January 17, 2020. I selected full-time participants from U.S. organizations that employed 200 to 1,000

employees, and the filtering criteria process confirmed that they aligned with the problem

statement and research questions of the study. I used G*Power 3.1.9.4 software (see Faul

et al., 2009) to calculate the sample size of 85 participants for an *F* test with a medium

effect size (ρ = .15), an error probability of 5% (α = .05), and a power of 80% (1 – β =

.80). Of the 300 responses received, I deemed that 178 were usable; this sample size was

above the 85 responses required for validity of the research findings. The full data

collection began after my committee chair reviewed the pilot test.

Participant Consent and Qualifying Questions

Before SurveyMonkey displayed any survey questions to the sample, the

SurveyMonkey system displayed a consent form approved by the Walden University

IRB. Participants provided consent to begin the survey when they clicked the *I consent*

button. The participant pool consisted of all genders and professional industries within the

parameters of the study criteria to provide generalizability and address the gap in the

research. Included in the consent form were instructions on where the participants could

view the results of the study once I collected all responses and analyzed the data.

The qualifying questions for the screening process followed the consent form,

asking the potential participants' their age, the size of their organization, and their

employment status. The SurveyMonkey system directed any respondent (a) younger than

22 or older than 55, (b) whose organizational size was less than 200 or greater than 1,000

employees, or (c) was not employed full-time to a thank you page, and I did not collect

any further information from the respondent.

Survey Sections

SurveyMonkey directed all participants who met the inclusion criteria to the

online survey shown in Appendix A. I divided the survey into sections for easier

readability. Section 1 included the general demographic questions of age, tenure, and

industry to collect data for the control variables and further analysis of the study. Section

2 presented the four questions from the PSS questionnaire. Section 3 presented the six

questions from the Supervisor Narcissist Scale. Section 4 presented the four questions on

turnover intention from the MOAQ. All questions from the three combined

questionnaires had a 5-point Likert-type answers for the respondents to select from: (a)

strongly agree, (b) *agree*, (c) *undecided*, (d) *disagree*, and (e) *strongly disagree*. The

survey concluded when the participants submitted their responses through the

SurveyMonkey system. The Survey Monkey system displayed a thank you message after

the participants submitted their answers.

Responses Collected

The average completion rate of the responses was 59%, and a total of 300

respondents completed the survey within 1 day of starting the survey. I downloaded all

responses into an Excel document. Of the collected responses, 122 were missing data.

Because missing data could affect research findings (Dorazio, 2016) by weakening or

strengthening the validity of the research study, I removed any surveys with missing data

and did not include them in the final data set.

After removing the surveys for participants who did not satisfy the inclusion criteria, I concluded that 178 responses were usable. I transferred the cleaned data set into SPSS for analysis. Respondents participated at a faster rate than expected, providing 178 usable responses in less time than the presumed 2 weeks or longer. Using SurveyMonkey's paid service to collect more responses, waiting 2 weeks or longer, or switching to Qualtrics was not necessary because there was no delay in collecting the minimum number of responses. Conducting the study for all industries and allowing the participants to specify which industry they worked in helped me justify the representativeness of the sample and the generalizability of the findings. With only full-time U.S. employees of medium-size organizations between the ages of 22 and 55 allowed to complete the survey, the sample data were representative of the population of interest.

Study Results

The PSS questionnaire, Supervisor Narcissist Scale, and MOAQ were the three published instruments combined into a new survey instrument used to measure the research variables in this study. I downloaded and cleaned the data and uploaded and analyzed them in SPSS Version 25. I used SurveyMonkey's demographic questions to assess the participants' age, gender, household income, and region of the country (see Appendix C).

Demographics and Descriptive Statistics

Using SPSS Version 25 to conduct data analysis, I calculated the descriptive statistics from the 178 usable surveys. Table 2 contains the demographic information for the respondents, including gender, industry, household income, and U.S. region. The results indicated that the respondents came from a variety of industries; household incomes from less than $10,000 to over $200,000; and every region of the contiguous United States.

Table 2

Frequency Table for Demographics

Variable	n	%
Gender		
Female	97	54.5
Male	81	45.5
Industry		
Health care	38	21.35
Real estate	4	0.02
Information systems/IT	15	0.08
Banking/finance	9	0.05
Manufacturing	17	10.00
Government	15	0.08
Retail	11	0.06
Construction/waste management	6	0.03
Utilities	2	0.01
Education	20	11.00
Other	41	23.00
Household income		
$0-9,999	5	0.03
$10,000-24,999	14	0.79
$25,000-49,999	36	20.22
$50,000-74,999	39	21.91
$75,000-99,999	38	21.35
$100,000-124,999	13	0.73
$125,000-149,999	8	0.45
$150,000-174,999	5	0.03
$175,000-199,999	4	0.02
$200,000+	9	0.05
Prefer not to answer	7	3.93
Region		
New England	8	0.45
Middle Atlantic	19	10.67
East North Central	33	18.54
West North Central	15	8.43
South Atlantic	26	14.61
East South Central	9	0.05
West South Central	19	10.67
Mountain	15	8.43
Pacific	33	18.54

The descriptive statistics for the scale variables are presented in Table 3. The scale for PSS ranges from 1 to 5, where 5 is the highest perceived level of supervisor support. The scale for NL ranges from 1 to 5, where 5 is the highest level of leader narcissism. The scale for TI ranges from 1 to 5, where 5 is the highest level of turnover intention.

Table 3

Descriptive Statistics of Variables

Variable	*M*	*SD*	*N*
A	37.60	9.596	178
T	7.37	6.634	178
PSS	3.7191	.91351	178
NL	2.4766	1.11775	178
TI	2.7907	1.13904	178

Note. A = age, T = tenure, PSS = perceived supervisor support, NL = narcissistic leadership, and TI = employee turnover intention.

Assumptions

Because I used multiple linear regression to test the study hypotheses, I needed to evaluate the assumptions that coincide with those tests, such as multicollinearity, outliers, normality, and homoscedasticity (Bachleda, & Bennani, 2016). I tested the assumptions to evaluate the data collected and identify potential violations. A highly correlated relationship between the predictor variables of age and tenure would reveal multicollinearity, as defined by Kassim, Anwar, Arokiasamy, Md Isa, and Ping (2017). Outliers are deviations from the remainder of the dataset and would predict abnormal values (Ivanushkin, Volgin, Kaurov, & Tkachenko, 2019), which could skew the results. Normality is the assumption of a normal distribution of data (Prabhaker et al., 2019) and

homoscedasticity is a constant variance of residuals between the independent and

dependent variables (Kassim et al., 2017). Evaluating the assumptions for this study

helped to validate the strength of the research findings.

  I evaluated the assumptions of multicollinearity, outliers, normality, and

homoscedasticity using normal probability plots for each of the research questions (see

Figures 2, 4, and 6) and the scatter plots of the standardized residuals for each of the

research questions (see Figure 3, 5, and 7). I examined a scatter plot matrix to assess the

multicollinearity; I deemed the assumption to not have been violated. To assess whether

multicollinearity might be a problem, I considered the variance inflation factors.

Tolerance for all three variables was well above the 0.4 threshold for multicollinearity,

and the variance inflation factors were all well below the threshold of 2.50 for

multicollinearity (PSS, Tolerance = .698, VIF = 1.43; NL, Tolerance = .698, VIF = 1.43).

Outliers were not problematic. The normal probability plot reflected normality. I

evaluated homoscedasticity by plotting the residuals against the predicted values and not

found problematic.
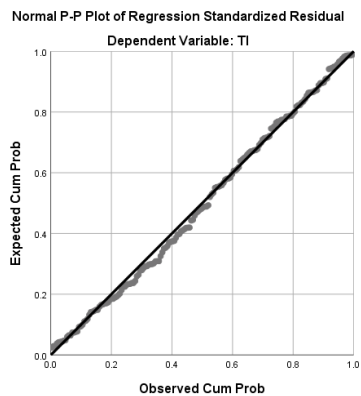
Figure 2. Normal probability plot of regression standardized residuals.
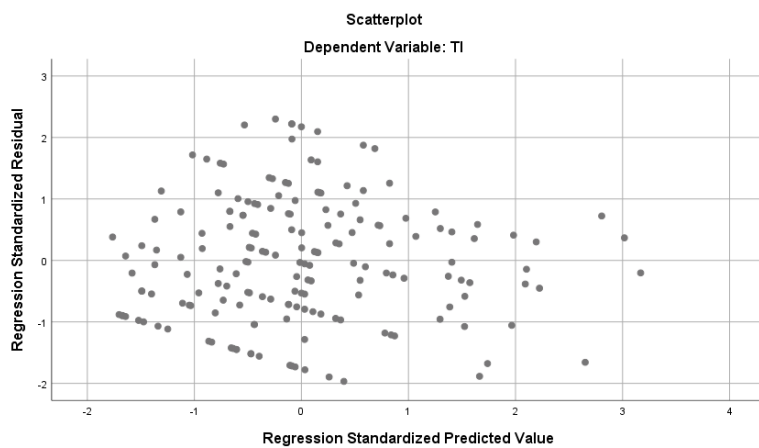
Figure 3. Scatter plot A, PSS and TI.
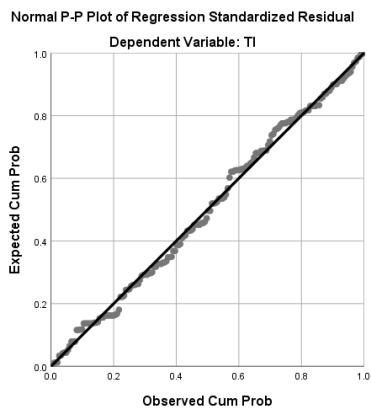
Figure 4. Normal probability plot with standardized residuals.
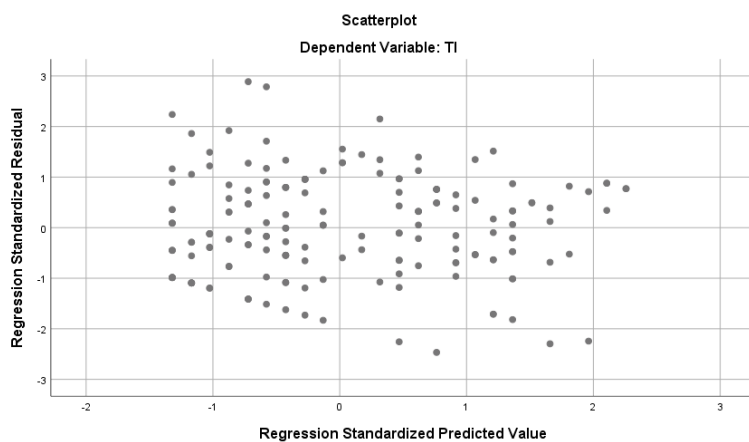
Figure 5. Scatter plot NL and TI.
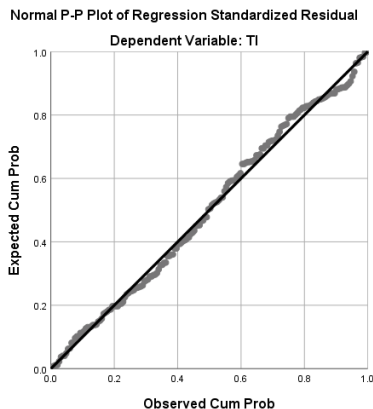
Figure 6. Normal probability plot with standardized residuals.
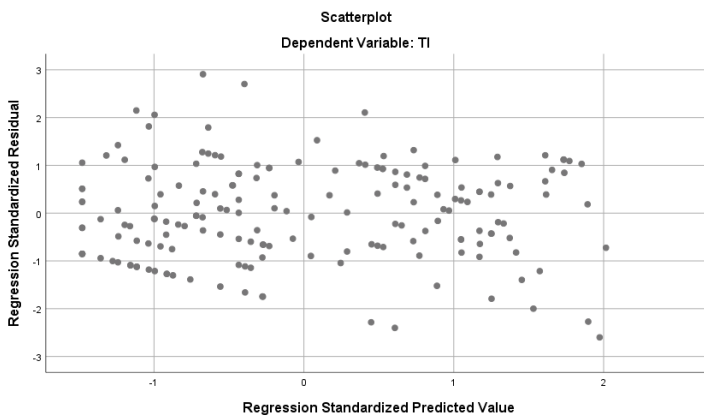
Figure 7. Scatter plot PSS, NL, and TI.

Research Question 1 and Hypothesis 1

RQ1: To what extent, if any, is there a relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure)?

$H_0$1: There is no significant relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

H_a1: There is a significant relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

In RQ 1, I assessed the employees' perceived supervisor support and the potential influence on employee turnover intention, controlling for age and tenure (presented in Tables 4 and 5). The hypothesis test was whether I assessed age, tenure, and perceived supervisor support to be statistically related to employee turnover intention. I tested the statistic model, $Y = \beta_0 + \beta_1x_1 + \beta_3x_3 + \beta_4x_4 + \varepsilon$, where Y = the dependent variable of employee turnover intention, β_1 = PSS, β_3 = A, and β_4 = tenure, H_0: $\beta_1 = \beta_3 = \beta_4$ and H_01: $\beta_1 \neq 0 \neq \beta_3 \neq \beta_4$. Table 4 depicts the regression summary with both control variables included. The results of regression were significant $F(3, .465) = 15.996$, $p < .001$. $R^{2adj} = .203$, indicating approximately 20.3% of the variance in employee turnover intention accounted for by the model.

Table 4

RQ1 Model Summary With Age and Tenure Control Variables

					Change Statistics				
Model	*R*	*R Square*	Adjusted *R* Square	*SE* of the Estimate	*R* Square Change	*F* Change	*df*1	*df*2	Sig. *F* Change
1	.465[a]	.216	.203	1.01710	.216	15.996	3	174	.000*

a. Predictors: (Constant), PSS, A, T

b. Dependent Variable: TI

Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, NL = narcissistic leadership, and TI = employee turnover intention

Table 5

RQ1 Coefficients With Age and Tenure Control Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	SE	Beta			Lower Bound	Upper Bound
1	(Constant)	5.473	.437		12.534	.000*	4.611	6.334
	A	-.020	.009	-.170	-2.133	.034*	-.039	-.002
	T	.011	.014	.066	.830	.408	-.016	.038
	PSS	-.540	.084	-.433	-6.431	.000*	-.706	-.374

Dependent Variable: TI

Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, and TI = employee turnover intention

As shown in Table 5, the overall model was significant based on the *F* test (*p* < .001). Hence, I examined the *t* tests for each of the variables in the model separately. Age (*p* = .034) and PSS were significant (*p* < .001), but tenure was not significant (*p* = .408). Because tenure was not significant, I removed the tenure control variable and reran the regression, yielding the results depicted in Table 6.

Table 6

RQ1 Model Summary With Age Control Variable

Model	R	R Square	Adjusted R Square	SE of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.462ᵃ	.213	.204	1.01619	.213	23.691	2	175	.000*

a. Predictors: (Constant), PSS, A

b. Dependent Variable: TI

Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, and TI = employee turnover intention

The results of regression with age and PSS, excluding tenure, were significant $F(2, .462) = 23.691$, $p < .001$. $R^{2adj} = .204$, indicating approximately 20.4% of the variance in employee turnover intention I assessed to be accounted for by the model. Hence, I examined the t tests for each of the variables in the model separately. As shown in Table 7, the control variable of age ($p = .047$) and the independent variable of PSS ($p < .001$) were both significant elements of this model for predicting employee turnover intention.

Table 7

RQ1 Coefficients With Age Control Variable

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	SE	Beta	t	Sig.
1	(Constant)	5.416	.431		12.569	.000*
	A	-.016	.008	-.134	-2.002	.047*
	PSS	-.545	.084	-.437	-6.511	.000*

a. Dependent Variable: TI
Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, and TI = employee turnover intention.

The tenure control variable failed the t test and I removed the variable from the model because there was no relationship among tenure and the study variables. PSS and the age control variable did significantly predict employee turnover intention. The linear regression indicated the relationships measured in Table 7 were significant ($p < .001$), demonstrating linear relationships among the study variables of age, PSS, and TI. The control variable of age was significant in the model ($p = .047$). $R^{2adj} = .204$, indicating the PSS predicted approximately 20.4% of the variance in employee turnover intention. As displayed in Table 7 with $\beta = -.545$, PSS made the strongest contribution to the

employees' turnover intention when all other variables in the model were controlled for.

The negative slope for PSS (-.545) as a predictor of employee turnover intention

indicated there was about a .545 decrease in employee turnover intention for each one-

point increase in employees' perception of supervisor support. This indicated that there

was a small to moderate negative relationship between the employees' perception of

supervisor support and employee turnover intention among full-time employees of U.S.

organizations. I rejected the null hypothesis ($H_0 1$).

Table 8

RQ1 Residuals Statistics

	Minimum	Maximum	*M*	*SD*	*N*
Predicted Value	1.8633	4.4568	2.7907	.52577	178
Residual	-1.99929	2.33685	.00000	1.01044	178
Std. Predicted Value	-1.764	3.169	.000	1.000	178
Std. Residual	-1.967	2.300	.000	.994	178

a. Dependent Variable: TI

Research Question 2 and Hypothesis 2

RQ2: To what extent, if any, is there a relationship between narcissistic leadership

and employee turnover intention within U.S. organizations after controlling for employee

demographics (i.e., age, tenure)?

$H_0 2$: There is no significant relationship between narcissistic leadership and

employee turnover intention within U.S. organizations after controlling for employee

demographics (i.e., age, tenure).'

H_a2: There is no significant relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

In RQ 2, I assessed narcissistic leadership and the potential influence on employee turnover intention while controlling for age and tenure. The hypothesis test was whether I assessed age, tenure, and narcissistic leadership to be statistically related to employee turnover intention. I tested the statistic model $Y = \beta_0 + \beta_2x_1 + \beta_3x_3 + \beta_4x_4 + \varepsilon$, where Y = the dependent variable of employee turnover intention, β_2 = NL, β_3 = A, and β_4 = tenure, H_0: $\beta_2 = \beta_3 = \beta_4$ and H_01: $\beta_2 \neq 0 \neq \beta_3 \neq \beta_4$. Table 9 depicts the regression summary with both control variables included. The results of the regression were significant $F(3, .592) = 31.304$, $p < .001$. $R^{2adj} = .339$, indicating approximately 34% of the variance in employee turnover intention I assessed was accounted for by the model.

Table 9

RQ2 Model Summary With Control Variables

					Change Statistics				
Model	R	R Square	Adjusted R Square	*SE* of the Estimate	R Square Change	F Change	$df1$	$df2$	Sig. F Change
1	.592[a]	.351	.339	.92583	.351	31.304	3	174	.000*

a. Predictors: (Constant), NL, A, T

b. Dependent Variable: TI

Note. * = p < .05, A = age, T = tenure, NL = narcissistic leadership, and TI = employee turnover intention.

Table 10

RQ2 Coefficients With Control Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	SE	Beta		
1	(Constant)	1.822	.348		5.228	.000*
	A	-.012	.009	-.102	-1.397	.164
	T	-.004	.013	-.026	-.349	.728
	NL	.588	.063	.577	9.269	.000*

a. Dependent Variable: TI

Note. * = p< .05, A = age, T = tenure, NL = narcissistic leadership, and TI = employee turnover intention.

As indicated in Table 9, the overall model was significant based on the *F* test ($p <$ .001). Hence, I examined the *t* tests shown in Table 10 for each of the variables in the model separately. The control variables of age ($p = .164$) and tenure ($p = .728$) did not significantly predict employee turnover intention. With age and tenure not passing the *F* test, I removed both control variables and I ran the regression again. Tables 11 and 12 represent the regression excluding both control variables.

Table 11

RQ2 Model Summary Without Control Variables

Model	R	R Square	Adjusted R Square	SE of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.580ª	.337	.333	.93035	.337	89.316	1	176	.000*

a. Predictors: (Constant), NL

b. Dependent Variable: TI

Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, NL = narcissistic leadership, and TI = employee turnover intention.

The results of regression with NL and TI, excluding age and tenure, passed the F test ($p < .001$) and were significant, $F(1, .580) = 89.316$, $p < .001$. $R^{2adj} = .333$, indicating approximately 33.3% of the variance in employee turnover intention is accounted for by the model. Table 11 displays the t tests for NL's equality of means as 9.451.

Table 12

RQ2 Coefficients Without Control Variables

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	SE	Beta	t	Sig.
1	(Constant)	1.326	.170		7.807	.000*
	NL	.591	.063	.580	9.451	.000*

a. Dependent Variable: TI
Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, NL = narcissistic leadership, and TI = employee turnover intention.

The age and tenure control variables failed the F test and I removed both control variables from the model because there was no relationship among age and tenure and the study variables. NL did significantly predict employee turnover intention. The linear regression indicated the relationships measured in Table 11 model between NL and TI were significant ($p \leq .001$), demonstrating linear relationships among the study variables. $R^{2adj} = .333$, indicating narcissistic leadership predicted approximately 33.3% of the variance in employee turnover intention. As displayed in Table 12, with β =.591, the positive slope for narcissistic leadership (.591) as a predictor of employee turnover intention indicated there was about a .59 increase in employee turnover intention for each

one-point increase in employees' perception of narcissistic leadership among full-time

employees of U.S. organizations. I rejected the null hypothesis ($H_0$2).

Table 13

RQ2 Residuals Statistics

	Minimum	Maximum	*M*	*SD*	*N*
Predicted Value	1.9177	4.2827	2.7907	.66088	178
Residual	-2.29532	2.68616	.00000	.92771	178
Std. Predicted Value	-1.321	2.258	.000	1.000	178
Std. Residual	-2.467	2.887	.000	.997	178

a. Dependent Variable: TI

Research Question 3 and Hypothesis 3

RQ3: To what extent, if any, is there a relationship between perceived supervisor

support and narcissistic leadership, taken together, and employee turnover intention

within U.S. organizations after controlling for employee demographics (i.e., age, tenure)?

$H_0$3: There is no significant relationship between perceived supervisor support

and narcissistic leadership, taken together, and employee turnover intention within U.S.

organizations after controlling for employee demographics (i.e., age, tenure).

H_a3: There is a significant relationship between perceived supervisor support and

narcissistic leadership, taken together, and employee turnover intention within U.S.

organizations after controlling for employee demographics (i.e., age, tenure).

In RQ 3, I assessed the potential influence of both employees' perceived

supervisor support and narcissistic leadership taken together on employee turnover

intention, while controlling for age and tenure. The hypothesis tested whether age, tenure,

perceived supervisor support, and narcissistic leadership I assessed to be statistically

related to employee turnover intention. I tested the statistic model, $Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$, where Y = the dependent variable of employee turnover intention, β_1 =

PSS, β_2 = NL, β_3 = A, and β_4 = tenure, H_0: $\beta_1 = \beta_2 = \beta_3 = \beta_4$ and H_01: $\beta_1 \neq 0 \neq \beta_2 \neq \beta_3 \neq \beta_4$.

Table 14 depicts the regression summary with both control variables included. The

results of the regression were significant $F(4, .610) = 25.598$, $p < .001$. $R^{2adj} = .357$,

indicating approximately 36% of the variance in employee turnover intention I assessed

was accounted for by the model.

Table 14

RQ3 Model Summary With Control Variables

					Change Statistics				
Model	R	R Square	Adjusted R Square	*SE* of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.610[a]	.372	.357	.91317	.372	25.598	4	173	.000*

a. Predictors: (Constant), NL, A, PSS, T

b. Dependent Variable: TI

Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, NL = narcissistic leadership, and TI = employee turnover intention.

Table 15

RQ3 Coefficients With Control Variables

		Unstandardized Coefficients		Standardized Coefficients	*t*	Sig.
Model		*B*	*SE*	Beta		
1	(Constant)	2.883	.557		5.176	.000*
	A	-.013	.009	-.105	-1.461	.146
	T	-.003	.012	-.019	-.257	.797
	PSS	-.218	.090	-.175	-2.421	.017*
	NL	.490	.075	.480	6.547	.000*

a. Dependent Variable: TI

Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, NL = narcissistic leadership, and TI = employee turnover intention.

As shown in Table 14, the overall model was significant based on the *F* test ($p <$ .001). Hence, I examined the t tests shown in Table 15 for each of the variables in the model separately. Age ($p = .146$) and tenure ($p = .797$) were not significant in the model. There was no relationship between age, tenure, the independent variables of PSS and NL and the dependent variable of TI. With both control variables not passing the *F* test, I removed both control variables and I ran the regression again without them, as depicted in Table 16.

Table 16

RQ3 Model Summary Without Control Variables

Model	R	R Square	Adjusted R Square	*SE* of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
					Change Statistics				
1	.599[a]	.358	.351	.91767	.358	48.848	2	175	.000*

a. Predictors: (Constant), NL, PSS

b. Dependent Variable: TI

Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, NL = narcissistic leadership, and TI = employee turnover intention.

The results of regression with PSS and NL, excluding A and T, were significant $F(2, .599) = 48.848$, $p < .001$. $R^{2adj} = .351$, indicating approximately 35% of the variance in employee turnover intention I assessed was accounted for by the model. Table 17 displays the information about the *t* tests for the equality of means, which indicates that both PSS ($p = .016$) and NL ($p < .001$) were significant terms in the final model, but that NL (.493) had a greater influence on the dependent variable than PSS (-.219).

Table 17

RQ3 Coefficients Without Control Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.387	.468		5.103	.000*
	PSS	-.219	.090	-.176	-2.428	.016*
	NL	.493	.074	.484	6.671	.000*

a. Dependent Variable: TI

Note. * = p < .05, A = age, T = tenure, PSS = perceived supervisor support, NL = narcissistic leadership, and TI = employee turnover intention.

Both the age and tenure control variables failed the *F* test and I removed both control variables from the model because there was no relationship among age, tenure, and the study variables. Both PSS and NL did significantly predict employee turnover intention. The linear regression without both control variables indicated the relationships measured in Table 16 were significant ($p < .001$), demonstrating linear relationships among the study variables of PSS, NL, and TI. $R^{2adj} = .351$, indicating that perceived supervisor support and narcissistic leadership, when taken together, predicted approximately 35.1% of the variance in employee turnover intention. As displayed in Table 17, the negative slope for perceived supervisor support ($\beta = -.219$) as a predictor of employee turnover intention among full-time employees of U.S. organizations indicated there was about a .219 decrease in employee turnover intention for each one-point increase in perceived supervisor support. The positive slope for narcissistic leadership ($\beta = .493$) as a predictor of employee turnover intention among full-time employees of U.S. organizations indicated there was about a .493 increase in employee turnover intention for each one-point increase in narcissistic leadership. I rejected the null hypothesis ($H_0 3$).

Table 18

RQ3 Residuals Statistics

	Minimum	Maximum	*M*	*SD*	*N*
Predicted Value	1.7821	4.1649	2.7907	.68177	178
Residual	-2.38603	2.66832	.00000	.91247	178
Std. Predicted Value	-1.479	2.016	.000	1.000	178
Std. Residual	-2.600	2.908	.000	.994	178

a. Dependent Variable: TI

Summary

In Chapter 4, I presented the procedures followed for data collection in both the pilot study and the final study. I presented and explained the data analysis of the 178 usable responses received in the final study. Analysis of the data associated with the first research question revealed that, according to the responses received, perceived supervisor support was statistically significant ($p < .05$) with the age control variable. Perceived supervisor support had a moderate negative relationship to employee turnover intention. Based on the linear regression model analysis for variables in RQ 1, I rejected the null hypothesis (H_01). Analysis of the data associated with the second research question revealed that, narcissistic leadership had a moderate positive relationship to employee turnover intention without any control variables. Based on the linear regression model analysis of variables in RQ 2, I rejected the null hypothesis (H_02). Analysis of the data associated with the third research question revealed that, perceived supervisor support and narcissistic leadership were both statistically significant without any control variables. Narcissistic leadership had a moderate positive relationship to employee

turnover intention and makes the strongest unique contribution to employee turnover intention when all other variables in the model are controlled for. Based on the linear regression model analysis of RQ 3, I rejected the null hypothesis (H_03).

In Chapter 5, the focus is on the conclusions and recommendations of the research study, as related to the research purpose, questions, and hypotheses. I provide a review of how the research supports the theoretical foundation, along with additional information from the existing literature on perceived supervisor support, narcissistic leadership, and employee turnover intention. I also discuss implications for positive social change and future research in Chapter 5.

Chapter 5: Discussion, Conclusions, and Recommendations

This chapter addresses the analysis, conclusions, and recommendations based on the results in Chapter 4. In this chapter, I review the findings of the study as they relate to the research purpose, questions, and hypotheses. This chapter also includes how the research supports the context of the study's theoretical framework and how the research adds to the body of literature on the subject of perceived supervisory support, narcissistic leadership, and employee turnover intention in full-time employees of U.S. organizations with 200 to 1,000 employees. I conclude the chapter with the potential impact for positive social change in the community.

Summary

Retaining skilled workers and minimizing turnover in organizations is challenging when leaders are not supportive or create a negative workplace (Paulin & Griffin, 2016). Researchers theorized that job satisfaction, engagement (Bauman, 2017), commitment (Carlson et al., 2017), and leadership trust (Byun et al., 2017) are significant in determining an employee's retention. Saraswati (2019) established that uncivil behavior, toxic leadership, bullying, and mobbing increase disengagement. Absenteeism also negatively influences the leader-follower dyad and organizational performance and costs the organization thousands of dollars (Muldoon et al., 2018). The negative influence may lead to employee turnover intention. Organizational leaders may not know the impact of perceived supervisor support and narcissistic leadership on employee turnover intention. Based on the theoretical foundation of the LMX theory, the purpose of this quantitative

correlational study was to examine the relationship between the independent variables (employees' perceptions of supervisor support and narcissistic leadership) and the dependent variable (employee turnover intention) while accounting for the employees' age and tenure with the organization.

To answer the research questions, I conducted a series of multiple regression tests. The purpose of RQ1 was to examine to what extent, if any, there is a relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure). The purpose of RQ2 was to examine to what extent, if any, there is a relationship between narcissistic leadership and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure). The purpose of RQ3 was to examine to what extent, if any, there is a relationship between perceived supervisor support and narcissistic leadership, taken together, and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

The research questions and supporting hypotheses guided the study. To collect the data, I recruited employees to complete the PSS questionnaire (see Kuvaas & Dysvik, 2010) to measure their perceived supervisor support. Employees also completed the Supervisor Narcissist Scale (see Hochwarter & Thompson, 2012) to indicate their perceptions of their leaders' narcissistic behaviors. Finally, the employees completed the MOAQ (see Cammann et al., 1983) to indicate their turnover intention. Other demographic information such as gender, household income, and region of the United

States was also collected in the study. Upon agreeing to consent, full-time employees of U.S. organizations employing 200 to 1,000 employees were able to complete an online survey through SurveyMonkey.

After performing the regression analysis of the data, I rejected the null hypotheses for all three research questions. The results indicated that statistical significance was found between age and perceived supervisor support and employee turnover intention, between narcissistic leadership and employee turnover intention, and between perceived supervisor support and narcissistic leadership taken together and employee turnover intention. Tenure was not significant when testing any of three hypotheses, and age was not significant when testing Hypotheses 2 and 3.

Interpretation of Findings

The purpose of this quantitative correlational study was to determine the relationship between the independent variables (employees' perceptions of supervisor support and narcissistic leadership) and the dependent variable (i.e., employee turnover intention) while controlling for age and tenure. The survey was distributed through SurveyMonkey to a randomly selected sample of full-time employees of U.S. organizations that employ 200 to 1,000 workers. The survey consisted of two qualifying questions for respondents to confirm their age and full-time work status within U.S. organizations. If the respondent qualified, a consent form was displayed. If the respondent clicked the *I consent* button, demographic questions (i.e., age, gender,

household income, U.S. region) and the 14-question Likert-type survey was presented for

the respondent to complete (see Appendix A).

A total of 300 participants responded by completing the questionnaire. Of the

collected responses, 122 were removed for failing to meet the inclusion criteria. A total of

178 responses was deemed usable. Descriptive statistics calculated from the usable

responses indicated that gender was almost evenly distributed between men ($n = 81$,

45.5%) and women ($n = 97$, 54.5%). The most frequently observed category of household

income was $50,000 to $74,999 ($n = 39$, 21.9%). The most frequently observed region of

the United States was tied between the East North Central region ($n = 33$, 18.5%) and the

Pacific region ($n = 33$, 18.5%).

The statistical analysis of the data supported the arguments presented in Chapter

2. The responses from the 178 employee participants to the Likert-type questions

reflected statistical significance between the employee's age and perceived supervisor

support influencing employee turnover intention, with narcissistic leadership influencing

employee turnover intention without any control variables, and between perceived

supervisor support and narcissistic leadership taken together influencing employee

turnover intention.

Research Question 1

RQ1: To what extent, if any, is there a relationship between perceived supervisor

support and employee turnover intention within U.S. organizations after controlling for

employee demographics (i.e., age, tenure)?

$H_0$1: There is no significant relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

H_a1: There is a significant relationship between perceived supervisor support and employee turnover intention within U.S. organizations after controlling for employee demographics (i.e., age, tenure).

The results of the regression analysis of the Likert-type questions revealed that the $R^{1\text{adj}}$ value of .204, coupled with the low p value of 0.001, indicated that age was statistically significant in the relationship between perceived supervisor support and employee turnover intention. Tenure was not statistically significant in the relationship with a p value of .408. There existed a weak to moderate negative correlation of .545 between employees' perceived supervisor support and employee turnover intention when accounting for the control variable age. The higher the employees' perceived supervisor support and the higher their age, the less likely they were to have a high turnover intention. Based on the results of the data analysis, the null hypothesis $H_0$1 for RQ1 was rejected.

The rejection of $H_0$1 supported the theory that the variables of age and perceived supervisor support had a direct relationship to employee turnover intention. The employees' perceived supervisor support and age had a negative effect on their turnover intention. The data analysis presented in Chapter 4 indicated that, according to the

responses received, the alternative hypothesis for RQ1 was supported by the data

collected in this study.

Research Question 2

RQ2: To what extent, if any, is there a relationship between narcissistic leadership

and employee turnover intention within U.S. organizations after controlling for employee

demographics (i.e., age, tenure)?

$H_0$2: There is no significant relationship between narcissistic leadership and

employee turnover intention within U.S. organizations after controlling for employee

demographics (i.e., age, tenure).

H_a2: There is a significant relationship between narcissistic leadership and

employee turnover intention within U.S. organizations after controlling for employee

demographics (i.e., age, tenure).

The results of the regression analysis of the Likert-type questions revealed the *p*

value of .164 for age and the *p* value of .728 for tenure, indicating no statistical

significance in the relationship of either control variables to the relationship of

narcissistic leadership on employee turnover intention. The R^{2adj} value of .333, coupled

with the low *p* value of 0.001, indicated that narcissistic leadership influenced employee

turnover intention. There existed a weak to moderate negative correlation of .591

between narcissistic leadership and employee turnover intention, not accounting for the

control variables of age and tenure. The higher the employees' narcissistic leadership, the

more likely they were to have a high turnover intention. Based on the results of the data

analysis, the null hypothesis $H_0 2$ for RQ2 was rejected.

The rejection of $H_0 2$ supported the theory that the variable of narcissistic

leadership had a direct relationship to employee turnover intention. The employees' age

and tenure did not have an effect on the influence of the relationship between narcissistic

leadership and employees' turnover intention. The data analysis presented in Chapter 4

indicated that, according to the responses received, the alternative hypothesis for RQ2

was supported by the data collected in this study.

Research Question 3

RQ3: To what extent, if any, is there a relationship between perceived supervisor

support and narcissistic leadership, taken together, and employee turnover intention

within U.S. organizations after controlling for employee demographics (i.e., age, tenure)?

$H_0 3$: There is no significant relationship between perceived supervisor support

and narcissistic leadership, taken together, and employee turnover intention within U.S.

organizations after controlling for employee demographics (i.e., age, tenure).

$H_a 3$: There is a significant relationship between perceived supervisor support and

narcissistic leadership, taken together, and employee turnover intention within U.S.

organizations after controlling for employee demographics (i.e., age, tenure).

The results of the regression analysis of the Likert-type questions revealed that the

$R^{3\text{adj}}$ value of .351, coupled with the low p value of 0.001, indicated that there was

statistical significance in the relationship between perceived supervisor and narcissistic

leadership taken together and employee turnover intention. The p value of .146 for age

and the p value of .797 for tenure indicated that there was no statistical significance in the

relationship of either control variables to employees' perceived supervisor support and

narcissistic leadership and employee turnover intention. There existed a weak negative

correlation of -.219 between employees' perceived supervisor support and employee

turnover intention. There was a weak to moderate positive correlation of .493 between

narcissistic leadership and employee turnover intention. Narcissistic leadership made the

strongest unique contribution to employee turnover intention when all other variables in

the model were controlled for. Based on the results of the data analysis, the null

hypothesis $H_0 3$ for RQ3 was rejected.

The rejection of $H_0 3$ supported the theory that the variables of perceived

supervisor support and narcissistic leadership had a direct relationship to employee

turnover intention. The employees' perceived supervisor support had a negative effect on

the employees' turnover intention, while narcissistic leadership had a positive effect on

employee turnover intention. The data analysis presented in Chapter 4 indicated that,

according to the responses received, the alternative hypothesis for RQ3 was supported by

the data collected in this study.

The results of the study confirmed the literature on the topic that there was a

relationship between perceived supervisor support and narcissistic leadership to

employee turnover intention. The relationship was influenced negatively for perceived

supervisor support and positively for narcissistic leadership, separately and when taken

together. The findings of this study aligned with Iverson and Roy's (1994) concept that

managerial style influences turnover, and with Linden and Graen (1980), who determined

that the quality of the LMX dyadic exchange contributes to employees' performance and

turnover intention. The findings that perceived supervisor support was negatively related

to employee turnover intention aligned with research by Park and Jang (2017) that linked

perceived supervisor support to employees' well-being, employees' satisfaction, and

overall organizational success. The narcissistic leadership's positive influence on

employee turnover intention found in this study aligned with Lin et al.'s (2018) concept

that the intensified negative outcomes from narcissistic leaders resulted in higher rates of

turnover intention among employees.

As presented in Chapter 2, there are many factors that could contribute to

employee turnover intention, including anxiety (Bauman, 2017; Celik, 2018; Hakanen &

Bakker, 2017; Jose & Mampilly, 2015), stress (Bauman, 2017; Hadadian & Zarei, 2016;

Hakanen & Bakker, 2017), and bullying (Celik, 2018; Porath, 2017). This study was

unique in that it was conducted on only the variables of perceived supervisor support and

narcissistic leadership, which when taken together, contributed to 35.8% of the influence

of an employees' turnover intention. Other research studies have been conducted on

organizations in different countries, such as Belgium, India, South Korea, China,

Australia, and the United Kingdom. In this study I focused only on U.S. organizations.

Because part-time employees may interact less with supervisors, or may work shifts with

different supervisors, which increases the difficulty of establishing a relationship with

supervisors (Gordon, Adler et al., 2019), in this study, I focused only on full-time employees.

Context of Study

The choice of population for this study was due to the gaps in the literature found among full-time employees of medium-sized U.S. organizations. The findings of this study provide information on ways to improve the employee turnover intention within medium-sized U.S. organizations by bridging the gap in the literature on the impact of perceived supervisor support and the phenomenon of narcissistic leadership in relation to employee turnover intention. All ages, genders, and varying industries within medium-sized U.S. organizations were included in this study to provide generalizability and to fill the gap in the literature that currently exists. With no specific industry focus in this study, the findings of this study can be applicable to the different industries identified by the respondents within the results.

The gap in the literature from the employees' lens of supervisor support and narcissistic leadership potentially influencing employee turnover intention grounded the purpose of this study along with the use of a theoretical framework. The LMX theory was relevant to this study because although there was a gap in the literature of research in U.S. organizations on narcissistic leaders and their influence, the dyadic relationship between leaders and employees in the LMX theory plays a key role in an employees' perception of their work environment, leadership behaviors, and potential career growth within the organization. Without the existence of a strong dyadic LMX relationship

within the organization, an employees' career growth can be stifled, while simultaneously decreasing both employee retention and employee morale among the workplace.

Implications of the Study

Analysis of the results from the study supported the literature found on the topic of research and answered each of the three research questions. From the time the literature was reviewed until after the data were collected, the consistency of employee turnover intention when working for unsupportive leaders or narcissistic leaders with negative behavioral traits had not changed. In line with the literature reviewed, the employees' perception of positive supervisor support was positively related to low turnover intention, and the negative behavioral traits of narcissistic leaders were related to high turnover intention. When specifically controlling for the age variable, there was significance in the employees' turnover intention with the independent variable of perceived supervisor support only. When taking both perceived supervisor support and narcissistic leadership variables together, there was no significance in employee turnover intention when controlling for age. When specifically controlling for the tenure variable, there was no significance in the employees' turnover intention within any of the research questions.

Previous researchers indicated that some industries have a higher level of employee turnover intention than others, such as retail, hospitality, and nursing. Understanding the factors that contribute to retaining skilled workers is essential for managers and human resource managers. With many studies being conducted outside the

United States for the factors that determine an employee's intent to leave, there was a gap in the literature from U.S. organizational employees. The combined findings of this study revealed that increasing supervisor support and decreasing narcissistic leadership behaviors may decrease employee turnover intention within U.S. organizations. With this study including all industries, and the results being consistent with current literature on the topic of perceived supervisor support tending to decrease employee turnover intention and narcissistic leadership tending to increase employee turnover intention, the study results provide generalizability throughout industries in the United States.

Limitations of the Study

There were limitations to this study as human dependent on questionnaire data, which were presented in Chapter 1. One limitation was that there may not have been a sufficient number of individuals who were willing to participate in the study. SurveyMonkey was able to provide more than the minimum number of qualified respondents to my survey, which eliminated this limitation.

As indicated in Chapter 1, the results of the study are limited by the honesty of the participants' responses. A third limitation was that it was not possible to examine causal relationships between the study variables as it would require an experimental or quasi-experimental design to determine if one variable caused a change in the other. A fourth limitation was that when using existing validated survey instruments to form the study questionnaire, the validity of the survey was kept intact, which means researchers must gather permission from the instruments' authors before any questions can be altered,

which could be difficult to obtain. I received permissions from each of the authors for the three surveys used in the study and kept the questions and answer options intact to provide consistency in the reliability of the study. Lastly, including all questions from the three validated instruments may have presented the participants with too many questions, which could have potentially limited the number of completed surveys collected. Although I provided an estimated 30 minutes to the potential participants prior to starting the survey, the average time spent on the survey was only four minutes for all qualifying questions, demographic questions, and questions from the three validated surveys, which minimized this limitation.

Recommendations

Based on the literature review and the testing results of RQ1 in this study, employees whose age was higher and perceived a higher level of supervisor support tended to have a lower turnover intention. The employees' tenure did not have any effect on the relationship of the employees' turnover intention. Based on the findings of RQ2 in this study, employees with higher narcissistic leaders tended to have a higher turnover intention. Both the employees' age and their tenure status did not have any effect on the relationship of the employees' turnover intention. Based on the answer of RQ3 in this study, employees who perceived lower supervisor support and had higher narcissistic leadership tended to have a higher turnover intention. The employees' age and tenure did not have any effect on the relationship of the employees' turnover intention.

Human resource managers, managers, and leaders could take proactive measures to ensure that the understanding of the employees' perception of the supervisory support they receive leads to growing the employees' career within the organization. As seen from the study findings in RQ1 and RQ3, supervisory support provided justification for the employee to willingly stay in their job and at the organization. As seen from the study findings in RQ2, the removal of negative leadership could also be taken as a proactive measure to reduce employee turnover intention.

This study serves as a beginning foundation for the creation of a model to identify potential employee turnover intentions. Kroll and Nuesch (2019) determined that flextime and working from home increased employee job satisfaction and decreased turnover intention in German workers. In addition, Lawal, Babalola, and Ordu (2019) determined that lower pay satisfaction significantly predicted a higher intent of turnover intention among Bangladesh workers to leave their job. The potential variables of remote work and higher pay should be studied among U.S. employees. Based on the findings of this study accounting for 36% of the factors of U.S. employee turnover intention, this study should be replicated with additional variables such as working from home and job pay satisfaction to determine if there would be an increase in the statistical significance of influence these variables on U.S. employee turnover intention. Additional research with larger sample sizes and focused in specific industries could help to determine if specific industries would increase the statistical significance of factors contributing to employee turnover intention. In a location where employees perceive leaders to have narcissistic

traits, a quasi-experimental design could be used to determine if supervisor training improves the work environment and reduces turnover intention. Another recommendation for future research is a qualitative study that could be conducted within specific industries to acquire a deeper understanding of employee turnover intention factors to address retention efforts within organizations of the same industry.

Contributions of the Study

The findings of this study contribute to the body of knowledge by providing managers additional information regarding factors that may contribute to employee turnover intention within numerous industries. The results of the study produced weak to moderate relationship data for the variables within the study. There was a weak positive relationship between perceived supervisor support and age (.204). There was a weak negative relationship between perceived supervisor support and tenure (-.040). There was a moderate negative relationship between perceived supervisor support and narcissistic leadership (-.549). There was a weak to moderate negative relationship between perceived supervisor support and employee turnover intention (-.442). There was a weak negative relationship between narcissistic leadership and age (-.059). There was a weak positive relationship between narcissistic leadership and tenure (.127). There was a moderate positive relationship between narcissistic leadership and employee turnover intention (.580). There was a weak negative relationship between employee turnover intention and age (-.150). There was a weak negative relationship between employee turnover intention and tenure (-.007). There was a moderate negative relationship

between employee turnover intention and perceived supervisor support (-.442).

Understanding the significance of the data from this study could help future researchers

create studies that may enhance the strength of the relationship that influences employee

turnover intention.

Future Directions of the Body of Knowledge

Many businesses are affected by the intent of turnover. Hsiao, Ma, Lloyd, and

Reid (2020) determined that there was a significant negative relationship between the

organizational ethnic diversity and job satisfaction to turnover intention in Taiwanese

employees. Park and Pierce (2020) determined that transformational leadership at the

local level directly impacted turnover intention of child welfare employees. Xiong and

Wen (2020) determined that the high stress of retail banking resulted in higher employee

turnover for Chinese employees. Establishing practices to prevent turnover intention of

qualified workers and retain skilled workers in any industry may help resolve the issue,

but should be directed in policies guided by human resource departments and followed

through by managers at all organizational levels.

Turnover intention is still as prevalent in the third decade of the 21st Century in

the field of nursing. For example, Sabei et al., (2019) determined that only working in

ideal environments with job satisfaction lessened turnover intention among nurses in

Asia. Moreover, Lee and Jang (2020) identified fatigue and job stress to have direct

effects on turnover intention of South Korean nurses. In addition, Boudrias, Trepanier,

Foucreault, Peterson, and Fernet (2019) determined that the ambiguity and conflict of

roles within an organization positively related to turnover intention among Canadian nurses. A shortage of skilled nurses creates the problem of providing the quality and availability of health services provided to patients. The overarching goal is to improve the job satisfaction of nurses to enrich working conditions and promote better nurse retention.

Implications for Positive Social Change

The results of this study could have theoretical and practical implications on society. The theoretical framework that I used to ground this study was Dansereau et al.'s (1975) LMX theory. Dansereau et al. posited that leaders and their followers have a dyadic relationship that is not the traditional unidirectional hierarchy but rather bidirectional. A positive LMX could be a contributing factor in the growth of an employees' personal and professional development, increasing their perception of supervisor support. A negative LMX could have the opposite effect, stifling the employees' personal and professional growth through negative behavioral traits, lowering the employees' perception of supervisory support, and potentially leading to turnover intention. The answering of RQ1 helps reinforce the association between positive leadership support decreasing employee turnover intention. The results of RQ2 in this study help reinforce the association between negative leadership behaviors increasing employee turnover intention. The answering of RQ3 helps reinforce the association between both supportive leadership and negative leadership taken together influence employees' turnover intention.

The results of this study could be applied to professional practice, resulting in a number of practical implications on society. The analysis of the results of RQ1, RQ2, and RQ3 revealed that positive employee perceived supervisor support and positive behavioral traits by leaders decreased employee turnover intention, retained skilled employees, improved their perception of supervisory support, and lessened negative narcissistic leadership behavioral traits, which can have a positive change in U.S. organizations. Promoting a safe and healthy work culture to retain skilled employees contributes substantially to a positive environment in which employees can feel their career is supported. A leaders' supportive behavior that promotes the worth and dignity of employees and provides a stable work culture could improve their followers' attitudes, morale, and job satisfaction, leading to higher levels of employee retention (Hackman & Oldham, 1976; Herzberg et al., 1959; Homans, 1950). Reinforcing collaboration between leaders and employees models an ideal work environment where both the employee and organization can succeed.

The findings of the research questions of the study also indicated that when leaders were not supportive of the employees' career growth (RQ1 and RQ3) or created a negative workplace (RQ2 and RQ3), they tainted the work environment (Paulin & Griffin, 2016), leading to a higher employee turnover intention. Given the emphasis of the relationship that negative behavioral traits had on employees' intent to leave in the study in RQ2 and RQ3, organizational policies should be in place to monitor leader behaviors, rectifying negative traits with training. Knowing that minimizing turnover is

instrumental for business sustainability (Schlechter et al., 2016) and contributes to the economic stability of the local community, promoting positive and supervisor support endorses retaining skilled employees and reduces employee turnover intentions (Hegarty, 2018).

As shown in the findings of RQ1, the more positive the perception an employee has of his or her supervisor's support and leadership behaviors, the more likely the positive influence will lower the employees' turnover intention and attrition. The lower turnover intention an employee has, the lower requirements there could be on human resource managers to rehire and retrain new employees to fill the gap of the employee turnover. The lower an employees' turnover intention, the more secure the managers of the organization will tend to feel on having the right number of skilled employees in place to sustain the success of the business. As a result of these findings in RQ2 and RQ3, management and leadership within U.S. organization can research other avenues to prevent employee turnover intention within their specific industry and organization. Avenues such as policies and training programs could help grow the relationship between the leaders and employees, creating a positive workplace for all to succeed. Policies would keep negative leadership at a minimum, helping to foster employee support. Training could also help employees deal with difficult personalities and establish boundaries for leaders for which to work productively.

Conclusions

The literature I reviewed for this study included several countries outside the U.S., allowing me to examine the patterns among different industry workers where employees had a higher turnover intention when they perceived supervisor support to be low and when they worked for narcissistic leaders. To examine if this phenomenon extended to full-time workers within medium-sized U.S organizations, I conducted this quantitative correlational study. After examining 178 usable participant responses, the findings of this study revealed that employee turnover intention of full-time U.S. employees across several industries was consistent with the same variables of perceived supervisor support and narcissistic leadership of the non-U.S. organizations researched. These findings reveal a universal issue of employee turnover intention across countries and industries.

With the dyadic relationship between leaders and followers within organizations being relevant to the employees' perception of their supervisor support and leadership behaviors, the leader-member exchange (LMX) theory was the theoretical framework used in the study. Researchers on LMX have determined that a good LMX reduced employee turnover intention (Muldoon et al., 2018). Fostering supervisor support, organizational managers who use LMX could generate more effective leaders through the development and maintenance of mature leadership relationships (Graen & Uhl-Bien, 1995). The higher the LMX relationship, the better the positive perception employees' have of their job and leadership within the organization, reducing turnover intention.

To improve supervisory support and reduce negative leadership traits, human resource department leaders should create and enforce organizational policies and training programs. Policies that obstruct negative behavioral traits that demean, bully, or stifle an employees' career growth could help to retain employees and reduce turnover intention. Training programs for managers could provide reinforcement of the positive aspects of leadership that should be portrayed, helping both the employee and organization succeed in their goals. Training programs for employees may help with dealing with difficult leadership personalities, potentially lessening the burden of stress and anxiety created by working for negative leaders. Retaining skilled employees begins with leadership. The better the supportive relationship between leaders and employees, the more positive the work environment for all within the organization. Positive workplaces strengthen productivity and reduce costly employee turnover.

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Appendix A: SurveyMonkey Survey

Please enter in a number for the following two questions.
1. What is your age? _____
2. How many years have you worked for your company? _____

Please select the industry you work in. If your industry is not listed, please select "Other" and type in your industry.
3. What industry do you work in?
    a. Healthcare
    b. Real Estate
    c. Information Systems or IT
    d. Banking or Finance
    e. Manufacturing
    f. Government
    g. Retail
    h. Construction or Waste Services
    i. Utilities
    j. Education
    k. Other _____

Please answer each of the following four questions by selecting one answer that comes closest to describing *how you perceive* your leader supports you in your career growth.
4. My supervisor cares about my opinions.
    a. Strongly agree
    b. Agree
    c. Undecided
    d. Disagree
    e. Strongly Disagree
5. My work supervisor really cares about my well-being
    a. Strongly agree
    b. Agree
    c. Undecided
    d. Disagree
    e. Strongly Disagree
6. My supervisor shows very little concern for me
    a. Strongly agree
    b. Agree
    c. Undecided
    d. Disagree
    e. Strongly Disagree
7. My supervisor strongly considers my goals and values

    a. Strongly agree

    b. Agree

    c. Undecided

    d. Disagree

    e. Strongly Disagree

The next six questions pertain to your leader, which could be your immediate boss or another person you report to. Answer each of the following questions by selecting one answer that comes closest to describing *how you perceive* their personality and behavior at work towards you.

8. My boss is a very self-centered person

    a. Strongly agree

    b. Agree

    c. Undecided

    d. Disagree

    e. Strongly Disagree

9. My boss has an inflated view of him/herself.

    a. Strongly agree

    b. Agree

    c. Undecided

    d. Disagree

    e. Strongly Disagree

10. My boss brags about him/herself to get positive stokes from others.

    a. Strongly agree

    b. Agree

    c. Undecided

    d. Disagree

    e. Strongly Disagree

11. My boss will do one favor as long as he/she gets two or more in return.

    a. Strongly agree

    b. Agree

    c. Undecided

    d. Disagree

    e. Strongly Disagree

12. My boss will go out of his/her way to cause me harm to get ahead.

    a. Strongly agree

    b. Agree

    c. Undecided

    d. Disagree

    e. Strongly Disagree

13. My boss always has to be the center of attention.
   a. Strongly agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

The last four questions pertain to your intention to either stay at your job or leave the organization. Answer each of the following four questions by selecting one answer that comes closest to describing your intention to stay or leave your job.

14. I sometimes feel compelled to quit my job in my current workplace.
   a. Strongly agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

15. I am currently seriously considering leaving my current job to work at another company.
   a. Strongly agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

16. I will quit this company if the given condition gets even a little worse than now.
   a. Strongly agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

17. I will probably look for a new job in the next year.
   a. Strongly agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

Thank you for taking this survey.

Appendix B: Written Author Permissions

Dysvik, Anders <anders.dysvik@bi.no>
Today, 12:37 PM
Natalie Disque ⌄

Reply all | ⌄

Dear Natalie. Permission granted, good luck with your research 😊👍.

Best, Anders

Sendt fra min iPhone

14. aug. 2019 kl. 12:36 skrev Natalie Disque <natalie.disque@waldenu.edu>:

Dr. Dysvik,

I am a Ph.D. student at Walden University who will be doing research on correlations between employee perceived growth opportunities and turnover intention in U.S. organizations. Because of my research topic, I would like to collect data from the employee's perspective of their leader's support. Your Perceived Supervisor Support (PSS) scale would be the perfect fit for my study.

Can you please let me know if you can grant me permission to use the PSS Scale in my study?

Thank you for your time and consideration.

Natalie Disque
Ph.D. student, Walden University
natalie.disque@waldenu.edu
cell 804-399-4649 EST

Supervisor Narcissist Scale permission from PhD student

Natalie Disque
Sun 5/26/2019 3:08 PM
Wayne Hochwarter <whochwar@business.fsu.edu> ⌄

Thank you so much! Greatly appreciated :)

Natalie Disque

...

Wayne Hochwarter <whochwar@business.fsu.edu>
Sun 5/26/2019 7:32 AM
Natalie Disque ⌄

Natalie,

Feel free. I hope it helps.

Hochwarter

...

Wayne Hochwarter <whochwar@business.fsu.edu>
Thu 5/23/2019 11:31 AM
Natalie Disque ⌄

I will be out of the office from Saturday, May 11th until Monday, May 27th. I will respond to all correspondence upon my return. Best wishes,

Wayne Hochwarter

Natalie Disque
Thu 5/23/2019 11:30 AM
whochwar@business.fsu.edu ⌄

Dr. Hotchwarter,

I am a Ph.D. student at Walden University who will be doing research on narcissistic leadership using the LMX theory as my theoretical framework.
Because I am researching both the leader and their follower, focusing in on narcissistic leaders, I would like to collect data from the employee's perspective of their leader's narcissistic traits. I was originally going to use the NPI-16 questionnaire. However, I came across your six-item Supervisor Narcissist Scale and believe it would be the perfect fit for my study.

Can you please let me know if you can grant me permission to use the Supervisor Narcissist Scale in my study?

Thank you for your time and consideration.

Natalie Disque
Ph.D. student, Walden University
natalie.disque@waldenu.edu
cell 804-399-4649 EST

MOAQ permission from PhD student

Mark Fichman <mf4f@cmu.edu>
Thu 4/25/2019 1:39 PM
Natalie Disque ⌄

Dear Natalie,

You have my permission to use the MOAQ. Please send me a copy of any papers you produce or references to any books that result from you work.

Best of luck,

Mark Fichman

...

| Thank you very much for your interest. | Thank you very much for your support. | Thank you very much for your request. |

Are the suggestions above helpful?   Yes   No

Natalie Disque
Thu 4/25/2019 1:10 PM
mf4f@andrew.cmu.edu ⌄

Dr. Fichman,

I am a Ph.D. student at Walden University who will be doing dissertation research, where I will be collecting data from employees of narcissistic leaders to understand their turnover intention. I would like to use the Michigan Organizational Assessment Questionnaire (MOAQ) that you authored and wanted to get permission from you to use the questions from MOAQ in my study.

Can you please let me know if you can grant me permission to use the MAOQ questionnaire in my study?

Thank you for your time and consideration.

Natalie Disque
Ph.D. student, Walden University
natalie.disque@waldenu.edu
cell 804-399-4649 EST

Appendix C: Demographic Survey

AGE

_____   18-29

_____   30-44

_____   45-60

_____   > 60

GENDER

_____   Female

_____   Male

HOUSEHOLD INCOME

_____ $0 - $9,999

_____ $10,000 - $24,999

_____ $25,000 - $49,999

_____ $50,000 - $74,999

_____ $75,000 - $99,999

_____ $100,000 - $124,999

_____ $125,000 – 149,999

_____ $150,000 – 174,999

_____ $175,000 - $199,999

_____ $200,000+

_____ Prefer not to answer