

The Effects of Leadership Styles on Employee Turnover: A Quantitative Analysis

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Approval Page

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## Abstract

Employee retention is critical to the success of many organizations. The purpose of this quantitative correlation study was to collect data through an anonymous survey from employed participants representative of the call center industry to determine to what degree, if any, there was a correlation between leadership styles and employee turnover analyzing the predictor variables of organizational culture, employee motivation and job satisfaction as a predictor to employee turnover. The theoretical framework guiding this study was Victor Vroom's Expectancy Theory of motivation (1964). The six research questions of this study examined data collected anonymously through SurveyMonkey's online platform. Each research question was analyzed individually to address the study's purpose. The population sample of 50 participants included employed men and women between the ages of 18 through 99. Participants for the study were selected using stratified random sampling from nine different regions throughout the United States to ensure study participants were representative of the population. Data was collected online through 45 survey questions adapted from the Utrecht Engagement Scale and Managerial Model of Coaching Skills. Many researchers have utilized the Utrecht Engagement Scale to explore managers' behaviors in relation to an employee's perceived work engagement as a subset of employee motivation, organizational culture and job satisfaction. The first step in the analysis utilized descriptive statistics to compute the frequencies and counts for categorical and continuous variables. According to the Kolmogorov-Smirnoff test, the assumption of normality was violated for all variables except organizational culture and leader's communication style. The second step of the analysis tested the assumption of normality for each additional variable. This was tested with visual inspection of the histograms and Kolmogorov-Smirnoff tests. However, the histograms appeared normal and the correlation analyses were robust to violation

of normality. For the second research question, to what extent, if any, does leadership style influence turnover? The results of the correlation analysis indicate that there was a significant correlation between leadership style and turnover,  $r = .69$ ,  $p < .01$ , such that as leadership style increases positively turnover decreases. For the research questions to what extent if any, does organizational culture influence employee turnover? The results of the correlation analysis indicate that there is a significant correlation between organizational culture and turnover,  $r = .63$ ,  $p < .01$ , such that as organizational culture increases as turnover decreases. Cronbach's alpha was used to measure the scale of reliability. The findings of this study may serve as a basis for research on predictor variables to turnover, as organizations both private and public seek to improve the employee experience and the bottom line. The recommendations for this study are based on the observation of the data as reflected in the histograms that positive leadership behaviors reduce the propensity for turnover intent. Further, it was determined that transformational leadership styles positively correlated with employee motivation and job satisfaction.

### Acknowledgements

I would be remiss if I did not recognize that it was God's grace and His grace alone that brought me through. When I set out to complete this doctorate it was one obstacle, one mountain after the other. These debilitating challenges threatened the completion of this degree, that ranged from academia, interpersonal hardships, and professional and financial obstacles. In addition to these challenges, I was personally impacted by the current state of our world. Through all of these events I persevered because of the two most important people in my life; my sons. I would like to thank Portia Streit my other mother, who believed in me from the start. She encouraged me and gave me a reason to believe when I did not think I had a reason or even wanted one. Her consistent, unrelentless support pushed me to the finish line, I am eternally grateful. To those that presented the obstacles, and threw challenges of injustice, indifference, unfairness and inequality in my path, it is in part because of you this dream is now realized. I am now a stronger, more driven and more hopeful woman. He that began a good work in me, completed it in the end.

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## Chapter 1: Introduction

Voluntary employee turnover is problematic and a costly phenomenon for many organizations across many different industries (Hom, Lee, Shaw, & Hausknecht, 2017; Woods, 2015; Tran, McCormick, Nguyen & Trang, 2018; Phillips, Evans, Tooley & Shirey, 2018). Most companies are in business to be profitable, and any impasse that impedes that goal is challenging, compromising the interest of stakeholders, and investors (Soni & Soni, 2016). In an employee driven employment market and a consumer-centric business structure, it is imperative for organizations to have a strategic initiative to understand, measure and abate employee turnover as a deterrent to costly outcomes (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015; Anwar, Shah & Hasnu, 2016).

The United States Bureau of Labor Statistics report employee turnover was at a staggering 5.6 million separations for the month of October 2018 (U.S. Bureau of Labor Statistics, 2018). The manufacturing industry realized a total of 345,000 separations of the 5.6 million for October 2018 (U.S. Bureau of Labor Statistics, 2018). The derivatives of employee turnover yield a multiplicity of adverse issues for companies (Mai, Ellis, Christian & Porter, 2016). The negative effects of voluntary employee turnover effects financial gains, job knowledge, competitive advantage, and the morale of existing workers whose work loads are often increased compensating for the employees that exited (Sarkar, 2018). As a result, minimizing turnover is an important strategic business initiative (Wyen & Op de Beck, 2014; Coulter, Felusiak, Hill, & Pemberton-Jones, 2015).

The conundrum of employee turnover is not relegated to a single industry or one single business consequence (Rehman & Mubashar, 2017). The issue of employee turnover and corresponding research studies on the topic, dates to the early 1900's and continues to be a

relevant topic for researchers and organizational leaders to mitigate the financial implications associated with turnover (Hom, Lee, Shaw, & Hausknecht, 2017). Employee retention is necessary for businesses to remain competitive both at national level and globally as the strategic nature of business evolves to change with the advent of globalization (Azmat & Rentschler, 2017; Nelson, 2014). Call, Nyberg, Ployhart & Weekley (2013) posits turnover as having a multilayered effect on a company's human capital assets. It is multifaceted effects of employee turnover that has precipitated extensive research with the expectancy of identifying and correcting predicting variables of turnover (Rangel, 2018; Wang, Wang, Xu, & Ji, 2014).

Organizational culture is one antecedent of many that influences turnover, in addition to the behaviors of the leaders (Fallatah, Laschinger, & Read, 2017). Understanding the drivers that lead to turnover is important, but equally as important is understanding the tenets that lead to employee retention. Leadership styles are key contributors in shaping organizational culture and is also an antecedent of turnover (Rehman, Rahman, Zahid, & Asif, 2018; Klinkhamer, 2015; Visvanathan, Muthuveloo & Ping, 2018). Organizational culture which is the undercurrent of the belief system and demonstrated values within the organization is cultivated by the actions and beliefs of the leaders (Ahmetoglu, Akhtar, Tsivrikos & Chamorro-Premuzic, 2018). When an organization's culture is such that employees want to stay, it engenders employee loyalty, and drives employee job satisfaction, drives production, and promotes employer branding all of which are necessary characteristics in a competitive marketplace (Visvanathan, Muthuveloo & Ping, 2018).

The purpose of this quantitative correlation, regression analysis study was to statistically analyze the relationship between the variables of leadership styles, organizational culture and its influence on employee turnover. The aim of which, was to provide organizational leaders and

stakeholders with data that addressed the consequential aspects of employee turnover to improve operational outcomes.

### **Statement of the Problem**

The role of a leader is tantamount to the success of an organization, ineffective leaders influence the employee experience, the customer experience and a company's bottom line (Badawy, Gazdag, Brouer, & Treadway, 2019; Hua, & Bing, 2018). The problem addressed in this study determined the extent to which an employee's decision to quit was influenced by a manager's leadership style. Leadership styles be it transformational, adaptive or transactional impacts the organizational environment (Khan, 2017). As a result, the manner by which leaders govern in the workplace has the propensity to influence an employee's decision to quit. The high cost of employee turnover is so impactful to organizations that a great deal of research exists to understand how leadership behaviors impact an employee's decision to quit (Sung & Wang, 2017; Muldoon, Keough, & Lovett, 2018). The cost of employee turnover cannot be overstated, it is a multi-million-dollar loss for companies throughout various industries resulting in consequential deficits in productivity, profits, morale, and loss in market share (Van Staden, 2017; Tran, McCormick, Nguyen & Trang, 2018; Valle, & Gonzalo, 2015).

More than cost alone, understanding turnover is beneficial to many industries. In the health care system turnover directly impacts the quality of care and organizational cost as the loss of nurses is a significant impact (De Simone, Planta & Cicotto, 2018). High nurse turnover can lead to quality of patient care and patient satisfaction or worse. According to the Society of Human Resource Management (SHRM), reducing turnover overall improves sales growth and workforce morale (SHRM, 2018). Research conducted by SHRM (2018) asserts that turnover replacement costs can range from 50% - 60% of an employee's annual salary. Research on

turnover is important to any organization that are service base. In the educational sector the cost of replacing high school principals varied by district from \$10,413.03 to \$51,659.27 per replacement (Tran, McCormick & Nguyen, 2018). While thousands of articles exist on the topic of turnover that dates back a century or more, turnover continues to be a phenomenon worthy of further study because of its multifaceted impact to human capital, national and global industries (Lee, Hom, Eberly, Jason & Mitchell, 2017). Lee, etal (2017) suggests further research is needed to understand the collective turnover process as turnover theories has evolved since the stages of turnover research in 1917.

Theoretical and empirical studies on turnover span more than a century, attesting to the significant long-standing impact turnover has on companies (Hom, Lee, Shaw, & Hausknecht, 2017; Lee, Hom, Eberly, Li, & Mitchell, 2017; Al-Emadi, Schwabenland, & Qi, 2015). The financial impact of turnover is only one aspect of the conundrum. Human resource professionals have an important task of implementing strategic initiatives to reduce turnover and protect human capital assets (Devi, & Krishna, 2016; Call, Nyberg, & Ployhart, 2015, Williams & Beidas, 2018).

Call, Nyberg, Ployhart & Weekley (2013) posits turnover as having a multifaceted effect on organizational assets. It is the financial implications of employee turnover that has precipitated extensive research with the anticipation of identifying the predicting variables. (Rangel, 2018; Wang, Wang, Xu, & Ji, 2014). In a study on employee turnover, Keller (2014) estimated the financial cost of turnover to be 213% of the annual salary for educated executive level positions and for a worker making \$10.00 per hour job, the cost was approximately

\$3,328.00. As a result, it is essential to understand and analyze the antecedents that motivate an employee's intention to quit abating turnover. The problem of employee turnover is not a new phenomenon and has been studied by researchers previously. Shantz, Alfes and Latham (2016) hypothesized that low levels of work engagement leads to a higher propensity of an employee's intent to quit and influences aberrant employee behavior. It is an exorbitant cost that warrants continued and consistent efforts by leaders to implement strategic employee retention programs and enhancing leadership skills and as a direct consequence enhancing the employee experience (Nunh, Heidenreich, & Wald, 2018).

### **Purpose of the Study**

The purpose of this quantitative correlation, non-experimental study was to test the phenomenon of employee turnover and how the primary antecedent and predictor variable of leadership styles influenced the criterion variables such as employee motivation, organizational culture, and job satisfaction that effected an employee's decision to quit. The main variable measured in this study was leadership styles and how that behavior exerted positively in the form of transformational leadership or negatively as transactional or destructive leadership correlated to the outcome of turnover. The data for the study was collected from employees voluntarily participating through the online survey platform Survey Monkey and have been employed for a minimum of three months.

The extraction of the data needed to execute the quantitative correlational study was accomplished through the use of an electronic questionnaire on leadership behavior and the working environment. The survey was administered in English. Personal verifiable employee data was not included, demographic information, geographical region, gender and age were included. There were challenges the with the data collection method. Employees that participated in a survey were was not limited to one specific industry. A goal of the study was to assist organizations in

proactively predicting and mitigating the antecedents influencing turnover as a cost reduction method (Wang, Wang, Xu, & Ji, 2014). Thus, making the study important and adding to the body of work currently existing relating to the effects of leadership styles on an employee's decision to quit.

### **Theoretical Framework**

The ever-increasing need for organizational leaders and researchers to analyze workplace behavior continues to increase as the landscape of operating business changes (Gonzalez, 2016). Leaders have a fundamental responsibility to motivate employees to be productive and execute organizational goals (Musinguza, Namale, Rutebemberwa, Dahal, Nahirya-Ntege, & Kekitiinwa, 2018; Kesting, Ulhoi, Song & Niu, 2016). Employee motivation is a pivotal factor that effects employee behavior including turnover (Mitevaska-Encheva, 2018; Fiaz, Qin, Ikram, & Saqib, 2017). Motivated employees are more often engaged, more productive and often job satisfaction levels are positive. The ultimate goal of this research was to illuminate the relationship between prevalent leadership styles in the workplace and employee turnover evaluating predictor variables of organizational culture, job satisfaction, employee motivation and leadership communication style. Employee turnover was attenuated when transformational and ethical leadership styles were consistent, giving rise to a positive view on employee motivation, organizational culture and job satisfaction (Fang, Zhang, Lui & Han 2018.)

The theoretical framework for this study was grounded on Victor Vroom's expectancy theory on motivation. Vroom's theory focuses on the psychological aspect of employee behavior associated with motivation and goal orientation (Lloyd, & Mertens, 2018). For the purpose of expanding the review on workplace motivation alternate theories on motivation will also be discussed in conjunction with Vroom's Theory to determine how leadership styles impact

employee motivation and influences employee behavior. Dinibutun (2012) asserts when expectancy theory is present, employees are driven to perform. Leadership styles influences the work environment and the relationships that exist between leader and employee. Ultimately having an influence on employee motivation (Cropanzano, Dasborough & Weiss; 2017). This cause and effect action speak to the employee's choice for determining which reaction to exhibit in terms of behaviors that can drive performance results, job satisfaction levels and as a result engender turnover.

Vroom's expectancy motivation theory operates on the premise that an employee's performance is based on individual factors such as skills, abilities, knowledge and personality traits which influences the ability to choose. Lazaroui (2015) discusses the framework that guides expectancy motivation from the employee's perspective; employees enter the workforce with preconceived notions of what their expectations are from the employer and a person's conduct has a direct influence on his/her deliberate performance. Further, that people make choices that are most beneficial to them personally and employees have key expectations that the employer will be transparent. Lazaroui's (2015) expounded Victor Vroom's theory by positing that a leader's management style and actions can be a motivating factor or demotivating factor for employees. A workplace culture that does not foster employee engagement and motivation intensifies an employee's intent to quit (Robles & Washington, 2014). Lazaroui (2015) discussed four principles that grounds expectancy motivation theory:

1. Employees enter the workforce with preconceived notions of what their expectations are from the employer
2. A person's conduct has a direct influence on his/her deliberate preference direct reflection
3. Employees have key expectations that the employer will be transparent



#### 4. People will make choices that will be most beneficial to them personally

Existing research on turnover in a water plant facility investigated the role of leaders as it relates to employee motivation. In this case study, the factors that influenced motivation supported the concept that leaders were in part responsible for building the organizational culture, defining the working conditions and fostering employee development (Fiaz, Qin, Ikram, & Saqib, 2017). The study revealed the antecedents that predisposed an employee's intention to quite increased and the findings were indicative of the existence of a correlation between the leader behavior and turnover. Leader behavior and the workplace climate influenced the employee's intent to quit. It can be ascertained from this study that leadership styles influence employee motivation and turnover. A workplace culture that does not foster employee engagement and motivation intensifies an employee's intent to leave the organization (Robles & Washington, 2014). AJ. Oswald, E. Proto, and D. Sgori (2015) present research evidence that happy employees are more productive. The implications of the study conclude that job satisfaction levels are positively impacted by engaged and happy employees.

#### **Nature of the Study**

The purpose of this quantitative, correlational research study was to examine the correlation between the predictor variables of leadership, organizational behaviors, and organizational culture and the outcome variable of employee turnover. A correlational design was most appropriate for this study for determining the extent leadership styles directly or indirectly correlated to an employee's intention to quit leading to turnover. This study examined how employee motivation, job satisfaction and communication styles were interrelated to leadership behaviors and organizational culture. Extensive research on the topic of leadership concludes that effective leadership influences the group and environment (Leadership, 2018).

The study's objective was to positively contribute to reducing the problem of employee turnover and contribute to existing literature on the topic.

Quantitative methods used numerical data and measurable variables through hypothesis testing to contribute to achieving the study goals, as a result it was most appropriate to utilize a quantitative method (Park & Park, 2016). The quantitative method of surveying employed workers reporting to the same supervisor for at least ninety days supports research integrity through the process of collecting data under controlled conditions and deductive process (Park, & Park, 2016; McCusker & Gunaydin, 2015). The questionnaire was comprised of 50 questions related to demographic information, leadership behavior, personal recognition, communication style of leaders, motivation, organizational culture and the supervisor-employee dynamic. Evaluation of the data utilized correlation analysis to analyze the relationship between the independent variables of leadership style and dependent variables of employee motivation, job satisfaction, and organizational culture. All of which were integral part of the study that determined if there was a correlation between the independent and dependent variables on the intention to quit (O'Brien, 2018; Regenwetter & Cavagnaro, 2018; Hyan, 2017; Curtis, Comisky, & Dempsey, 2016). This framework provided a rationale for the hypothesis and a guide for the data analysis. Current research literature on the topic of employee turnover describes the correlation that exists between organizational culture, employee engagement, and intrinsic and the extrinsic motivational drivers that influences the working culture (Neymah, 2013; Memon, Baharom, & Harun, 2014). This exploration into previous literature was essential in furthering research on the topic.

The ability to prove or disprove the hypotheses in response to the research questions posed in this study was contributory to existing theory that leadership styles have a multifaceted

impact on an employee's working environment thereby precipitating a contemplated change in employment status. Vitrally important is determining the correlation between employee job satisfaction, and how positive leadership styles such as transformational leadership influences an employee's intent to stay with the organization. Employee retention helps the organization in work productivity, to meet obligations to shareholders, internal and external customers (Kouni, Koutsoukos, & Panta, 2018; Abelha, da Costa Carneiro, & de Souza Costa Neves Cavazotte, 2018; Sirin, Aydin, & Billir, 2018).

### **Research Questions**

The below research questions and hypotheses were developed in alignment with the study's purpose to serve as a guide and ensure alignment. A plethora of literature exists that discusses the influence of leadership styles on turnover, employee job satisfaction and the overarching financial implications to businesses across a myriad of industries (Feyerabend, Herd, & Choi, 2018; Banjarbahor, Hutabarat, Sibuea, & Situmorang 2018; Gandolfi & Stone, 2018.)

**RQ1.** To what extent if any, does leadership style influence turnover?

**RQ2.** To what extent if any, does organizational culture influence employee turnover?

**RQ3.** What are the antecedents that influence job satisfaction and motivation?

**RQ4.** To what extent if any, does communication styles impact employee turnover?

**RQ5.** To what extent does organizational culture and leadership styles influence motivation?

### **Hypotheses**

**H1<sub>0</sub>.** There is a correlation between leadership style and employee turnover.

**H1<sub>a</sub>.** There is no correlation between leadership style and employee turnover.

**H2<sub>0</sub>.** There is a correlation between the organizational culture and turnover.

**H2<sub>a</sub>.** There is no correlation between organizational culture and turnover.

**H3<sub>0</sub>**. There is a correlation between job satisfaction, motivation and employee turnover.

**H3<sub>a</sub>**. There is no correlation between job satisfaction, motivation and employee turnover.

**H4<sub>0</sub>**. There is a correlation between leader's communication style and employee turnover.

**H4<sub>a</sub>** There is no correlation between leader's communication style and employee turnover.

**H5<sub>0</sub>** There is no correlation between organizational culture, leadership styles and motivation.

**H5<sub>a</sub>** There is a correlation between organizational culture, leadership styles and motivation.

### **Significance of the Study**

For over one century, employee turnover has been theorized and researched because it is a prevailing problem for companies (Hom, Lee, Shaw, & Hausknecht, 2017). The significance of reducing employee turnover cannot be understated. The United States Bureau of Labor Statistics (2018) reports there were 345,000 separations in the manufacturing industry in October 2018. This study is significant as it seeks to provide elucidations that add to the existing body of knowledge on employee turnover, more specifically in manufacturing. The study is relevant for several reasons: (a) contributing to existing literature to further predict turnover (b) contribute to the reduction of employee turnover a business cost savings in many industries including call centers (c) improve the employee experience by predicting motivational factors (c) improve employee retention and competitive market advantage.

Increasing job satisfaction levels and fostering a robust organizational culture indicative of the working environment is beneficial to companies (Hur, 2017; Mercadai, 2014). Mercadai (2014), describes organizational culture as the formal environment and norms that characterize a specific organization, as well as the informal behavioral and social phenomena that occur among

individuals in that organization. Mercadai (2014) states empirically that a firm's understanding of the phenomenon of organizational culture helps organizations reinforce the working environment internally and externally. According to Wells (2018) call center turnover in the United States ranges from 30-45 percent. The report posits that call center turnover is more than triple the average of all other industries conducted by employee turnover is still a problem in the call center industry. As a result, continued study on turnover is necessary to reduce turnover in the industry and improve profits.

The current national unemployment rate of 3.7 (BLS, 2018) and it is an important reason for human resources professionals and employers to invest in employee retention strategies (Lee, Hom, Eberly, Junchao and Li, 2017; Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015; Ozolina-ozola, 2014; Al-Emadi & Schwabenland, 2015). According to the Society of Human Resources Management, the last time the unemployment rate realized such as decline was in 1969 (Society of Human Resource Management, 2018). A low unemployment rate puts the bargaining power in the hands of the job seekers and employees intending to quit. As it allows employees to have a choice in potential employers. Abating turnover and retaining employees is thereby critical to reducing voluntary turnover (Apostle, Syrek & Antoni, 2017; Stocker, Jacobshagen, Krings, Pfister & Semmer, 2014).

### **Definitions of Key Terms**

**Adaptive Leadership.** Focuses on leader-employee relationship from a holistic approach (Khan, 2017).

**Involuntary Separation.** Organization's decision to terminate employment (Stea, Foss, & Christensen, 2015).

**Job Satisfaction.** Is the attitude the employee has toward the work or job they are performing (Saranya, 2014).

**Leader-Member Exchange. (LMX)** – Workplace phenomena that occurs between employee and leader (Yu, Matta, & Cornfield, 2018).

**Leadership Styles.** Leader behavior/traits shaped by individual experiences, culture, personality, knowledge (Rehman, Rahman, Zahid, & Asif, 2018).

**Motivation.** The reason an employee shows up to work, what is the driving force as it relates to the hierarchy of needs (Adeola & Adebisi, 2016).

**Organizational Culture.** The multiplicity of beliefs, values, behavioral norms, shared practices and ideology of a collective group in a work environment (Al Saifi, 2015).

**Transformational Leadership.** Admirable, ability to influence attitudes and organizational behaviors of employees. Aligns with Maslow's Theory (Abelha et al, 2018.; Leonard, 2017).

**Turnover.** The number of employees leaving an organization and replaced (Kim, 2015).

**Voluntary Separation.** Employee resigns and initiates separation (Stea, Foss, & Christensen, 2015).

**Voluntary Turn Over Intent.** The precursor to turnover, a psychological event arising from a specific organizational or occupational event resulting in a consideration to leave

**Work-Life Balance.** The concept that prioritizes one's personal life enjoyment in comparison to the demands of work-life (Omar & Asif, 2016.)

## Summary

Employee turnover is a topic widely researched because of its significance to a myriad of industries domestically and globally for many decades (Rubenstein, Eberly, Lee & Mitchell, 2018). The financial impact is a key driver for researching turnover. The data derived from research on turnover can contribute to existing literature to aid organizations in understanding the causes of turnover and take proactive steps to mitigate. Companies and HR professionals have an obligation to its consumers, stakeholders, and shareholders to strategically grow a profitable

business which includes cultivating an employee centric work environment (Fareed, Noor, Isa, & Salleh, 2016; Harrison, & Gordon, 2014). A myriad of research exists on the topic of employee turnover and is valuable to this study.

Chapter 1 discussed the impact of employee turnover to organizations and the significance of understanding the antecedents of leadership behaviors that influence organizational culture therefore inducing employee turnover. In chapter 1 the research method discussed was a quantitative correlation study. Both the problem statement, study significance and nature of the study discussed the details and importance of the study to supplement existing research and provide organizational leaders avenues to mitigate employee turnover and improve leadership styles. Chapter 2 of this study presented a detailed and holistic literature review on the study's purpose of understanding a leader's role in the employee turnover phenomenon. Chapter 2's literature reviewed the types of leadership styles and the overall effect of the organizational culture, as the culture in part engenders an employee's motivation to stay or leave an organization.

## Chapter 2: Literature Review

In this chapter of the quantitative study, the major themes reviewed investigated the influence of leader behavior on turnover and the types of leadership styles that were most influential in mitigating employee turnover. This was accomplished by examining employee motivation as a catalyst in the turnover phenomenon. This literature review explored the effects of leadership styles on employee turnover and highlighted the gaps and inconsistencies in the literature on leadership behavior as an antecedent to employee turnover. An exploration of the types of leadership styles germane to reducing employee turnover by cultivating effective motivational techniques was also evaluated. The first section of literature review analyzed and synthesized the research articles related to the impact of employee turnover. Next, additional leadership theories were examined as a contrasting point of view on various leadership philosophies and were presented as a precursor to a review of Expectancy Theory. The ensuing section of the literature provided a historical view of leadership theories and presented a review of barriers to employee motivation including negative leadership styles. Finally, the review of the literature concluded with reiterating the importance of mitigating employee turnover and the role leadership and human resources in employee retention.

Chapter 2 reviewed existing research on the leader member exchange for the purpose of furthering research on an employee's perception of leadership behavior as it relates to motivation, organizational culture, and job satisfaction. Employee turnover, which is not a new phenomenon, has been problematic for employers and has been a widely studied topic by scholars for over a century (Lee et al., 2017). Lee et al (2017) estimated that there are over 2000 scholarly articles on the topic of voluntary employee turnover. Specific research on leadership styles have proven a correlation between leader behavior and a positive work environment; and an influencer of work motivation (Hassan, Malik, & Javid, 2017). The literature review explored



the relevance and importance of this study to the problem of employee turnover in various work settings. Further, it explored previous studies on the effects of both positive and negative leadership styles. Additionally, the research delved into motivation as a key factor in an employee's decision to quit and investigated strategies organizational leaders and human resources professional can initiate to abate turnover and retain employees.

The effects of leadership styles on turnover was viewed through the lens of Victor Vroom's Expectancy Theory while concurrently extrapolating from other motivational theories. Chapter 2 identified motivating factors that embolden employee retention. The search engines used for this study primarily were accessed through Northcentral University library resources. The databases used for the search include Roadrunner Search, ProQuest, ABI/INFORM, EBSCOhost, Sage, ScienceDirect, Google Scholar, Emerald, PsycARTICLES, and PsycINFO. The search parameters strictly adhered to peer-reviewed article requirements as stated in the Northcentral University Dissertation guidelines. Minimal use of relevant journal articles from standalone websites, dated within the last five years, was also used to supplement previous studies and/or support the data on the topic. The dates were filtered to include articles published within the last five years except for a limited number of pertinent articles obtained at the start of this dissertation journey but are still applicable presently.

Search terms and search phrases for this study included the following: *Employee turnover, turnover intention, turnover cost, employee motivation, job satisfaction, intention to quit, leadership styles, leadership behavior, voluntary turnover, involuntary turnover, attrition, organizational culture, transformational leadership, transactional leadership, demotivation, work environment, business strategy, change management, communication styles, employee*

*perceptions, employee termination, employee benefits, organizational commitment, leadership development, motivational theories, employee retention, attrition, and Leader-Member Exchange*

### **Impact of Turnover**

The Bureau of Labor Statistics (BLS) reported the national unemployment rate in May 2019 as 3.6% (BLS, 2019). Low unemployment rates translate into an employee-driven labor force. The competition to attract and retain talent is essential in a market where employees have a myriad of employment options. Turnover continues to be a research worthy topic and is the most ubiquitous human resource metric (Human Resources Today, 2018). The aim of this quantitative correlation study was to determine to what extent if any the effect leadership styles have on employee turnover. To accomplish this the study examined the antecedents to an employee's intention to quit with the key analysis anchored on employee motivation. Secondly, this non-experimental quantitative correlation research endeavored to determine the predictability of voluntary employee turnover based on organizational culture and job satisfaction, and leadership communication styles as direct outcomes of leader behaviors. Using Victor Vroom (1964) expectancy theory as the theoretical framework guiding the study, analysis of the literature examined the relationships between turnover variables and the drivers that precipitate an employee's intention to quit, ultimately leading to the turnover.

Mitigating turnover and retaining employees can only be realized by accurately assessing the true cost and reasons for turnover (Wang, Wang, Xu, & Ju (2014).

The topic of turnover has evolved to meet the progressive demands of business transformation and turnover antecedents (Hom, Lee, Shaw, & Hausknecht, 2017; Rubenstein, Eberly, Lee, & Mitchell, n.d.). Organizations have evolved into multinational companies conducting business all over the world. This expansion of business as a necessity to remain

remain competitive in the marketplace brings with it a myriad of ethnicities, cultures, religious practices cultural beliefs and national customs. Leadership's adaptability to diversity in the workplace makes the aspect of leadership styles as it relates to the employee relationship ever so critical in the current environment. Providing equal opportunity, diversity and inclusion is believed to have positive impact on productivity, financial performance, and turnover (Binder, Dworkin, Nae, Schipani & Averianova, 2019). The differences and diverse nature of doing business both nationally and internationally makes it a must for managers and business leaders to understand cultural differences that make motivating a diverse population of employees a purposeful and intentional process; thus, the importance of developing leaders who are culturally aware, adaptive, inclusive and knowledgeable is a necessity (Kollias & Paleologou, 2017).

In the second chapter of the study, online scholarly resources relating to employee turnover and Victor Vroom's expectancy motivation theory as a contextual guide were utilized. While concurrently exploring the sub context of how leadership styles used interchangeably with leadership behavior impacts organizational culture, employee motivation and job satisfaction. Alternative leadership theories such as Maslow and Herzberg were also researched to provide a foundation for the emergence of leadership styles on the concept of work motivation and employee behavior including turnover intent. The main purpose to assist organizational leaders in better understanding the impact of leadership behaviors on business outcomes including employee retention, and to also further the research on the topic of turnover. Chapter 2 begins with the introduction of employee turnover and relevant information that supported the significance of the study on turnover. Discussed in this section was data that supported why it was important for employers to make a concerted effort to retain employees in a historically low unemployment climate. This review examined work motivation as the framework of the

employee work life. Subsequent to this information was a historical view of employee turnover, cultural beliefs and national customs. Leadership's adaptability to diversity in the workplace makes the aspect of leadership styles as it relates to the employee relationship ever so critical in the current environment. Providing equal opportunity, diversity and inclusion is believed to have positive impact on productivity, financial performance, and turnover (Binder, Dworkin, Nae, Schipani & Averianova, 2019). The differences and diverse nature of doing business both nationally and internationally makes it a must for managers and business leaders to understand cultural differences that make motivating a diverse population of employees a purposeful and intentional process; thus, the importance of developing leaders who are culturally aware, adaptive, inclusive and knowledgeable is a necessity (Kollias & Paleologou, 2017).

The first component of the literature review examined existing research studies on theories associated with employee motivation and leadership styles. This study's aim was to determine to what extent a relationship existed between leadership styles and employee turnover. The antecedents that potentially influenced turnover in the workplace such as employee motivation and organizational culture was also examined. The theoretical framework provided a base context for answering the research questions. Subsequent to the discussion on the theoretical framework in the literature review, was an expansion of Victor Vroom's expectancy theory, which examined the motivational drivers that influenced turnover (Mertens, 2018). An essential part, work effort output and consequential reward which was discussed under Vroom's (1964) theory. Utilized in this literature review were scholarly peer-reviewed articles that previously examined the association of positive and negative leadership styles and employee motivation and expectations, and employee retention strategies including HR's role in the process.

## Types of Leadership Styles

Trait studies were originally used to focus on the physical traits of leaders to identify the characteristic of effective leaders, focusing on intelligence and personalities of the leaders purporting that leaders were more intelligent than non-leaders (Bake, 2019). Early theories conceptualize three main types of leadership styles which will be discussed later in this study: Democratic leadership, authoritarian and laissez-faire leadership. Transformational leadership, the style by which Bake (2019) describes as a leader who collaborates and works with employees to identify needs, set goals and ensure employee buy-in will be discussed later in the study as an antidote to mitigating turnover. Transformational leadership is widely studied and is a popular leadership style to motivate and retain employees (Afsar, Badir, Saeed & Hafeez, 2017). Bass, Beacham, Razzak and Noll (2018) used two empirical case studies utilizing a mixed-method approach of three global companies to determine the moderating effect of leader's influence on employee motivation and turnover. The study explored the influence of leadership styles on the employee's perception of the work environment, analyzed employee stress levels and commitment to the organization. The study reflected the differences between two different working environments examining the variables of culture, working hours, peer relationships and leadership behaviors. The study found when the organizational culture was more positive, there was less employee stress and less turnover. Conversely, higherturnover was realized in the environment where leader behavior was more transactional. Kangas, Kaptein, Huhtala, Lamsa, Pilajasaari and Feldt, (2018) intrinsically linked corporate performance and organizational stability to employee turnover, thereby asserting the role leaders play in cultivating an employee centric environment is a critical one. The collaborative efforts of the researchers supported the premise that leaders

influence the company's bottom line by the type of leadership styles exhibited in the work environment.

By purposefully identifying the antecedents and outcome variables, this study provided additional insight into how leadership behaviors impact the work environment cultivating organizational culture, a driver of employee motivation consequently impacting job satisfaction. Additionally, recommended effective retention strategies to reduce employee attrition by illuminating the effects of positive leader behavior. Abating turnover serves a multilayered purpose of reducing both tangible and intangible losses to the company, improving employee morale, job satisfaction, and employee productivity levels (Tao, Jiang, Yang, Zhang & Zhang, 2017). Hopkins and Scott (2016) emphasized the value leadership effectiveness has on producing a positive work culture. Roche, Duttfield, Homer, Buchan & Dimitrelis, (2015) opined that a failure by organizational executives to understanding the causes and drivers to voluntary employee turnover contributes to the turnover crisis. To further solidify this position Baseu (2018) postulates that leadership behaviors are essential to reducing employee turnover, and that positive leadership styles contribute to employee motivation encouraging a shared vision between the organization and employees. Companies and HR professionals have an obligation to its consumers, stakeholders, and shareholders to strategically grow a profitable business which includes cultivating an employee centric work environment (Fareed, Noor, Isa, & Salleh, 2016; Harrison, & Gordon, 2014).

### **Theoretical/Conceptual Framework**

The theoretical framework for this paper originated from Victor Vroom's expectancy theory on motivation (1964). Alternate constructs of motivation encompassing motivation theories deriving from Maslow's (1943) hierarchy of needs theory and Herzberg (1964) two-factor theory aided to the body of work in this paper. Expectancy theory was selected as the

primary framework in part because the myriad of organizational motivation theories that exists are expansions or modifications of Vroom's expectancy theory. As an example, Lawler and Porter (1968) expanded Vroom's expectancy theory to include the essential role leaders must ensure that employee rewards allied to motivation are fair, equitable and consistent for all employees, the crux of the theory is foundationally based on Vroom's original expectancy theory.

Analysis of the literature examined the relationship between turnover variables and the drivers that induced an employee's intention to quit namely leadership styles interchangeable with leadership behaviors. Interrelated in the theoretical framework of this study was the significance of leadership styles on employee motivation. Wang et al., (2014) asserts that leaders can only mitigate turnover and retain employees by accurately assessing the true cost and reasons for turnover, the predictor variables. Bonsu and Twun-Danso (2018) agree that many businesses fail as a result of inept leadership and toxic leadership styles. Leadership styles were discussed further in chapter 2 more specifically Burns theory on transformational leadership (1978). Expectancy theory is widely popular with scholars in researching work related motivation, leadership styles and the relationship between leader and member in the workplace (Lloyd & Mertens, 2017).

Since the industrial revolution employee turnover has proven to be a problematic business conundrum (Douglas, 1918). Douglas's (1918) study on employee turnover dating back to the turn of the century posits turnover was at forefront of the minds of leaders in manufacturing industries during the industrial revolution and it continues to be a business priority present day. The decades long issue of turnover is attributed to thousands of scholarly articles researching the topic, leading to the evolution of business strategies examining employee

motivation and the role leadership has in the process of employee retention in a multiplicity of work settings. Johnson and Lafrance (2016) conducted a study using a sample of 401 law enforcement officers from 23 agencies to determine the influence of the predictive values of work opportunity, ability, and instrumentality which were stated to have either direct or indirect effects influenced by leadership styles. Johnson and Lafrance (2016) believed the officer's expectations of career advancement determined to a degree the work output. The findings by Johnson and Lafrance (2016) are congruent with that of Bhuvanaiah, and Raya (2016); Cloutier, Felusiak, Hill, and Pemberton-Jones (2015); Hom, Lee, Shaw, and Hausknecht, (2017). All the above studies theorize that work satisfaction, employee engagement and productivity are essentially linked to expectancy theory. Regardless of the work setting employee motivation and the role of leadership are interconnected (Badawy, Gazdag, Brouer & Treadway, 2019).

The call center industry has one of the highest employee turnover rates compared to other industries (Zito, Molino, Cortese, Ghislieri & Colombo, 2018). This studied focused on employee turnover in multiple industries as a blueprint to that the data can be applied to addressing voluntary organizational turnover. Fauver, McDonald and Taboada (2018) posit that identifying the predictors to turnover and mitigating employee turnover is advantageous economically and culturally for organizations, as high turnover reduces company resources requiring management to hire, train, and onboard new workers at a significant cost (Al-Emadi & Schwabenland, & Qi, 2015). In the advent of globalization, call centers have become an intrinsic business component for multinational companies in the back-office business process sphere, the same type of setting for this present study (Hidenori, 2018; ICCS, 2019).

Banjarnahor et al. (2016) found that job quality and job satisfaction in the work environment have a direct impact on an employee's intent to stay and employer loyalty.



Similarly, to the findings of Banjarnahor et al. (2016) Yadav (2014) concluded that job satisfaction is influence by leaders who possess empathy and emotional intelligence.

Alternatively, poor job quality and a lack of job satisfaction will inversely affect an employee I intention to turnover. The review of the literature supports the hypothesis that the impact and cost of employee turnover can be reduced if companies adequately control and manage the variables attributing to attrition. A focus area that will assist in reducing employee turnover is to promote open communication between leaders and employees, in addition to promoting employee involvement in the decisions that affect their careers. The study determination by Gorman (2013) reiterates that this is achieved when managers focus initiatives on improving employee engagement. Methods of leaders achieving employee job satisfaction include positive leadership styles, and proactively alternating styles as determined by the situation at hand.

### **Historic View of Leadership Theories**

Table 1

#### *Historic view of Leadership Theories*

<b>Time Frame</b>	<b>Leadership Theories</b>	<b>Foundation</b>
1930	Trait Theories	Leaders and nonleaders individual characteristics differ
1940 -1950	Behavioral Theories	Leaders can be classified as effective or ineffective. Classification of task-oriented versus relationship building
1960-1970	Contingency Theories	Leadership characteristics or behavior is matched to the situation
1970	Leader-Member Exchange	Leaders form positive relationship with some employees rather than others. The relationship effects outcomes
1970-1980	Charismatic Leadership	Leaders inspire and encourage employees to attain goals, communicates vision and mission
1970-1980	Transformational Leadership	Motivate, and inspire innovation, influences employees to create positive change, extend trust and autonomy

Table 1 Historic View of Leadership Theories

*Note.* Historic view of leadership theory. Adapted from Fairholm, M. R. (2002). *Defining Leadership: A Review of Past, Present, and Future Ideas*. Retrieved July 27, 2019, from <http://www.teachers.org/>.

The importance of organizational leadership to the success or failure of organizations be it private or public is evident in the multitude of empirical research that exists on leadership theories, employee motivation theories and its impact on employee turnover. The historical view of leadership and its evolution is depicted in table 1. A commonality among all theories organically links leader behavior to employee actions (*Leadership Theories*, 2009). To identify the characteristic of effective leaders, trait studies were originally used to focus on the physical traits of leaders. Researchers supporting trait studies focused on intelligence and personalities of leaders, deducing leaders were more intelligent than non-leaders and were hereditary (Bake, 2019). This notion purports early theorists that attributes of great leaders are present at birth. Early classification of leadership styles included democratic leadership, authoritarian leadership style and laissez-faire. Leadership theories now evolved over decades, focuses on leadership styles and the employee experience. This includes employee motivation, and employee's perception of leadership (Afsar, Badir, Saeed & Hafeez, 2017). Transformational leadership will be discussed further as an antidote to mitigating turnover.

### **Expectancy Theory**

During the early 1960s, Victor Vroom made a concerted effort to expand research in the area of workplace motivation, and to fill gaps that industrial psychologists and practical models of that time did not encapsulate (Lloyd & Mertens, 2018; Kovach, 2018). As a noted Yale Professor and subject matter expert on work motivation, Victor Vroom wrote the book *Work and Motivation* in 1964 (Lloyd et. Al, 2018). Prior theories on motivation set the framework to identify whether specific outcomes related to an employee's motivational state were influenced by external or internal sources (Kovach, 2018). The constructs of Vroom's expectancy theory

depicted by Figure 1 consist of three subsets: expectancy, instrumentality, and valence, and are not mutually exclusive.

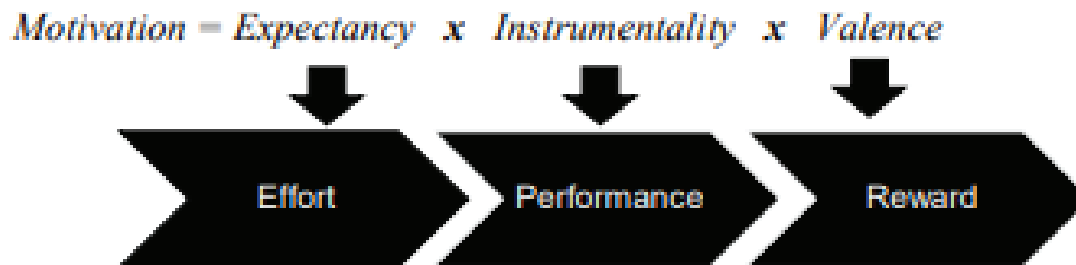


Figure 1. Vrooms Expectancy Theory Construct. Adapted from Llyod, & Mertens (2018). Expecting More Out of Expectancy Theory. History Urges Inclusion of the Social Context. *International Management Review*, 14(1), 24–37

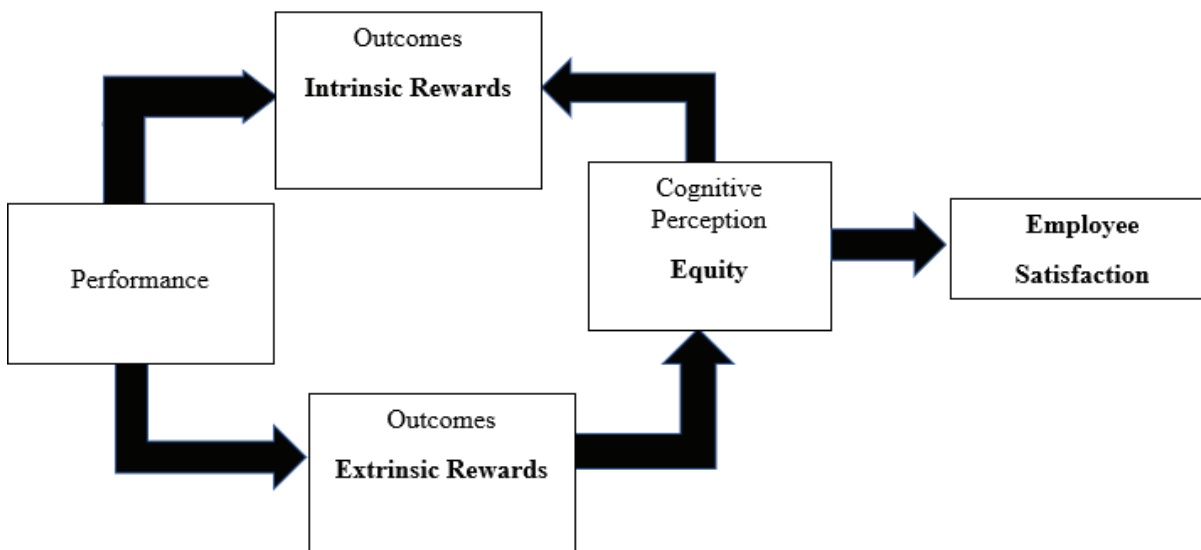


Figure 2. Lawler and Porter's Extension of Vroom's Expectancy Theory. Adapted from Lloyd, R., & Mertens, D. (2018). Expecting More Out of Expectancy Theory: History Urges Inclusion of the Social Context. *International Management Review*, 14(1), 24–37

Expectancy theory postulates that employees have free will and make decisions based on their ability to choose what they perceive will lead them to the best self-satisfying outcome (Lloyd & Mertens, 2018; Baciu, 2017). The first construct of expectancy posits that individuals

will behave or act in a manner that leads to a particular outcome; increased effort would yield increase performance (Hoffman-Miller, 2019). Secondly, instrumentality posits that rewards will follow if an individual works hard (Hoffman-Miller 2019; Lloyd & Mertens, 2018). Vroom (1964) describes instrumentality as an outcome-outcome association, a construct that works on an individual's belief that the level of effort exerted is directly linked to the level of performance achieved; performance at a higher level would yield a valuable outcome. The third construct of valence closely aligns with value. Valence is the perception of the anticipated satisfaction while the value is the actual gratification after the reward is attained (Lloyd & Mertens, 2018).

Motivation, expectancy, instrumentality, and valence are all interrelated in a multiplicative manner. Lloyd and Mertens (2018) explain that the value of expectancy ranges between zero and one. A given value of zero expectancy is indicative of no change in performance even with maximum effort. Conversely, if there is an expectancy level of one, the effort will be maximized, resulting in the superlative performance. Instrumentality's range is also between zero and one. Valences can have either positive or negative work outcomes. The range for valence is -1 to +1 (Lloyd & Mertens, 2018). An example of this is an employee who exerts maximum effort to gain a promotion, the attainment of that promotion leads to a positive outcome. On the contrary, if a supervisor requires an employee to work mandatory overtime, the outcome may be fatigue and remorse resulting in a negative result. Vroom's theory implies that for any rating of zero for expectancy, instrumentality, or valence, the motivational rating will match at a score of zero (Vroom, 1964). It can then be deduced that leaders' attitudes and interactions with employees influence the work environment to harness employee motivation and are conduits for successful outcomes (Sjovold, 2017). The Expectancy theory foundationally supported the expansion of theories on work motivation and research on the psychological constructs of behavior in the workplace (Ponder, 2007).

Expectancy theory as a basis for research studies have been used in a myriad of organizations and across industries, as is a predictor variable and understanding the influencers to motivation is critical in understanding how it impacts employee turnover. Examples of this is the use of expectancy theory to understand turnover of high school principals (Tran, McCormick & Nguyen, 2018; Rangel, 2018); turnover of nurses (Roche, Duffield, Homer, Buchan, & Dimitrelis, 2015) and turnover in the call center industry (Zito, Emanuel, Molina, Cortese, Ghilslieri & Colombo, 2018). The Expectancy theory is not without its critics and cynics. Despite being one of the most recognized and widely popular theories on motivation, Victor Vroom's critics emerged soon after the emergence of expectancy theory and the publication of Vroom's book *Work and Motivation* 1964 (Wabba & House, 1974; Mertens, 2018). In the late 1960s and early 1970s, Vroom's theory was criticized as being too simplistic, insufficient empirical evidence existed to test the validity of the theory (Lawler & Suttle, 1971). Lawler and Porter (1968) expanded Vroom's theory while not completely rejecting it. Lawler and Porter engendered the assumption that personal skills and abilities are factors within the theory itself. Mertens (2018) has a similar opinion to that of Lawler and Porter, asserting a relation exists between employee satisfaction and job performance. Lawler's criticism was based on multiple claims:

1. Individual expected outcomes are ranked in preferential order
2. Personal actions will achieve desired outcomes
3. Personal choices/behaviors generate outcome
4. The preferred outcome and expectation were derivatives of personal behavior

To take it a step further, there is the assertion that previous individual relationships between satisfaction and performance has an influence on expectancy (Porter & Lawler, 1968; Mertens, 2018). Over 10 alternative models to expectancy theory were contrasted, Lawler's (1971)

factored in intrinsic and extrinsic motivational factors not included by Vroom. A fundamental argument is that an individual chooses the type of work behavior that is demonstrated as it relates to work and motivation. The contrast therefore asserts that Vroom ignores the rationality assumptions that underpin choice of behaviors (Lawler & Porter, 1968).

Some researchers with differing viewpoints see the constructs of expectancy and valence as lacking theoretical classification, and its instrumentality as abstruse, ignoring the social context (Wabba & House, 1974).

A plethora of scholarly articles exist on expectancy theory and leadership due to the relevancy of understanding the cognitive process of motivation in a myriad of settings (Johnson & LaFrance, 2016; Hom et al., 2017). Expectancy theory as a framework for this study elucidates the reason an employee's intent to quit may actualize if the employee's expectations of a reward are influenced by external factors such as leader behavior (Baciu, 2017). Harish and Sonam (2018) conducted a study on expectancy theory in the work environment of civil servants at the city hall in Romania. The research correlated work motivation as a predictor variable to performance output. Harish and Sonam (2018) made the distinction that work motivation was different between public and private sector companies but similarly to other studies on work motivation, the researchers hypothesized that performance output of the civil servants was directly correlated to the manager's leadership style. By utilizing a convenience sampling technique Harish and Sonam (2018) investigated through descriptive survey method data from two hundred and twenty teachers in four different school districts in Bhutan. The study investigated the impact of leadership styles on secondary school principals work motivation of teachers in Bhutan. The findings of the study indicated that the leadership styles of principals had an impact on the work motivation of teachers in the schools. Principals that demonstrated

democratic leadership styles, the teachers realized higher work motivation compared to teachers subjected to an autocratic style of leadership. This study is significant in furthering supporting research that indicates work motivation as a subset of expectancy theory, a predominant factor in employee turnover. Jarupathirun and De Gennaro (2018) through literature reviews asserts that work satisfaction is a key element of employee motivation, and a predictor to employee turnover. In a research study of 100 office workers, Jarupathirun and De Gennaro (2018) studied factors relating to work satisfaction as the independent variable and turnover as the dependent variable. The study concluded that employee work motivation was a contributing factor to turnover, but the volume or level of turnover was not predicated on employee satisfaction alone. These studies contribute to the assumption that employee motivation is a key driver to employee turnover.

### **Alternate Motivation Theories**

Motivation refers to both the internal and external forces that influence an individual to act, the extent of effort to act, and the direction and length of the action; it is the action the employee chooses or not chooses to take (Graves & Sarkis, 2018; Kanfer & Chen, n.d). Existing research on employee turnover examined motivation as a key antecedent to turnover as it relates to an employee's cognitive perception of Vroom's theory. Utilizing a structural equation modeling (SEM), Graves and Sarkis (2018) examined survey data from 251 employees in the manufacturing industry to determine the extent to which an employee's perception of leadership influenced personal internal and external motivation. The study focused on employee's perception of leaders, leadership style, and work environment. The study determined employees who perceived their immediate managers as being transformational positively aligned with higher levels of internal and external motivation. A plethora of research suggests that motivation in the workplace is intrinsically linked to job satisfaction (Malik et al., 2015; Caesens, Stinglhamber, & Marmier, 2016.) Moreover, Malik et al. (2015) draw a correlation between

motivation, job satisfaction, and an employee's turnover intention. Multiple theories on motivation exist, and research continues to be relevant due to its significance to business operations, concluding that leadership styles, organizational and motivation are interrelated.

***Herzberg Two-Factor Theory.*** Herzberg motivation theory examines two factors. The dual-factor or hygiene theory avows that there are personal needs that influence individual performance in the workplace (Ozsoy, 2019). The theory distinguishes factors reflective of individual satisfaction and that of dissatisfaction. These behaviors objectify employee job satisfaction and conversely, job dissatisfaction, Herzberg motivation theory examines two factors (Hur, 2017). The dual-factor or hygiene theory avows that there are personal needs that influence individual performance in the workplace (Ozsoy, 2019). These two behavioral factors objectify employee job satisfaction and conversely, job dissatisfaction (Ozsoy, 2019).

Researchers hypothesized that multiple factors in a work environment influences employee motivation, as a result conducted a study of 205 blue collar workers using Herzberg' Two-Factor Theory as the theoretical framework. The study examined employee's perception of upward job mobility, organizational culture, and job fit as influencers on employee motivation. Of the three variables, the selection to hire the right candidate is fundamental in the job fit category. The objective selecting the best candidate for the position by examining the knowledge, skills, abilities, and cultural fit of the candidate (Davis & Herrera, 2013.) Memon et al (2014) suggests the recruiting and hiring phase are essential to avoiding future attrition, as candidate selection is important to organizational culture and fit. Further research on Herzberg theory presents contradictory theories to the hygiene philosophy. Contradictory studies examine socio-cultural motivating factors, and the hygiene factors of monetary compensation, benefits, and the overall working conditions. The contradiction is theorized based on Herzberg's external validity and



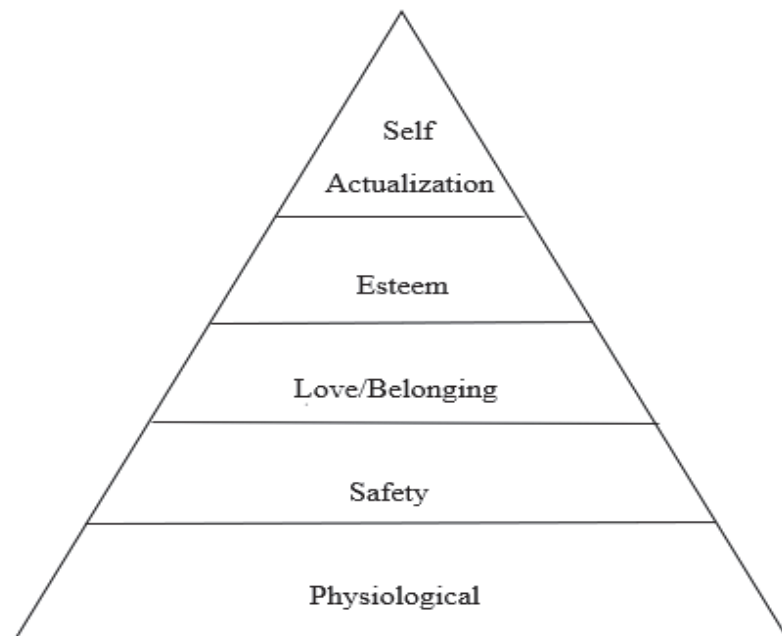
dimensionality (Vijayakumar & Saxena, 2015.) As globalization and outsourcing continue to be a strategic component of most organizations' business strategy, continued research on employee turnover and how leaders' behavior influence turnover is needed to which this study can contribute (Gonzalez, 2016; Kollias, & Paleologou, 2017). The diversity of the workforce, and the many organizations that conduct business internationally, presents management with the conundrum of being able to relate to, adjust to, execute leadership styles and strategic motivational drivers that are inclusive, diverse, appropriate for the age, gender, and the many federally protected categories in the workforce, including the inclusivity of myriad of cultural and ethnic backgrounds.

***Maslow's Hierarchy of Needs Theory.*** Another popular theory on work motivation is psychologist Abraham Maslow's groundbreaking study on human motivation. Maslow is one of the founding theorists of humanistic psychology (Kovach, 2018). Humanistic psychology focuses on the belief system that each person has potential, and it emphasizes the importance of growth and self-actualization (Humanistic Psychology, 2015). Studies by Ozguner and Ozguner (2014) and Clipa and Greciu (2018) explicates from Maslow's theory that people have certain needs, which are generally unchanging and that some needs are more basic than others (Kovach, 2018). Maslow's hierarchy of needs theory as represented in figure 2 demonstrates that self-actualization is realized only after basic needs are met, employee satisfaction and dissatisfaction is interrelated to having basic needs met (Stewart, Nodoushani & Stumpf, 2018).

Maslow theorized that unfulfilled needs lower on the ladder inhibit a person from climbing to the next step (Ozguner & Ozguner, 2014). The application of Maslow's hierarchy of needs theory implies that managers have the responsibility first, to make sure employee deficiencies needs are met. The theory posits that an ideal work environment is one where

employees are comfortable, feel safe, are paid fairly, and treated with respect (Ozguner & Ozguner, 2014). Examining Maslow's hierarchy of needs theory and demonstrating the theory in action, Stewart, Nodoushani and Stumpf (2018) reviewed the literature on three major organizations; Southwest Airlines, Value Software, and Google. Researchers determined employees were generally more satisfied due to a higher level of compensation.

Maslow's Hierarchy of Needs theory, while the basic survival needs were being met, employees were afraid of management, as a result the workers turned to unionization for protection.



*Figure 3. Image of Maslow's Hierarchy of Needs Theory. Image of Maslow's Hierarchy of Needs. Adapted from "Who Built Maslow's Pyramid," by Bridgman, Cummings, & Ballard, Journal of Behavioral & Applied Management, 18(1), 47–62. (2019).*

Researchers Clipa and Grecui (2018) and Leonard (2017) assert Maslow's theory is applicable to the workplace environment, the underlying concept requires leaders to cultivate an organizational culture that fosters a suitable macroclimate in which employees can realize their fullest potential and their workplace needs are met. Failure in this regard would theoretically

increase an employee's intent to quit the company, foster job dissatisfaction, and could result in substandard performance, and inferior job satisfaction. According to Maslow's hierarchy of needs theory, job insecurity and dissatisfaction will suppress an individual from achieving higher growth needs (Ozgunger & Ozgunger, 2014; Soni & Soni, 2016). Applying Maslow's theory to the work environment, employees need to have confidence that there is job stability. In the absence of job security, their basic need of providing for themselves and families can lead to the employee quitting the company in search of better opportunities. The pyramid of needs is divided into two categories: deficiency needs, and physiological and safety. Growth needs of belonging, self-esteem, and self-actualization (Ozguner & Ozguner, 2014). Somewhat opposite of the aforementioned motivational theories is Deci and Ryan's (2000) self-determination theory. This theory asserts human behavior and motivation are interdependent.

### **Leadership Styles and Employee Motivation**

Hom et al (2017) asserts that for many years, organizations have sought strategies to reduce employee turnover, research dating back to more than 100 years review the topic of turnover, making it a relevant issue then and now. Fauver, McDonald and Taboada (2018) asserts the cost of turnover is high from both a tangible and intangible cost perspective. The tangible cost is a direct cost to source, recruit, hire and train a replacement worker (Fauver et al., 2018). The indirect cost can be realized through the loss of job knowledge, employee morale, customer satisfaction and employer brand. Woods (2015) acknowledges the relationship between employee turnover and customer satisfaction levels demonstrates the importance of reducing turnover as customer satisfaction levels dictates the revenue generated from customer spend and if that customer will be a repeat customer. Laddha, Singh, Gabbad & Gidwani (2012) posits that employee turnover consequentially impacts organizational culture, productivity, and employee morale and it undermines an organization's competitive advantage in attracting quality

candidates in the marketplace. Employee turnover is a problem that effects organizations in a myriad of industries and the reasons employees leave an organization varies from pay and benefits, organizational culture, lack of diversity and inclusivity, in addition to perceived inequality (Rehman & Mubashar, 2017; Mai, Ellis, Christian & Porter, 2016). Scholarly research on employee turnover in the public sector view turnover as the dependent variable, placing emphasis on the negative impact turnover has on organizational performance and motivation as the antecedent (Lee, 2018). In the manufacturing industry there were a total of 345,000 separations of the 5.6 million total separations reported for the month of October 2018 (U.S. Bureau of Labor Statistics, 2018).

The reporting from the Bureau of Labor Statistics on turnover supports the notion that turnover is a problem for both the public and private sectors. Employee motivation is a key stratagem for organizational leaders to meet company objectives and turnover (Call, Nyberg, Ployhart, & Weekly, 2015). The negative effects of employee turnover impacts financial gains, job knowledge, competitive advantage, and the morale and motivation of existing workers whose work loads are often increased due to the problem of turnover (Sarkar, 2018). As a result, minimizing turnover is an important strategic business initiative (Wyen & Op de Beck, 2014; Coultier, Felusiak, Hill, & Pemberton-Jones, 2015).

For the purpose of this study it was important to note the key concepts of the influence of leadership styles on the work environment; and in answering the research question to what extent if any does leadership style influence employee turnover. Leadership is one of the most widely studied subjects in the organizational environment (Abelha et al., 2018). Asrar-ul-Haq and Awar (2019) posits that the leader-employee interaction is directly linked to business results. Leadership can be described as an incremental influence by one person to drive another to move toward an

action that otherwise would not be accomplished without influence or not (Moon & Park, 2019, Baesu, 2018, Bake, 2019, Barnes, & Spangenburg, 2018).

Successful leadership styles seek to meet the needs of the employee population, including but not limited to adherence to organizational policies, employment laws, and equality in the workplace (D'Souza & Gurin, 2016; Soni & Soni, 2016). Adapting to organizational changes, technological advances, and economic changes, requires leaders who are adept in motivating and influencing change within the employee base and social systems as suggested by James MacGregor Burns in 1978.

Employee motivation as a construct to leadership style is linked to organizational and individual outcomes that influence employee retention or turnover (Zito et al., 2018). Jones and George (2017) describe motivation as a psychological vigor responsible for directing an individual's behavior. Based on this definition by Jones and George (2017) motivation can be described as a catalyst or driver for an individual to act to accomplish a desired task. Conversely, motivation or demotivation can be influenced by positive or negative factors that will cause inaction or stagnancy (Sinha, Abraham, Bhaskarma, Xavier & Karist, 2014). To this extent a plethora of research exist on the influence of leadership styles on employee motivation.

Motivation is critical to workplace performance and the overall strategic objectives of an organization (Fiaz, Qin, Ikram, & Saqib, 2017; Lazaroiu, 2015.) According to Zito et al. (2018), two leadership styles that negatively impact employee motivation are autocratic and authoritative and are categorized as destructive leadership styles. Conversely, positive leadership styles that encourage job satisfaction, employee motivation, and employee engagement are democratic and transformational in nature (Chou, Lin, Chang & Chuang, 2013; Dunst, Bruther, Hamby, Howse & Wilkie, 2018). Hom et al., (2017) conducted multiple researches into employee turnover and

found employees perception of job satisfaction and motivation were factors that influenced voluntary turnover.

Leadership styles take on many different forms and can vary by person, country, and organization depending on cultural norms, gender, ethnicities and religious beliefs (Rehman et al., 2018; Astrauskaite et al., 2015). Notwithstanding, the fundamental principal of leadership theory is the influence of leaders to communicate, build trust and guide those that follow (Muldoon & Lovett, 2018). James MacGregor Burns (1978) introduced two styles of leadership: transactional and transformational. Burns (1978) conceptualized the importance of leadership and how its relevance dates to eight century B.C. In his writings, Burns (1978) suggests the philosophers, theologians, and politicians of that time wrote about leadership without labeling it as leadership. This assertion demonstrates that theories related to organizational change through leadership were relevant decades ago and are currently relevant. Employee turnover consequentially impacts organizational culture, productivity, and employee morale, and it undermines and negatively impacts the talent management process; as a result, leader traits play an important role in the paradigm and destructive leader behavior undermines the organization (Pandita & Ray, 2018; Tao et al., 2017; Neves & Story, 2015).

The cost of employee turnover is a pain point for many industries; increasing overall expenditures in the areas of recruiting and hiring replacement workers (Al-Emadi et al., 2015; Zito et al., 2018). Accordingly, it is essential to understand and analyze the antecedents that cultivate an employee's intention to quit, leading to turnover. In previous research by Apostel and Anthony (2018), the relationship between job duties, turnover intent, and the moderating role of leadership styles as it relates to employee appreciation was analyzed. Apostel and Antoni (2018) documented research that utilized 235 IT professionals and supported the theoretical

assumption that leadership behaviors influenced turnover intent. The significance of this study elucidates how critical it is for leaders to demonstrate and show appreciation to those they lead. Within this study, leaders that verbally expressed appreciation for the job employees were doing, regardless of how undesirable the work tasks, the employees' intention to quit were not as elevated compared to the opposite spectrum when leader's praise was absent or non-existent, and the job was undesirable the intent to quit was at a higher level. From the study the assumption inferred was that a correlation existed between leader behavior and an employee's intention to quit.

***Transformational Leadership.*** The theory of Transformational Leadership (TL) by Burns emerged in 1978 and was further developed by Bass in 1985 and is the opposite of destructive leadership. TL is considered the pivotal catalyst for motivating others and inspiring action (Ewell, 2018; Jayavant, 2016). Parhdan and Jenas (2019); Sim, Aydin and Bilir, (2018) believes transformational leaders have the innate ability to influence performance beyond the expected norms. The theory of transformational leadership is widely studied, the vast majority of research on transformational leadership focuses on leadership behavior as a predictor to employee behaviors Samantha and Lamprikas (2018) are two of many researchers who continue to advance the theory assigning a higher responsibility to focus more on the organizational needs instead of individual employee needs. The premise of assigning greater responsibility to organizational needs encapsulates the role organizational leaders have in building positive leader-member exchanges.

Leadership resources have widely emerged over the decades as the focus on leadership behaviors, leadership development, and ethics in leadership become more imperative in the wake of multiple leadership deficiencies in the ethical and moral conduct of executives (Barnes &

Spangenburg, 2018; Kovach, 2019). Organizations have invested in leadership training that focuses on a leader's ability to build a relationship with employees and build skillsets in emotional intelligence (EI) (Koch, Mayfield, Sexton, & De La Garza, 2019). In the areas of academics and the military nine studies over the last eight years investigated the impact of transformational leadership on work outcomes. According to Kovach (2019), the studies despite contrasting settings validated the notion that transformational leadership transcends disciplines and results in higher achievement outcomes. Research findings suggest EI is important in self-efficacy, motivation, self-management, social skills and empathy (Nanda & Randhawa, 2019; Kim & Sohn, 2019).

Transformational leadership (TL) theory is not without its critics. While empirical research supports the assumption that transformation leadership is a positive influence on work outcomes and employee perceptions, McCleskey's (2014) study on various seminal leadership theories contends that scholars Beyer, 1999; Hunt, 1999; and Yukl, 1999 are critical to the concept of transformational leadership because the principal mechanism of leader influence a core principal of TL lacks empirical work that examines transformational leadership in the work environment. In an era of multiculturalism and globalization, extant literature reveals a plethora of articles on transformational leadership as a framework for organizational leaders (Bonsu & Twum-Danso, 2018).

The problem of employee turnover has been studied by researchers for more than a century and is evident by the many scholarly articles that exist on the topics of leadership, management, and workplace motivation (Hom et al., 2017; Badawy et al., 2019; Soni & Soni, 2016; Stocker et al., 2014). Many factors contribute to employee turnover in addition to leadership styles and its influence on employee motivation. Shantz et al. (2016) hypothesized



that low levels of work engagement lead to a higher propensity of an employee's intent to quit and influences aberrant employee behavior. Employee turnover is an exorbitant cost and warrants continued and consistent efforts by organizational leadership and HR professionals to implement strategic employee retention programs (Nunh et al., 2018). The cost of turnover is of great interest to leaders in many organizational settings, as such research and resources are continuously devoted to mitigating turnover (Mai et al., 2016). Leaders are an important part of an organization's ability to mitigate employee turnover and retention. Employees look to leaders for career guidance, and a positive work environment. Which in context is interrelated to expectancy and work motivation.

### **Motivational Factors in the Work Environment**

Employee satisfaction and motivation are important factors across all industries. At a water plant facility in the Midwest, researchers conducted a study to determine the extent to which the actions of plant leaders influenced employee motivation positively or negatively, and to determine the extent if any a correlation existed. The plant employees were given surveys and the data was quantified. In this case study, Fiaz et al. (2017) concluded that the factors that influenced motivation in the workplace supported the assumption that leaders are responsible for building organizational culture, defining working conditions, and fostering employee development. In the absence of those positive traits, demotivation and an increase in potential for an employee to quit, increases. Expectancy theory focuses on the psychological aspect of an individual's work successes and the results (Dinibutun, 2012). Expectancy theory as a research framework is widely utilized in many different research settings to explain the relationship between employee motivation, performance, and the work environment (Lazowski & Hulleman, 2016; De Simone et al., 2018; Lee, 2017). The theoretical assumption derived from Lazowski,

De Simone and Lee is that external factors in the work environment influences employee motivation with a relational effect on job satisfaction and performance.

Expectancy theory as it relates to Victor Vroom's philosophy on motivation, asserts that individuals are driven to perform if a personal benefit can be realized (Dinibutun, 2012.) It speaks to the employee's choice of determining which behavior to exhibit to achieve the desired result. Lazowski and Hulleman's (2016) meta-analytic review contributed to existing research on the importance of motivation in achieving goals in an academic setting. The extensive and organized summary reviewed educational intervention studies that were grounded in motivational theory determining that motivation was a key factor in student success in academic performance, correlating it to the performance outcomes factor of Vroom's expectancy theory. The study theoretically based on expectancy theory focused on within person decision models versus between person models. The purpose of the study was to examine motivational dynamics in a more explicit approach in academia than prior research in non-academic settings solidifying that relevancy of Vroom's theory is applicable in different research settings. (Kosovich, Flake, & Hulleman, 2017).

Expectancy theory is used in many different settings to theorize why a specific occurrence is taking place. Baumann and Bonner (2017) posit that expectancy theory is not only about motivation but equally is that of behavioral choice as seen in the study of over 350 college students. Baumann and Bonner set learning and recall conditions with tasks demands. The students were divided into groups and rewards were given as a group. Through the research lens of Baumann and Bonner (2017) the study was instrumental in analyzing how instrumentality and valence were influenced by the amount of effort the individual groups exerted. Existing research using expectancy theory as a foundational framework explains organizational strategy as an

important antecedent to mitigating turnover. The work of mitigating turnover is an organizational initiative that HR professionals and organizational leaders explore in partnership and implement strategic solutions that dissuade employee turnover (Presbitero, Roxas, & Chadee, 2016).

### **Reasons Employee Turnover**

Employees leave organizations for many reasons, some of which are voluntary or driven by the employee and involuntary driven by the organization (Lee et al., 2017). The reasons can be personally motivated, or directly linked to the organization as discussed by Lee et al., (2017). Therefore, attrition can be both avoidable and unavoidable with leadership as a central part of the phenomenon. Engaged leaders develop a climate that supports employees facing challenges that impede success, whereby positively effecting employee loyalty and retention (Kock, Mayfield, Mayfield, Sexton, & De La Garza, 2019). Kock et al. (2019) found that leaders who demonstrate empathy in the workplace create powerful bonds that encourage employee behaviors that are antecedents to performance improvement, higher job satisfaction, and innovation, as a result understanding the influence of leadership behaviors as an antecedent to turnover is key to employee retention.

**Leader Empathy.** The Hawthorne study of 1927 conducted by Western Electric engineers and researched by Chou, et al., (2013) was a classic example of the how a leader behavior influences employee's productivity. This study demonstrated how the lack of empathy for employees by the management team resulted in a consequential outcome. The hypothesis was demonstrative of the effect's empathy on employee production output. The fact that leadership showed no concern for the employees produced a negative outcome. This study was added to the body of research on leader member exchange and in the research, world is known as the Hawthorne effect. The experiment consisted of light intensity comparisons of two experimental

groups studied under the same circumstances; the group working with the researchers that demonstrated trust and concern performed better than the experimental group where researchers demonstrated a hands-off approach (Chou, Lin, Chang, & Chuang, 2013). The outcome of this study is an attestation of the significant impact of leadership styles on employee behavior and therefore, the effects of leader behavior on critical business outcomes including turnover. When employees leave an organization, the effects are far-reaching, understanding the variables impacting voluntary turnover is a key strategy for reducing employee attrition (Hague, Fernando, & Caputi, 2019; Carter, Dudley, Lyle, & Smith, 2019).

Engaged leaders develop a climate that supports employees facing personal challenges, whereby positively effecting employee loyalty and retention (Kock, Mayfield, Mayfield, Sexton & De La Garza, 2019). Kock et al., (2019) found leaders that demonstrate empathy in the workplace create powerful bonds that encourages employee behaviors that are antecedents to performance improvement, higher job satisfaction and innovation.

**Job Satisfaction.** According to Dicke et al., (2019) job satisfaction is important for an employee's well-being and commitment to the organization. An unhappy employee has the propensity to influence the work climate, the morale and employee experience of others around them. A recent survey evaluating the structure and relationship of teacher's job satisfaction revealed the working environment as a job satisfaction factor was related to student achievement. Using this study as a catalyst the same observation can be made in the employee-employer base environment; leadership behaviors influence the achievement output of employees thus influencing job satisfaction (Mitevaska-Eccheva, 2018). Dissatisfied employees are more likely to quit, especially if they perceive that their needs are not being met. This confers with Maslow's theory of basic needs. Dissatisfied employees will negatively impact morale within the working

environment resulting in a negative atmosphere. When an employee is dissatisfied the likelihood of Employee dissatisfaction may occur for different reasons such as lack of communication, low pay, poor working conditions, insensitive leadership, inadequate benefits, and long working hours (Burns, 2017; Omar & Asif, 2016; Feyerabend, Herd, & Choi, 2018). Caesens, Stinglhamber and Marmier (2016) contends it is importance for leadership to be involved in the day-to-day work processes of the employees and avers open communication is essential to employee job satisfaction. According to Baker (2019); Hopkins and Scott (2016) effective and efficient leadership create an environment of trust and open communication that cultivates job satisfaction.

The factors that define job satisfaction varies depending on the task being performed or the type of industry. In a cross-sectional study conducted in a hospital utilizing nursing supervisors and nursing unit-based managers; job satisfaction, intent to leave and intent to stay were surveyed. The study revealed 80% of the nurse leaders were satisfied with the job compared to 10% dissatisfied. A key attributing factor for the high rate of job satisfaction was the interpersonal relationship between the supervisors and colleagues (Weaver, 2019). This is significant in correlating the importance of leader behaviors, the work environment and job satisfaction.

**Organizational Culture.** Organizational culture, as defined by the workplace behaviors, is the norms that characterize an organization (Sjovold, 2017; Visvanathan, Muthuveloo, Ping, 2018). Existing research maintains that there is a correlation between organizational culture and employee turnover (Laddha et al., 2012; Lim, Loo, & Lee, 2017). Organizational leaders are responsible for shaping the culture (Lamm, Lamm, Rodriguez & Owens, 2016; Mai, Ellis, Christian & Porter, 2016). Mitrovic, Medenic, Simovic and Raicvic (2019) posits that

organizational culture is one of the single greatest components to employee job satisfaction; the relationship between organizational culture and leadership style is codependent. The elements necessary to have a successful organization are strategy, employee buy-in, and management develop or fail due to culture. Leaders contribute greatly to the turnover factor and cultivate the organizational culture. Corporate culture appeals to the belief system of the leaders and employees of the organization as it pertains to their working environment (Suk, Ullah, & Won, 2015).

A leader's belief system, values and behaviors create the foundation of the organizational culture (Medenic et al., 2019). A toxic culture will lead to turnover. In a research study of 309 nurses in Pakistan investigating organizational culture and the level and quantity of errors nurses make as determined by the work culture, concluded that nurses who worked in a culture that is positive and promotes adequate staffing and open communication reported less errors (Jaffree, Zakar, Zakar & Fishcher, 2016). Conversely Matos, O'Neill & Lei (2018) research suggests a toxic organizational culture is correlated to abusive leadership. Research dating back decades posits that leaders are responsible for creating, shaping and sustaining a positive work culture Matos, O'Neill & Lei (2018).

The reactions to these viewpoints and belief systems influence whether an employee stays with a company or leaves (Bhuvanaiah & Raya, 2014). Corporate culture plays an important role as it relates to an employee's intention to quit. The existence of toxic leadership shapes organizational inefficiencies and employee demotivation (Burns, 2017). It is fundamental that organizations understand the phenomenon of how corporate culture effects the employee experience, as this helps organizations reinforce the work environment, internally and externally.

The successful integration of a fecund organizational culture can be achieved through supportive cultural leadership. The phenomenon of employee turnover is consistent throughout different types of organizations (Grissom, Viano & Selin, 2016; Harrison & Gordon, 2014; Memon et al. (2014) researched leadership behavior in the hotel industry, the military, and corporate companies, and concluded that leadership behavior is a key component to the job satisfaction levels in each industry. Leadership and organizational culture play an important role in employee turnover regardless of the structure or size of the company (Grissom, Viano, & Selin, 2016; Harrison & Gordon, 2014; Williams & Beidas, 2018). Organizational leaders have a direct impact on how the organization's culture is shaped; as such, HR professionals are jointly tasked with cultivating an employee-centric culture.

### **Destructive Leadership Styles**

It is important to understand the types of leadership style that are contrary to promoting employee motivation, productivity and engagement are harmful to retaining quality employees and overall employee job satisfaction (Burns, 2017). Leader behavior is not always positive and at times operates out of greed and selfishness and not in the best interest of employees. Empirical research on destructive leadership and its correlation to employee turnover produces negative organizational outcomes. This is evident as noted in cases of corporate financial scandals that stopped short of crippling the United States economy (Young, Robertson, & Sullivan, 2018). Examples of destructive leadership and toxic work environment is observed in the business cases of Eron and MCI (Young et al., 2018).

Bagdasarov and MacDougall (2017) researched the case of Enron and highlighted the crucial impact of the leader's behavior on organizational culture. Correlating Vroom's theory on motivation and expectation of rewards, the study revealed a definitive link between the type of

organizational culture cultivated by leaders and the promise of lucrative rewards for falsifying financials transactions and documentations that drove the unethical, fraudulent behaviors. In the case of Enron, Bagdasarov and MacDougall (2017) describes the Enron leaders as charismatic. Ostensibly, this description may appear positive, however, the fall of Enron is symbiotic of the effects of toxic organizational cultures and negative leadership styles. The greed and selfishness of Enron leaders, the unethical business practices and prevalent violation of accounting standards brought on job losses and ultimately changed the landscape of the financial markets in the U.S permanently (Young, Robertson, & Sullivan, 2018). Many employees lost their jobs and some committed suicide as a direct consequence of leadership behaviors.

An additional literature review by Erickson et al., (2015) studied 30 military soldiers in 2010 in Iraq who committed suicide and concluded that the suicides were byproducts of toxic leadership. The findings of the study did not indicate that leadership style directly made the soldiers commit suicide but that the leaders influenced the decisions the soldiers made to escape the situation. The review of the literature concluded that the toxic leadership style influenced the soldier's decision to attempt suicide based on the relationship between the leader and soldier (Erickson, Shaw, Murray, & Branch, 2015).

### **Impact of Employee Turnover**

Researchers have studied this issue recurrently to determine the antecedents that perpetuate an employee's intent to quit (Wang et al., 2014). Private sector estimations of replacing a separated worker with a replacement worker with consideration given to recruitment, training, and hiring is 50% - 200% the cost of the employee's annual salary (Newman, Lee, & Yeep, 2014). Turnover measures organizational effectiveness and serves as a predictor for forecasting hiring needs, strategic planning, organizational effectiveness, and profitability



(Davis, 2013). Kim, (2015) posits that there are other impacts of turnover to consider. There is the impact to employee morale, productivity, customer satisfaction, and marketplace competitive strategy.

Employee turnover is described as the percentage of employees who separate from a company either through voluntary or involuntary means compared to the total of active employees (Kim, 2015). Involuntary separations are initiated by the organization, which is a contrast to voluntary turnover where an employee instigates departure through resignation. Some involuntary attrition can be viewed as good turnover, as these employees may have issues in productivity, morale and infuse the work environment with a toxic climate. Research theory suggests a correlation exists between the levels of employee engagement, employee motivation, organizational culture, and employee demographics (Hom et al., 2017).

Turnover affects many aspects of an organization and many different organizational settings. While conducting a longitudinal study Massingham (2018) found that in the engineering and technical field, that turnover impacts many facets of business operations. One such area is job knowledge. Based on the study results, employee turnover directly impacted the prevalence of job knowledge, translating into inefficiencies in productivity and optimization of business operations when an employee leaves the company because job knowledge exits as well. Consequently, loss of job knowledge has the propensity to impact the company's competitive market position, the quality of service to its customers, employee morale, and the company's bottom line. Employee attrition consequentially influences an existing employee's working environment and the firm's overall performance (Fauver, McDonald, & Taboada, 2018). The impact of employee turnover is problematic across industries and cannot be understated. The

federal government's Office of Personnel Management determined that the cost associated with employee turnover could range from 90% to 200% of an employee's wages (Caillier, 2018).

The axiom "the only thing constant is change" is true to a multiplicity of situations (Woolley, 2017). In the business environment, for successful outcomes, leadership styles must be adaptive to change (Alqatawenh, 2018). The cost of employee turnover and attrition is a constant change many organizations are confronted with. When an employee leaves a company and must be replaced with a new worker, this is considered turnover (Reh, 2015). The impact of employee turnover to organizations is a costly phenomenon. As a result, it is essential to understand and analyze the antecedents that cultivate an employee's intention to quit.

### **Importance of Leadership Behavior on Turnover**

The objective of the study is to examine the relationship between the variables that trigger an employee's intent to quit and employee turnover. The sole purpose of establishing that the relationship exists is to reduce the impact of employee turnover in companies. Employee turnover can be categorized as either a voluntary action or as an involuntary action. The rotation of employees in and out of an organization is a conundrum for HR professionals. It is essential that HR professionals explore, gain an understanding, and execute strategic solutions that deter employee turnover. The ability to forecast and proactively abate the influences that contribute to an employee's intent to quit is a precursor to reducing the impact of employee attrition and absenteeism to organizations. Employees who are demotivated may influence the work environment negatively, impacting morale and the climate in the workplace.

Leadership resources have widely emerged over the decades as the focus on leadership behaviors, leadership development, and ethics in leadership become more imperative in the wake of multiple leadership deficiencies in the ethical and moral conduct of executives. Leader

behavior is not always positive and at times operates out of greed and selfishness and not in the best interest of employees. Empirical research on destructive leadership and its correlation to employee turnover and negative organizational outcomes exist, as noted in cases of corporate financial scandals that stopped short of crippling the United States economy. Motivation refers to both the internal and external forces that influence an individual to act, the extent of effort to act, and the direction and length of the action; it is the action the employee chooses or not chooses to take (Graves & Sarkis, 2018; Kanfer & Chen, n.d.). Existing research on employee turnover examines motivation as a key antecedent to turnover as it relates to an employee's cognitive perception of Vroom's theory. Utilizing a structural equation modeling (SEM), Graves and Sarkis (2018) examined survey data from 251 employees in the manufacturing industry to determine the extent to which an employee's perception of leadership influenced personal internal and external motivation. The study focused on employee's perception of leaders, leadership style, and work environment. Graves and Sarkis (2018) determined employees who perceived their immediate managers as being transformational leaders positively aligned with higher levels of internal and external motivation. A plethora of research suggests that motivation in the workplace is intrinsically linked to fulfillment in the work environment (Malik et al., 2015; Caesens, Stinglhamber, & Marmier, 2016.) Moreover, Malik et al. (2015) draws a correlation between motivation, job satisfaction, and an employee's turnover intention.

### **Barriers to Employee Retention**

HR professionals play a vital role in any organization. According to Gallup (2019) companies in the United States lose approximately one trillion dollars per year due to voluntary employee turnover. A key function of HR is the role of the gatekeeper for employee relations matters, and the advocate supporting the fair and equal treatment of all employees; factors

necessary for retaining employees. Both, according to Presbitero, Roxas and Chadee (2016) are essential components of employee retention. A key responsibility of HR is to uphold state and federal employment laws, company employment policies, and ensure employee separations adhere to organizational policies, whether voluntary or involuntary (Ozolina-Ozola, 2014; Omar & Asif, 2016; Presbitero et al., 2016). At the turn of the century, labor practices and how employees were treated in the work environment were protected under federal law. Given the significant role leaders play in employee engagement, employee job satisfaction and employee retention, HR as a strategic business partner is a critical component to eliminating barriers to employee retention (Cloutier, Felusiak & Pemberton-Jones, 2015). Fostering workplace diversity and an engaged organizational culture are two tenets under the HR umbrella to reducing turnover barriers.

**Workplace Diversity.** Managing diversity as a strategic business practice acknowledges employees' differences and recognizes the value diversity lends to the workforce. Organizations that include diversity as a business practice show better financial results than firms that are not inclusive (Nelson, 2014). Nelson's (2014) study on diversity in the workplace indicates that companies in the top quartile with regards to a diverse workplace had 41% greater return on equity. The companies had 56% greater earnings, before interest and taxes, than companies whose corporate culture lacked diversity and inclusion within the same sector. Further it was concluded that diversity creates a cognitive and social environment that is a positive indicator for innovation and a negative indicator for public confidence in the business.

**Workplace Discrimination.** Discrimination laws have evolved and become more comprehensive to protect employees who are a protected class (Nelson, 2014). For centuries groups of people have encountered maltreatment due to prejudices ranging from race, religion,

ethnicity, and gender which showed up in the work environment (Davis, 2000). According to Burt (2005) disparate treatment showed up in many different forms. In the early nineteenth century discriminatory practices surfaced in the form of meager wages; long work hours, and unsafe working conditions. A great number of workers, whom were immigrants were exploited by capitalistic employers and were paid less than American workers, subjugated to discriminatory labor practices and treated poorly, labor laws were not a framework of doing business and having employees (Wang, 2015). As a result, the need for a more defined set of labor laws emerged and it was inevitable that employment laws emerged to level the playing field and provide protection for all workers (Konstantinos, 2016).

The Civil Rights Act of 1964 was instrumental in setting the framework for how employers treat potential employees and existing employees. President Lyndon B. Johnson paramount legislative win was the sweeping legislation of the Civil Rights Bill in 1964 that President Kennedy began working on. The Bill made it illegal to discriminate against an individual based on race (Konstantinos, 2016). In context, the civil rights bill addressed the segregation of blacks in public places and discriminatory practices overall based on race, color, national origin or religion. This extended to labor practices also under Title VII (Konstantinos, 2016). This legislation is important to the workplace and to employee retention because leaders who demonstrate behaviors grounded in discriminatory practices are a liability to the business (Dwoskin , Squire Patullo & Kessler, 2016). The anti-discrimination act of 1991 authorized compensatory and punitive damages to employees for employer's intentional discriminatory actions to include Americans With Disabilities Act (Gould et al., 2015).

Discriminatory employment practices demotivate employees and bring about negative repercussions in the form of high employee turnover, low employee morale and disengagement, negative impact to the brand, and an inability to attract top talent, these practices are directly tied

to organizational culture and leadership behavior (Mitevaska-Encheva, 2018; McCann, 2017; Burns, 2017; Bandow, & Self, 2016). The laws are a roadmap and were enacted to protect employees in the workforce. Madera, Hebl and King (2018) studied social identity in the workplace as a subset of workplace discrimination and concluded that employees who felt discriminated against were less motivated, were dissatisfied with work and realized higher turnover intention rates. This research supported the premise that workplace discriminatory practices are barriers to positive organizational culture.

### **Employee Turnover and Globalization**

Employee turnover is problematic on both a national and global scale. Making it a viable research topic. Researchers such as Calabrese and Manello (2018), and Bach and Joon (2018) attribute organizational efficiencies and profitability to globalization. According to Calabrese and Manello (2018) globalization is credited with four major benefits to domestic companies, as a result mitigating turnover and preparing leaders to operate in a global economy is advantageous to organizations:

- (1) Possibility of achieving economies of scale
- (2) Exploitation of lower input costs
- (3) Dispersion of risk
- (4) Large enough markets to achieve the needed and desired growth

In the United States 24% of companies are involved in the global trade, and 64% of those companies that have operations abroad and realized profits as early as in their second year of international operations (Kostovski, Nanevski, & Gjursevski, 2016, p. 43). The interaction with culturally diverse nations, and differences in religious beliefs and national customs require acceptance and tolerance of differences that are associated with globalization (Kostovski et al., 2016, p. 43). This emergence of globalization engenders leaders to operate in a style that is

inclusive, transformational and promotes positive results (Bonsu, & Twsum-Danson, 2018).

Emotional intelligence and leadership styles in the context of globalization shapes cultural interactions and require leaders to better under the influence of culture on organizational processes (Gonzalez-Navarro, Talavera-Escribano, Zurriaga-Llorens, & Llinares-Insa, 2019).

With the evolution and popularity of globalization, research studies indicate that HR is a strategic business partner to the success of the organization, effectively impacting strategies and policies for successful outcomes including employee retention (Cabral-Cardoso, 2014; Dwivedi & Kaushik, 2015). As a strategic business partner HR professional uses different resources such as surveys, roundtable discussions, and employee engagement cards to acquire an understanding of how employees perceive leadership and their working environment, to bolster employee engagement and job satisfaction (Bandow & Self, 2016). Subsequently, by acquiring this information from employees, HR professionals can proactively strategize employee retention initiatives based on predictive behaviors regarding employee turnover.

***HR and Employee Retention.*** The Society of Human Resources Management (2018) suggests direct supervisors influence employee turnover in addition to a lack of training and development, competitive wages, benefits, and terminations. Reducing employee turnover encompasses making quality hires upfront. Ensuring the best candidate is selected for the position during the hiring process, having career development strategies and ongoing leadership, and employee engagement initiatives in place. By effectively executing these initiatives. Some studies differ on the role of HR as it relates to employee turnover and organizational stratagems (Allen, Williams, & Allen, 2018).

It is suggested by Schiemann, Seibert and Blankenship (2018) that HR contributions to the corporate organization historically were limited, and further described HR as more of an

administrative role not utilizing data analytics to tackle human capital and business decisions. While the previously mentioned may have been true for transactional human resources in previous decades, the Society of Human Resources Management (SHRM, 2018) states that organizations are now looking to HR professionals as strategic business partner to retaining employees. The role of HR is multifaceted. HR Professionals align strategies to accomplish the strategic goals of the organizations and ensure the employees' working environment is conducive to a long and happy career. The Society for Human Resource Management (2015) agrees that employee turnover is a financial burden to companies. The HR department of any organization is a central part of the company. HR professionals hold key positions to establish strategies and policies to reduce absenteeism and employee turnover (SHRM, 2015).

HR professionals are skilled in exploring and extracting information from employees regarding their internal motivators and external motivators (Van Dierendonck, Lankester, Zmyslona & Rothweiler, 2016). As a result, strategies to retain employees and enhance the culture of the organization are formulated and created. A company's HR department is often cited as one of the important assets of running a successful company Wilson and Biteman (2014); Al-Emadi, Schwabenland and Qi (2015). Corporate performance and organizational stability are intrinsically linked to employee turnover (Lee, Hom, Eberly & Li, 2017). The problem of employee turnover is not a new phenomenon. For many years' organizations have sought strategies to reduce employee attrition, a problem that warrants continued efforts and manageability of HR professionals to implement strategic employee retention programs to meet company objectives (Ozolina-Ozola, 2014; Hom, Lee, Shaw & Hausknecht, 2017).

Employee retention originates in the recruiting and hiring phase, requiring time, money, and skill to find the right person for the job. The recruiting aspect of HR is responsible for



advertising open positions, screening candidates for the purpose of selecting the best applicants, testing, and interviewing the potential employees. A strategic component of recruiting is presenting competitive wages, an attractive benefits package, a successful work environment, and employee training and development. Candidate selection and job fit are turnover predictors as candidate selection is important when considering future employee attrition. A retention strategy of HR is to cultivate an auspicious work environment that employees thrive in. Employee recognition programs, work-life balance, productivity incentives such as pay-for-performance, and monetary rewards incentives, are components to retaining high potential employees (Goodrich & Singer, 2006). Open communication between leadership and employees, including HR, is vital in executing effective retention strategies. Employee development is a tool in reducing the impact and amount of employee turnover. Sinha et al. (2014) suggest companies that have a progressive career development program, one which gives employees the opportunity to grow and charts career progression, experience less employee turnover and job satisfaction rates.

### **Mitigating Turnover**

Human Resources Today (2018) advocated that a key strategy to reducing turnover is having a strong foundation. Recruiting and hiring is the first step for HR professionals to engage in during the first phases of the employee life cycle. As a result, comprehensive recruitment strategies are appropriate for planning stratagems to reduce the impact of employee turnover to organizations. The recruiting and hiring process is inclusive of sourcing, selecting candidates, and onboarding into the company. Technological advances such as social media, electronic advertising, and selective recruiting require companies to remain abreast of the latest tools available to attract quality candidates with long term retention planning (Lee et al., 2017).

As evidenced by Campion et al (2019), the business of employee retention starts with hiring the right candidate. As referenced in the study by Campion, synthesizing research on recruiting, candidate selection, candidate job search, and adverse impact, researchers hypothesized that higher employee retention results are achieved when pre-employment tests are administered in the hiring process to sift out unqualified candidates. Strategies to reducing employee turnover includes a robust employee retention plan that includes organizational climate, supervisor support and interpersonal support that includes positive leader-member exchange (Boakye et al., 2019).

Retaining employees and avoiding attrition is a joint effort between organizational leadership and HR professionals (Purushotham, 2009). Leadership, and financial and non-financial benefits are contributing factors in retention strategies. Employee recognition programs, work-life balance incentives, and productivity incentives are components to retaining high potential employees. Goodrich and Singer (2006) affirm that retention strategies should be designed in a manner that makes employees aware of what is expected of them, and proactively involve employees in the decisions that affect their employment. Table 2 attest to the estimate by Gallup (2019) of the high cost of voluntary employee turnover.

Table 2

*Labor Turnover Survey by millions 2015-2019 BLS*

**Labor Turnover Survey**

**Original Data Value**

**Industry:** Total nonfarm  
**Region:** Total US  
**Data Element:** Total separations  
**Rate/Level:** Rate  
**Years:** 2015 to 2019

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
2015	3.5	3.4	3.6	3.5	3.4	3.5	3.4	3.6	3.6	3.5	3.5	3.6	
2016	3.6	3.7	3.6	3.6	3.6	3.5	3.5	3.6	3.4	3.5	3.5	3.5	
2017	3.6	3.5	3.6	3.5	3.6	3.7	3.7	3.7	3.6	3.6	3.5	3.6	
2018	3.6	3.6	3.7	3.7	3.7	3.7	3.8	3.7	3.7	3.8	3.7	3.6	
2019	3.7	3.7	3.7	3.8	3.6								

*Note.* Labor Turnover Survey in the millions 2015-2019 (BLS.Gov, 2019).

Data in table 2 reflects the high rate of employee turnover in the United States for the stated timeframe. Employee turnover continues to be a concern for many organizations. Understanding how leadership behaviors influences turnover is a strategic business initiatives and leaderships behaviors are controllable.

**Summary**

Chapter 2 analyzed the effects of leadership styles on employee motivation. This is important to the research as a plethora of studies exist asserting the influence leader behavior has on organizational culture (Schein, 1996; Mitrovic et al., 2019; Visvanathan et al., 2018). The Bureau of Labor and Statistics (2019) estimates the total employment separations in the first quarter of 2019 exceeded 5.5 million nationwide. The issue is a conundrum for organizational leaders and HR professionals, that seek to reduce turnover and improve employee retention. The factors that influence turnover are not relegated to leadership style alone, however, leadership

behavior is a key predictor of employee turnover related to employee retention, job satisfaction, productivity and morale (Barnes & Spanegenburg; De Simone, Planta & Cicotto, 2018). Chapter 2 contained an analysis of scholarly literature utilizing expectancy theory as a framework to guide the research.

The ruinous effects of high employee turnover can have a negative impact on a company's brand. Vaneet and Santosh (2016) assert company branding is important for attracting and retaining quality talent. Equally as important for employee retention is a servant leadership style described by Baker (2019) as a leader that shares power with employees simultaneously focusing on the growth and development of the employee. Vaneet and Santosh (2016) hypothesized that servant leadership-turnover intention relationship is closely connected to employer brand perception, in addition to the trust employees have in leadership. It can be concluded that employee turnover impacts corporate performance and employer brand. There is no one best approach to leadership, as the required leadership style may vary based on the type of industry, work being performed or employee population.

The widespread phenomenon of turnover impacts work productivity; increases the cost of attracting, recruiting, and hiring replacement workers (Tran & Nguyen, 2018; Keller, 2014). Additionally, research has shown that this effect may diminish employee morale and have a negative influence on customer satisfaction. The significance of organizations implementing strategic business initiatives to reduce attrition, and positively impact profitability cannot be understated (McKinney, Barlette, & Mulvaney, 2007). Researchers such as Greger et al (2016), Banjarnahor et al (2018) agree that a correlation exists between an employee's initial consideration to quit and the actual turnover; directly linking it to an employee's work motivation, job dissatisfaction, and absenteeism consequential to how the employees perceive

leadership. For this study a quantitative analysis method will be used to quantify the data. The aim of this study is to determine the relationship that exist between leadership behavior, organizational culture and job satisfaction as it relates to an employee voluntary separation; analyzing employee motivation as a key predictor in addition to the factors that influence motivation positively or negatively.

### Chapter 3: Research Method

Voluntary employee turnover is problematic and a costly phenomenon for many organizations across many different industries (Hom, Lee, Shaw, & Hausknecht, 2017; Woods, 2015; Tran, McCormick, Nguyen & Trang, 2018; Phillips, Evans, Tooley & Shirey, 2018). The purpose of this quantitative correlation, analysis study was to statistically analyze the relationship between the variables of leadership styles, organizational culture, communication styles, job satisfaction and its impact on employee turnover. The problem addressed by this study was to determine the effects of leadership styles on employee turnover. The issue of employee turnover is not a new one, and it is relevant as it affects various industries that are multifaceted and diverse (Visvanathan, Muthuveloo & Ping, 2018). A primary goal of the study is to provide organizational leaders and stakeholders with data that addresses the essential aspects of employee turnover and improve business outcomes.

Most companies are in business for profit, and any impasse that impedes that goal is challenging, compromises the interest of stakeholders and company investors (Soni & Soni, 2016). In an employee-driven employment market and a consumer-centric business structure, organizations must have a strategic initiative to understand, measure and abate employee turnover as a deterrent to costly outcomes (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015; Anwar, Shah & Hasnu, 2016). The overarching goal of this study was to determine the influence of leadership styles as a predictor variable to turnover while examining motivation as a variable. The theoretical framework will expand on theory and knowledge that are preexisting. Analysis of the collected data will examine the relationships between turnover variables and an employee's intent to quit a company, ultimately leading to the turnover. Current literature describes the correlation that exists between organizational culture, employee engagement, and

intrinsic and extrinsic motivational drivers (Neymah, 2013). Sources obtained in the literature review similarly agreed that employee turnover is problematic and financially challenging for companies. This chapter seeks to provide a clear roadmap on the present quantitative correlation study's instrument selection for obtaining the necessary data from participants, the research method and design, and its importance to the study's objective. Additionally, this chapter discusses the data collection and analysis process.

### **Research Methodology and Design**

A quantitative method using a descriptive correlation design was most appropriate to investigate the relationship between leader behavior and the key constructs influencing employee motivation as an antecedent to turnover. Descriptive statistics in conjunction with mixed method approach to the questionnaire included open-ended questions and closed ended questions to describe the phenomenon being researched. The data sources were compiled to answer the research problem addressed in the study that analyzed the extent of leadership styles on organizational culture, employee motivation and job satisfaction, leading to turnover. Previous studies on work motivation support the perspective that leadership behavior is prognostic to an employee's intention to quit and ultimately leave the organization (Pishgooie, Atashzadeh, Falco & Lotfi, 2019).

The correlational research design using leadership trait questions was aptly suited to measure the association, strength or lack thereof between the constructs of leadership styles as an influence on organizational culture, job satisfaction, employee motivation and turnover (Hung, Bounsanga, & Voss, 2017; Makaka, 2012). The quantitative nature of the study allowed the researcher to gather numerical data using a structured study instrument to test the hypothesis and answer the research questions. There was a vacillation between using a qualitative method

instead of quantitative; however, based on the numerical nature of a quantitative method, the ability to condense data, the limitations on the number of variables and the quantitative correlation method was most apropos to explore the variables that were most significant in determining the influence of leadership styles on employee turnover (McCusker & Gunaydin, 2015). In doing so, it was appropriate to explore the antecedents that influence turnover in the workplace; leadership styles, organizational culture, job satisfaction, and motivation from a statistical approach instead of an observatory approach (Bloomfield & Fisher, 2019). McCusker and Gunaydin (2015) conversely assert that the qualitative approach to research relies significantly on the skill of the interviewer in observing lived experiences, enhancing data while addressing generalizations in addition to being and more time-consuming.

Furthermore, a qualitative method was not the best selection for this study as it primarily uses words, observations, themes to imply the influence of the research findings (Creswell & Clark, 2011). According to Creswell and Clark (2011), the process of qualitative research creates meaning from the data while concurrently building the concepts, themes, and abstractions. Therefore, a quantitative research method was most applicable to answer the following research questions:

- RQ1. To what extent, if any, does leadership style influence turnover?
- RQ2. To what extent, if any, does organizational culture influence employee turnover?
- RQ3. What are the antecedents that influence job satisfaction and employee motivation?
- RQ4. To what extent, if any, does communication style impact employee turnover?
- RQ5. To what extent do organizational culture and leadership styles influence motivation?

Participants responses to the research questions were downloaded from SurveyMonkey and entered into IBM SPSS, version 26. The selection of the sample population was derived from



a random selection of 50 anonymous participants through SurveyMonkey. The total sample population consisted of 50 male and female voluntary participants. Determination of the sample size was an essential component of the research design (Zikmund, Babin, Carr, & Griffin, 2013). The sample size was selected because it was representative of the population of employed workers and the data obtained can be used in future to generalize concepts on employee turnover, additionally the size and method of selection was less time consuming, less costly and met the study's objective. In this study, there were multiple independent variables and one dependent variable. The independent variables of leadership styles including leader communication, organizational culture, job satisfaction, and employee motivation were analyzed to determine a relationship between and among the dependent variable of employee turnover. Larger sample sizes are reported to be more accurate in data analysis (Pung, Maher, and Granger (2019). The goal of the statistical analysis for this study was to determine a correlation between the variables by implementing measures of association utilizing one or more of the following: Correlation analysis utilizing Pearson's Correlation, Kolmogorov-Smirnov test, histograms, and descriptive statistics for identification of categorical and continuous variables.

### **Population and Sample**

The study utilized probability sampling using randomization. The required sample size was calculated using G\*Power. The population sample included full-time workers between the ages of 18 and 99 years. The sample population was inclusive of both male and female employed workers found through SurveyMonkey. The sample population of employed workers totaled 50, 34% male and 66% female. All employees participating in the study had access to the internet via a computer or smart device. The surveys were administered electronically. A minimum sample size of 50 participants was calculated to obtain a priori power analysis of .85 power, with a significance of .05 and 5 predictor variables using G\*Power (Appendix A).

## Materials/Instrumentation

The study used an online leadership survey of 45 questions using the SurveyMonkey's platform. The time to complete the survey was estimated at nine minutes. The voluntary nature and anonymity of the survey was emphasized. Therefore, names or other identifying participant information was not a requirement for participation. The questionnaire was developed from the Authentic Leadership Questionnaire (ALQ) model extracting questions to analyze leadership styles including communication styles, work motivation, organizational culture, and job satisfaction. The study examined the effects of leadership styles as an antecedent to employee turnover. Previous research findings on the topic of leadership behaviors indicated that there are correlations between employee motivational levels, leadership styles, and turnover (Daniel, 2016). By utilizing a quantitative statistical approach to this study, it was less costly, saved time, and reduced researcher bias (McCusker & Gunaydin, 2015). Numerical data reduces researcher subjectivity, as is sometimes the case with qualitative studies (Creswell, 2014; Davies & Fisher, 2018). SPSS 26 for MacOS was used for exploratory analysis of the data, descriptive statistics and validity were examined. The study investigated scales that measured positive leadership styles and destructive leadership styles, thereby influencing dependent variables of job satisfaction, organizational culture and employee motivation. The purpose of the scales was to measure outcomes of leadership (Dimitrov & Darova, 2016; Spinelli, 2006).

The research instrument allowed for testing the hypothesis to determine the relationships, further allowing for predictability and generalization of findings to a larger population using objective and impartial scientific methods (Broomfield & Fisher, 2019). Jelaca, Bjekic, and Lekovic (2016) posit that most theoretical concepts of leadership apply defined leadership questionnaires, the conceptual purpose to measure styles of leadership. For this study, descriptive

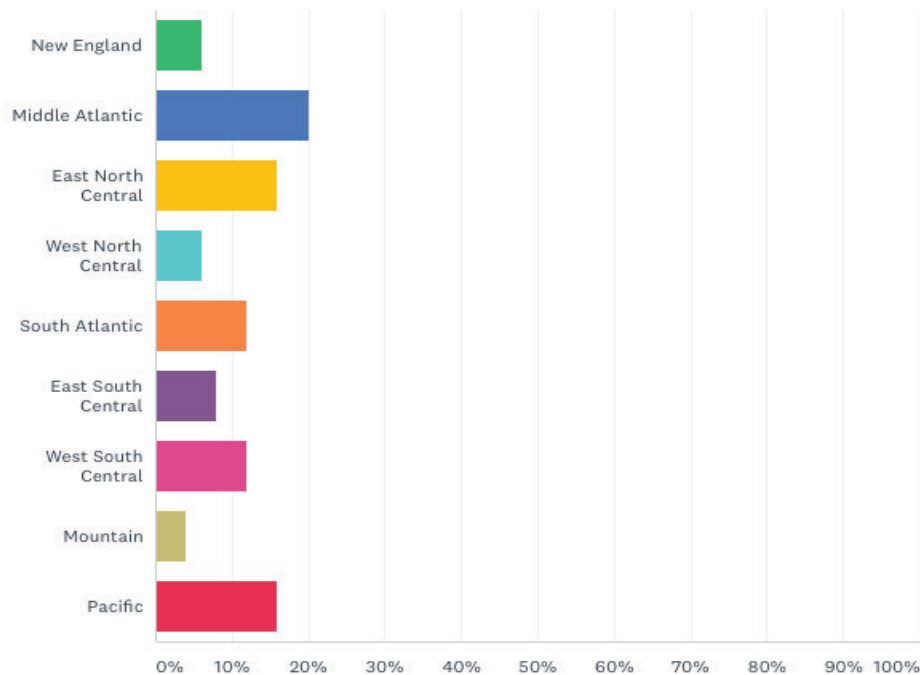
statistical measures were used to analyze if a correlational existed in relation to turnover and the employee's perception of the effect leadership had on the decision to quit. The statistical measurements were used to support or refute the study's hypothesis of a statistically significant relationship between leadership styles and employee turnover; consequentially influencing organizational culture, employee motivation, communication styles and job satisfaction.

The leadership questionnaire was suitable for this study and was executed using a correlation analysis and was proven as a successful instrument by previous researchers to measure a range of leadership styles such as transformational, authoritarian, and democratic styles, categorized as positive or negative styles (McCann, 2008). Allameh et al. (2016) examined the effects of the health administrator's leadership styles on the cognitive mental health of workers in eighteen mental health facilities. Allameh's study used a correlation analysis to assess the relationship between the leadership styles of administrators and the mental health status of employees in the respective healthcare centers and the researchers found the theoretical framework, questionnaire format apropos for studying correlations. The concept of how leader's influence the success of an organization has emerged as a critical business strategic initiative over the last two decades. Alban-Metcalf and Alimo-Metcalf, (2007) replicated a quantitative correlation study of 743 managers to determine how leadership behaviors impact employee engagement. The results of the study indicated leader behavior had a moderating effect on employee performance and engagement.

Creswell (2014) emphasized survey validity is measures what it is intended to measure solidifying the importance of the appropriate sample size and survey method. The survey remained open for 14 days allowing employees the opportunity to participate. No paper copy of the survey was disseminated, and safeguards from SurveyMonkey's internal parameters ensured

the researchers screening guidelines were enforced. The survey contained demographic questions that captured age, gender, tenure of employment, and pay information (see Appendix B).

Participants were selected from nine different U.S. regions.



*Figure 4. Participants Demographics* – Participants of the study were employed in 9 different geographical regions

The relationship that exists between job satisfaction and employee motivation has been studied for decades examining leader's influence. Serhan and Tsangari (2019) documented the following researchers has having interest in the topic: Herzberg, 1964; McClelland, 1975; Abraham, 1999; and Forgacs, 2009.

### **Operational Definitions of Variables**

Leadership style, organizational culture, motivation, turnover, and job satisfaction were analyzed using Pearson analysis, and compiling the open-ended questions in themes.

Leadership style, organizational culture, and motivation data will be measured Pearson correlation and observation of the histograms.

**Leadership Styles.** Leadership styles are the behaviors leaders exhibit in the workplace to manage employees and direct employees toward a goal (Yao & Huang, 2018).

**Organizational Culture.** Represents the system of beliefs common to employees that differentiates the organization from other organizations, it can be the teams and climate, innovation, and people-centric policy (Camelia, Ioana-Valentina, Larisa-Andrea, 2019).

**Employee Motivation.** Chang and Teng (2017) describe motivation as an employee's desire to reach both personal and organizational goals. Linking engagement to motivation as three dimensional: cognitive, physical, and emotional.

**Job Satisfaction.** The measure of which an employee finds satisfaction in the work they are performing (Hoffman-Miller, 2019).

**Employee Turnover/Intent to Quit.** Widely studied topics in the practitioner and academic settings as to why employees leave and are consistently a vital issue for organizations (Strojilova & Rafferty, 2013).

### **Study Procedures**

Confidentiality and anonymity are essential to research. To execute this study on leadership styles and the effects employee turnover, SurveyMonkey online platform was utilized. Participants once selected by SurveyMonkey based on the researcher's prerequisites were provided a link that captured the responses to the screening questions, demographic information and the survey questions followed the methodology of the Authentic Leadership Questionnaire (ALQ) survey instrument (Avolio, Gardner & Walumbwa, 2009). Employed workers across the United States were used as survey participants. The first step in the process, the researcher requested permission to conduct the survey through the Internal Review Board of NCU (see Appendix The screening questions, inform consent, request to participate, researcher and University contact information was submitted to Survey Monkey for distribution. Survey

Monkey was responsible for sourcing participants for the survey. Participation was limited to employees with tenure above 90 days and were currently employed. At the onset of the survey participants were informed of the voluntary nature of the study. A survey link was sent to the 50 participants that voluntarily agreed to take the survey. The informed consent was a prerequisite for the researcher to begin the study and was received for 100 percent of survey participants.

### **Data Collection and Analysis**

A crucial step in answering the research question is gathering relevant data (Li et al., 2015). Extrapolation of the survey data was analyzed through SPSS version 26 for MacOS. Data was collected from the sample participants who identified as employed and met the requirements of the screening questions. That collection was conducted after the Internal Review Board of Northcentral University submitted the approval letter to the researcher. The researcher used the paid service of SurveyMonkey and customized 45 questions based on the Authentic Leadership Questionnaire (ALQ) by Avolio et al., (2009). Terminology and techniques for empirical measures were conducted to accurately as possible capture the measured data in numerical form. The study examined the effects of employee turnover and the correlation between the antecedents: leadership styles, organizational culture, employee job satisfaction, and motivation. A subset of the antecedents reviewed leadership communication styles and the impact on employee's intent to quit. This type of questioning is described as an active, widely held word design for the turnover study. Contingent on the answers obtained from participants, and what is being asked in the questionnaires, fixed-alternative questions, require less interviewer skill, take less time, and are more comfortable for the respondent to answer (Zikmund, Babin, Carr & Griffin, 2013, p. 338). Open-ended questions and fixed-alternative questions often are used together in questionnaires and was used in conjunction with closed-ended questions in this

research. In determining a response to the question "about the general frequency of occurrence," this type of questionnaire was appropriate for the study (Zikmund, Babin, Carr & Griffin, 2013, p. 339).

The questions were constructed, taking into account the type of work first line employees perform and were categorized into five top areas of satisfaction and the top five areas of opportunities.— employee experience and the leaders. The descriptive statistic was used to observe and describe the measures of variability. The Kolmogorov-Smirnoff method was utilized to test assumption of normality and to examine if any, the extent of a correlation between leadership styles, organizational culture, job satisfaction, and turnover existed. Cronbach's alpha was run to determine internal consistency of scales. Pearson Correlation was used employed to determine the relationship between the variables to determine if one variable affects the other. The data was assembled and grouped and summarized in compilations determined by the categories of the research question. The summarization process was not limited to use of any one method. The analysis encompassed Frequency tables, descriptive cross-tabulations, figures, means, or proportions, Pearson correlation and Kolmogorov-Smirnoff test. Leaders have a critical role in shaping organizational culture to abate turnover. Increasing job satisfaction levels and fostering a robust organizational culture indicative of the working environment is beneficial to companies (Hur, 2017; Mercadai, 2014). Mercadai (2014) describes organizational culture as the formal environment and norms that characterize a specific organization, as well as the informal behavioral and social phenomena that occur among individuals in that organization fostering satisfaction. Mercadai (2014) states empirically that a firm's understanding of the phenomenon of organizational culture helps organizations reinforce the working environment internally and externally.

## Assumptions

Multiple assumptions guided this study. The first assumption of this study was all participants answered each question honestly. Harris, Hahn, Madsen, and Hsu (2016) describes trustworthiness as the likelihood that an individual would be honest and provide truthful information when called upon to do so. Becker, Brackbill, and Centola (2017) posit the sharing of truthful information increases the accuracy of both employee and leadership decision making. Moreover, truthful feedback it is a conduit for changing the employee experience if leadership styles are a negative influencer. Secondly, that each person who received a survey would participate. A third assumption was the researcher assumed that no anonymity issues or confidentiality issues existed. The fourth assumption of the study was the data collected and analyzed was valid and provided sufficient information to answer the research questions. The final assumption was the sample size which governs the variability of the population was a proper cross-sampling of all data to examine turnover. Leedy and Ormrod (2005) define the research assumption as self-evident truths by which the validity of the study is predicated. According to Leshem and Trafford (2007), Creswell and Clark (2011). Krathwohl (2009) quantitative analysis occurs by using statistics or numerical data, a comparison to qualitative analysis, which extracts themes and generalization. The researchers mentioned above posit that statistical data categorizes the system of concepts, assumptions, viewpoints, principles, and theories that support and inform the researcher (Li et al., 2015).

## Limitations

Price and Muran (2004) and Mauceri (2016) lists two significant categories of limitations in research: Threats to internal validity and threats to external validity. Theofanidis and Fountouki (2018) assert that study limitations are out of the researcher's control, rather closely aligned with the research design and the statistical model constraints. It is, therefore, safe to



conclude the limitations in a study are imposed and not researcher driven as is the case with this study. Another limitation of this study is it is nonexperimental. It is not a cause and effect relational study but more correlative and the predictor variables cannot be manipulated (De Stefano, Bonet & Camuffo, 2019). According to Rohrer (2018), correlation in and of itself does not imply a cause and effect situation, which is the observed event that precipitates a second event to occur.

According to De Stefano et al. (2019), to prove causation, a second experiment is needed. The premise of a correlation study describes the relationship between the independent and the dependent variables to predict an event and does not cause an event to occur (Rohrer, 2018). In this study, the correlational element reviewed leadership styles to predict the effects on employee turnover to proactively mitigate turnover. Theofandis and Fountouki (2018) and Price and Muran (2004) stressed the importance for researchers to disclose and list all limitations. Asserting the negative impact of not communicating study limitations may impact the study design, the results, conclusions, and the reliability of published research articles. By using the questionnaire method, the researcher aimed to assuage potential impediments to data collection. The anticipated limitations of this study were: (1) Survey respondents may not be inclined to complete the survey and resulting in a low response number, a threat to external validity. (2) Interpretation of the questions and their intended meaning may be influenced by an employee's background, age, demographics, and gender. (3) Employees may not have full confidence in the anonymity of the survey. (4) Another limitation is that the survey participants were selected by SurveyMonkey and researcher had no participation in the selection. (5) Additionally, the study was open only to nine U.S regions, possibly giving the perception that the segment of employed population that did not participate has a favorable impression of leadership (Price & Muran, 2004). As a result, the data

may not present an accurate depiction of all employees and generalizability may be difficult to assert.

### **Delimitations**

Narrowing the scope of the study is the purpose of delimiting, and is a bias introduced by the researcher (Price & Muran, 2004). Delimitations were used in this research to narrow the scope of the study on the relationship between leadership styles including communication, organizational culture, employee motivation, and job satisfaction. Theofanidis and Fountouki (2018) posit researchers set delimitations to ensure the study's aim and objectives are within reach and set boundaries. Pertinent to this study and one delimiting factor, the population sample was obtained through SurveyMonkey an online cloud-based survey tool limiting the ability to draw a sample from one specific industry. Only employees with more than 90 days of tenure were allowed to participate in the study, the delimiting factor was the study did not capture participants previously employed whose experiences may have contributed to the study. The implication here is that the represented sample of 50 employed participants have provided recent, relevant data and have reported to a supervisor for at least ninety days. Providing a more comprehensive view of the effects of leadership styles illustrative of various industries.

### **Measurement**

The characteristics of measuring data include specificity, continuity, and preciseness. Within this study, the first step in the data analysis was to identify the level of measurement. The four levels of measurement include nominal, ordinal, interval, and ratio (Krathwohl, 2009, p. 371). The level of measurement can be instrumental in influencing the type of analysis used. The study's measurement was ordinal. Validity and reliability are essential to measurement.

Krathwohl (2009) asserts reliability and validity affirms consistency in measurement, allowing

the findings to be acceptable. The present study intends to ensure the study is valid, reliable, and consistent.

Validity is a crucial component to ensure the instrument measures the intended content (Trochim, Donnelly, & Arora, 2014). Threats to internal validity include selection bias, maturation, and confounds. The online survey questionnaires were divided into five main categories and extrapolated the following: (a) Leadership Style (b) Turnover Intent (c) Motivation (d) Organizational Culture (e) Communication Style (f) Antecedents to Turnover and (e) Job Satisfaction.

### **Ethical Assurances**

Potential ethical issues with quantitative research including informed consent, beneficence, distress, misrepresentation, information, voluntariness, confidentiality, and privacy was abated due to the researcher adhering to the research requirements governing human subject research (Krathwohl, 2012), and after receiving Northcentral Internal Review Board Approval. The researcher obtained participant consent in response to the consent letter and description and purpose of the survey, a prerequisite for participation (see Appendix C). The study participants identity was protected; the researcher was compelled and attested to conduct herself with the utmost integrity. Ethical considerations in research are crucial. According to Krathwohl (2009), trust is essential to accepting study findings. Trust optimizes audience credibility, and one manner of executing this is to include necessary information regarding the purpose of the study and was included in the study (Krathwohl, 2012).

Institutional Review Boards (IRB) are research ethics committees that provide oversight of core protection for human research participants (Grady, 2015). IRB requirements are explicit, and the data for this study is stored securely on the researcher's laptop hard drive and password

protected with 2-step authentication to meet IRB requirements. The researcher of this study received approval from Northcentral University's Institutional Review Board on May 29<sup>th</sup>, 2020 prior to data collection (Appendix D). Study participants were informed of the study's approval, the contact information for Northcentral University and researcher's contact information. Risk to study participants was minimal and at study closing there were no reported risk, harm or confidentiality breached in association with this research. Krathwohl (2009) asserts the importance of confidentiality and data protection of study participants. Regulatory agencies and professional societies constructed codes of ethics for researchers as the level of attention and requirement from society has demanded more accountability (Flemming & Zegwaard, 2018). The researcher's professional credentials as a Human Resources professional aided in familiarity with the research topic and added an additional layer of participant confidentiality and ethical compliance. Considering the researchers familiarity of the topic and HR profession, biases were eliminated from influencing the analysis and findings. The researcher ensured the research questions were randomized to avoid influencing answers to subsequent questions. The researcher avoided questions that would engender a knowledge bias due to familiarity with the topic of turnover. The researcher established research questions pertinent only to the study's purpose and void of leading or wording bias. The researcher selected a sample population aligned with the study purpose and ensured statistical techniques were selected that aligned with extrapolating data based on the research questions and hypothesis. Additionally, the researcher committed maximum effort to comply and adhere to NCU IRB requirements, instructions for human subject search as documented in Northcentral University Doctoral Handbook and mandate by The Office for Human Research Protections of Human Subjects specifically the Belmont Report "The Ethical Principles and Guidelines for Protecting Human Subjects in Research" (Cassel & Binman,

2019). The guidelines established by professional committees protect human and animal subjects, whose goals are to ensure that the potential worth of knowledge the research may extrapolate is not worth the discomfort and or suffering of the subjects (Krathwohl, 2009). This research was conducted with safeguards in place to protect human subjects and as the Consent Form discloses the purpose to the study, the potential benefits, the voluntary nature of the study and the steps to ensure confidentiality and anonymity.

### Summary

The quantitative, non-experimental, correlation study examined and assessed the influence of leadership styles on employee turnover. The study examined the effects of leader behavior on the antecedents of organizational culture, employee motivation, job satisfaction and turnover. The examination of the data utilized descriptive analysis, and voluntary turnover was analyzed to support or deny the following hypotheses:

**H1<sub>0</sub>.** There is no correlation between leadership style and employee turnover.

**H1<sub>a</sub>.** There is a correlation between leadership style and employee turnover.

**H2<sub>0</sub>.** There is no correlation between organizational culture and employee turnover.

**H2<sub>a</sub>.** There is a correlation between organizational culture and employee turnover

**H3<sub>0</sub>.** There is no correlation between job satisfaction, motivation and employee turnover.

**H3<sub>a</sub>.** There is a correlation between job satisfaction, motivation and employee turnover.

**H4<sub>0</sub>.** There is no correlation between communication style and employee turnover.

**H4<sub>a</sub>.** There is a correlation between communication style and employee turnover.

**H5<sub>0</sub>** There is no correlation between organizational culture, leadership style and motivation

**H5a.** There is a correlation between organizational culture, leadership style and motivation

The study data was collected using questionnaires and downloaded into SPSS 26.0 for MacOS for analysis. Creswell (2014) posits that answering the research questions and examining the hypothesis is the focus of a quantitative study, to determine correlations between the variables. The primary purpose of the study is to contribute to the existing research on the topic of employee turnover and assist organizational leadership in reducing turnover and retaining quality employees. Chapter 4 presented detailed data obtained from the survey and discussed the data interpretation.

The study utilized a theoretical framework to expand on existing theory. Data analysis derived from the employee survey examined the relationships between both the dependent and independent variables. The study reviewed a plethora of literature that existed on the topic, establishing whether or not a correlation between organizational culture, employee job satisfaction, and the types of leadership styles that influence turnover (Neymah, 2013). The study allowed the researcher to contribute to existing theory, with the aim of illuminating other antecedents that influence turnover intent. Correlating undesired behavior to turnover allows business leaders to implement change, improve and course correct; thereby reducing the multiplicity of negative impacts associated with the turnover to employees and the business alike (Caesens, Stinglhamber, & Marmier, 2016; Carter, Dudley, & Smith, 2019). A primary purpose of the study was to contribute to the existing research on the topic of employee turnover and assist organizational leadership in reducing turnover and retaining quality employees.

Chapter 4 presented data obtained from the survey participants and discussed the data interpretation to include the extent to which the data met the assumptions of the statistical test.

Scientific methodology in research studies requires that results are reliable and valid as requirement to determine to what extent if any a correlation between the measured values exist (Oun, 2018). Groves et. Al (2004) aptly describes reliability as the measure of the variability of the participant's answers in comparison to other measured results. Oun (2018) posits a measurement of validity or the appropriateness of the measurement and tools. Chapter 4 analyzed the reliability and validity of the study in more detail.

## Chapter 4: Findings

Employee turnover is problematic for many organizations and industries (Lee et al., 2017; Mai et al., 2016). The researcher chose a quantitative, non-experimental, correlation study to examine the influence of leadership styles' influence on predictor variables associated with employee turnover. The problem of employee turnover has been researched worthy for decades (Lee et al., 2017; Hom et al., 2019 & Bridgman et al., 2019). One advantage of using a quantitative approach for this study was the format of the data collection extrapolated from survey questions, reducing the number of variables leading to more precise analysis. A correlational design was aptly suited to measure the association of the strength or lack thereof between the constructs to address the study's objective; to determine to what extent leadership styles influenced employee turnover (Hung, Bounsanga, & Voss, 2017). The study participants were asked to rate their leaders on their interactions relating to motivation, feedback, style of communication, leader's job knowledge, reward and recognition, and the perception of fairness and inclusivity.

Chapter 4 consists of five sections detailing the extent a relationship exists between leadership styles and employee turnover. The sections in Chapter 4 sections include validation of the data, results, research questions/hypothesis, evaluation of the findings and concludes with the summary. The study measured the effects of leadership styles on employee turnover. The leadership styles were categorized, and the design elements were selected based on Victor Vroom's (1964) Expectancy Theory of Motivation. The survey questions were constructed based on the Authentic Leadership Questionnaire and similar to the Multifactor Leadership Questionnaire – Mind Garden (Avolio, Gardner & Walumbwa, 2009), (see Appendix E). The study's framework analyzed a leader's influence grounded on Vroom's (1964) concept of



*valence* interpreted as a measure of an employee's motivation tied to the expectation of reward, *expectancy*, or the perception that effort will lead to the expected work output and *instrumentality* that performance would lead to reward. The study's purpose, denoted by the five predictor variables, asserted that leadership styles influenced employee behaviors related to Vroom's (1964) expectancy theory. The predictor variables examined in the study were: (a) leadership styles (b) organizational culture (c) job satisfaction (d) communication styles and (e) motivation. The criterion variable was employee turnover. The five predictor variables were based on the research questions and hypothesis and were the framework for constructing the 45 survey questions. The extrapolated data provided evidence adding to the body of knowledge that expands on the research conducted by Masood et al. (2020); Luthra and Singh (2019), and Nuray and Ali (2019) asserting leadership's influence on the predictor variables.

### **Validity and Reliability of the Data**

Data collected from the participants included 45 questions (see Appendix F) that were analyzed categorically and continuously and grouped by each variable. There was 100 percent participation within the sample size of 50 (see Appendix G). The participant demographics is demonstrated in table 3. The assumption of normality was tested for each variable using histograms to display the frequency of the data. The assumption of normality for each variable was tested with a visual inspection of the histograms and Kolmogorov-Smirnoff tests. According to Sekelijic, Stamatovic and Markovic (2015) Kolmogorov-Smirnoff tests is utilized for frequency distribution. Cronbach's alpha was appropriate for this study and was used to measure internal consistency on turnover. Cronbach's alpha measured reliability and is widely used when assessing multiple variables, the general accepted rule is that  $\alpha$  of .06 - 0.7 is indicative of an acceptable level of reliability, greater than 0.8 is extremely good and values greater than 0.95 is

not necessarily good (Vet, Mokkink, Mosmuller, & Terwee, 2019; Tavakol, & Dennick, 2011). Cronbach alpha is associated with quantitative research involving questionnaires, to estimate the reliability of participants' responses (Bujang, Omar, & Baharum, 2018). Cronbach's alpha for leadership style measured at .78, motivation - .86, organizational culture - .82, communication style - .76, and job satisfaction - .73. The analysis of the research questions tested the assumption of normality by visual inspections of the histograms and Kolmogorov-Smirnoff tests. According to Kolmogorov-Smirnoff test the assumption for normality is violated for all variables except organizational culture and communication style (Tsiamalou & Brotis, 2019). However, the histograms appear normal and correlation analyses are robust to violations of normality and enabled analysis of the research questions. Descriptive statistics, utilizing Standard Deviation, Mean and Frequency Tables were used to calculate and describe the measures of central tendency for interval-level variables. For this study, the analysis was both, categorical and continuous.

Statistical Package for Social Sciences (SSPS) was used to analyze the data collected from the survey questions. To avoid response bias, the researcher constructed the survey questions using a randomizing feature on the SurveyMonkey platform, and each question was measured on a 5-point Likert scale ranging from 'strongly agree' to 'strongly disagree'. The survey was constructed that each question required an answer. This further strengthened the reliability of the study. The validity of the study referred to the correctness and truthfulness of the inference on how the independent variables and the dependent variable were related (Wong, & Cooper, 2016). The followings questions were grouped to analyze the predictor variables to turnover (see Appendix H).

1. *To analyze leadership style, the variable was measured by the following questions*

- a. How consistently does your supervisor punish employees for bad work?
  - b. How likely is it that you would recommend your supervisor to a colleague?
  - c. How easy is it to get help from your supervisor when you want it?
  - d. How available to employees is your supervisor?
  - e. How often does your supervisor give you feedback about your work?
  - f. Does your supervisor include you in the decision-making processes when it affects you?
  - g. My supervisor and I have a good working relationship
2. *To analyze turnover, the variable was measured by the following questions:*
- a. How likely is it that you would recommend your manager to a colleague?
  - b. How often do you consider quitting your job?
  - c. To what extent was your relationship with your manager a reason for your leaving the company?
3. *To analyze motivation the variable was measured by the following questions:*
- a. How consistently does your supervisor reward employees for good work?
  - b. When someone completes a task especially well, how often does your supervisor acknowledge this success?
  - c. Overall, are you satisfied or dissatisfied with your supervisor?
  - d. How often do you look forward to going to work?
  - e. I get excited about going to work.
  - f. When someone completes a task especially well, how often does your supervisor acknowledge this success?
  - g. How consistently does your supervisor reward employees for good work?

- h. How well does your supervisor motivate you to do your best work?
- i. I am self-inspired to meet my goals at work

4. *To analyze organizational culture the variable was measured by the following questions:*

- a. I am satisfied with my overall job security.
- b. Senior management and employees trust each other.
- c. Management within my organization recognizes strong job performance.
- d. I am satisfied with the culture of my workplace.
- e. Senior management and employees trust each other.
- f. How well does your supervisor understand the cultural needs of employees?
- g. My organization is dedicated to diversity and inclusiveness.
- h. Management within my organization recognizes strong job performance.
- i. How much of a priority is diversity to senior leaders at this company?

5. *To analyze communication style the variable was measured by the following questions:*

- a. How often does your supervisor listen to employees' opinions when making decisions?
- b. When you make a mistake, how often does your supervisor respond constructively?
- c. Communication between senior leaders and employees is good in my organization.
- d. Communication between senior leaders and employees is good in my organization.

6. *To analyze the antecedents to turn over the variable was measured by:*
- a. To what extent was your relationship with your manager a reason for your leaving the company?
  - b. My job performance is evaluated fairly.
  - c. The information and resources I need to do my job effectively are readily available.
  - d. How respectfully does supervisor treat you?
  - e. My supervisor's style of leadership is demotivating
7. *To analyze job satisfaction the variable was measured by the following questions:*
- a. I feel like I belong in my department.
  - b. I feel respected and valued by my manager at my company.
  - c. I feel like I belong at my company.
  - d. How satisfied are you with your department leadership?

Reliability and validity in research are considered central tenets to ensuring sound, quality quantitative research (Jordan, 2018).

## **Results**

For over one century, employee turnover has been theorized and researched because it is a prevailing problem for companies (Hom, Lee, Shaw, & Hausknecht, 2017). This study is significant to provide elucidations that add to the existing body of knowledge on employee turnover as it relates to leadership styles and employee motivation, with the goal of reducing voluntary turnover. The study is relevant for several reasons: (a) contributing to existing literature to further predict and abate turnover (b) contribute to the reduction of employee

turnover to businesses as a cost savings (c) improve the employee experience by predicting motivational factors (d) improve leadership behaviors.

The results from this study measured leadership styles, on predictor variables of organizational culture, job satisfaction, communication styles and employee motivation as indicators to turnover. The data was collected from survey questions from 50 voluntary participants in this non-experimental quantitative correlational study to determine if a relationship existed between leadership styles, organizational culture, motivation, communication styles, job satisfaction and employee turnover. To ensure the data met the assumptions of the statistical test, the researcher constructed the 45 survey questions based on study's purpose, selection of the sample population and research questions as represented below in Figure 5 and Table 3. To evaluate employee's perception of leadership required participants to be employed and reporting to the same supervisor for a minimum of 90 days. Figure 5 reflects the tenure of study participants. Table 3 by descriptive statistics shows participants tenure, age, wage, geographical region and percentage of male and female participants. Table 4 detailed internal consistency utilizing Cronbach's Alpha with a range of .51-.78. Table 5 detailed the assumption of normality using The Kolmogorov-Smirnoff test. The assumption of normality was violated for all variables except organizational culture and communication styles. Table 6 and Figure 6 reflect the relationship between leadership style and turnover by Pearson Correlation and a Scatter Plot respectively. The null hypothesis for each of the analysis was rejected. Figures and Tables 7 through 11 utilized Person Correlation and Scatter Plots to analyze the relationship between the independent variables of organizational culture, job satisfaction and communication styles and the dependent variable of turnover. In each analysis the null hypothesis was rejected.

The data were analyzed using Pearson Correlation  $r$ , (see Appendix I) and the Kolmogorov-Smirnoff test (see Appendix J) and Histograms to determine the relationship between the variables. According to the Kolmogorov-Smirnoff test the assumption of normality is violated for all variables for the exceptions of organizational culture and communication style. The histograms appear normal and the correlation analyses are robust to violations of normality.

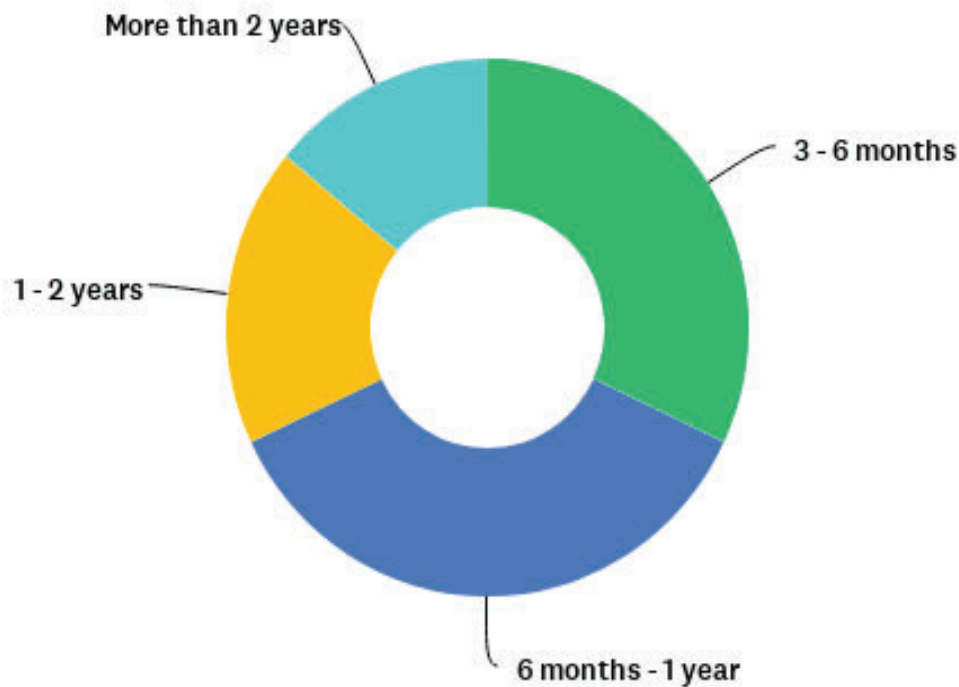


Figure 5. Participants demographics based on employment tenure

*Note.* Tenure of employment for study participants with a minimum of 3 months tenure reporting to the same supervisor. 32% of participants tenure was between 3-6 months, 6 months to 1 year was 36%, 1-2 years tenure was 18% and study participants with more than 2 years was 14%.

Table 3

*Frequency and Count Table for Population Sample Demographics*

Variable	N	%
<b>How long have you reported to the same supervisor?</b>		
1 – 2 years	9	18.0
3 – 6 months	16	32.0
6 months – 1 year	18	36.0
More than 2 years	7	14.0
<b>Age</b>		
18-29	27	54.0
30-44	19	38.0
45-60	3	6.0
> 60	1	2.0
<b>Gender</b>		
Female	33	66.0
Male	17	34.0
<b>Income</b>		
\$0-\$9,999	6	12
\$10,000-\$24,999	3	6
\$25,000-\$49,999	11	22
\$50,000-\$74,999	9	18
\$75,000-\$99,999	8	16
\$100,000-\$124,999	5	10
\$200,000+	3	6
Prefer not to answer	5	10
<b>Region</b>		
East North Central	8	16.0
East South Central	4	8.0
Middle Atlantic	10	20.0
Mountain	2	4.0
New England	3	6.0
Pacific	8	16.0
South Atlantic	6	12.0
West North Central	3	6.0
West South Central	6	12.0

*Note.* The majority of study participants were female 66% (33) and the majority of the study participants were between 18 -29 years of age (27) or 54%. The first step of the analysis computed descriptive statistics.



Table 4

*Descriptive statistics for continuous variables Cronbach's Alpha Internal Consistency measuring factors that influence turnover intent*

Variable	N	M	SD	Range	Cronbach's alpha
About how long have you been in your current position	43	3.37	5.51	0-30	n/a
Leadership style	50	3.89	1.13	1.33-5.67	.78
Turnover	50	4.55	1.93	.5-7.5	.51
Motivation	50	3.17	.78	1.44-4.33	.86
Org culture	50	2.97	.69	1.44-4.13	.82
Communication style	50	3.23	.85	1.25-4.50	.76
To what extent was your relationship with your manager a reason for your leaving the company?	50	1.92	.85	1-3	n/a
My job performance is evaluated fairly.	50	3.24	1.04	1-4	n/a
The information and resources I need to do my job effectively are readily available.	50	3.30	1.00	1-4	n/a
How respectfully does supervisor treat you?	50	3.80	.97	2-5	n/a
My supervisor's style of leadership is demotivating	50	2.48	1.11	1-4	n/a
Job satisfaction	50	3.29	.79	1.00-4.25	.73

*Note.* Cronbach's alpha internal consistency scale

Table 5  
*The Kolmogorov-Smirnoff test the assumption of normality*

Variables	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	df	Sig.
Leadership style	.198	50	.000
Turnover	.132	50	.029
Motivation	.158	50	.003
Org culture	.109	50	.196
Communication style	.091	50	.200*
Job satisfaction	.164	50	.002
To what extent was your relationship with your manager a reason for your leaving the company?	.260	50	.000
My job performance is evaluated fairly.	.407	50	.000
The information and resources I need to do my job effectively are readily available.	.419	50	.000
How respectfully does supervisor treat you?	.242	50	.000
My supervisor's style of leadership is demotivating	.347	50	.000

*Note.* According to the Kolmogorov-Smirnoff test the assumption of normality is violated for all variables except org culture and communication style. The Smirnoff Kolmogorov test was used for the selected sample size  $N = 50$  to analyze the assumption of normality.

### Research Questions/Hypothesis

**RQ1.** To what extent if any, does leadership style influence turnover?

**H1o.** There is no correlation between leadership style and employee turnover.

**H1a.** There is significant correlation between leadership style and employee turnover.

Pearson's Correlation was conducted to determine the relationship between leadership style and employee turnover. The results of the correlation analysis indicated that there was a significant correlation between leadership style and turnover  $r = .69$ ,  $p < .01$ , indicating as

leadership style increase or deemed positive, employee turnover decreased. As a result, the null hypothesis is rejected, the alternative hypothesis is accepted. The notion that leaders possess the ability to transform those that follow them to the extent that the output lead to greater organizational performance and productivity, has been studied for over 40 years. This transformational leadership theory continues to be studied as a noteworthy research topic (Siangchokyoo, Klinger, & Campion, 2019). Table 6 represent Pearson's Correlation between leadership style and turnover and Figure 6 represents the positive linear relationship between leadership styles and turnover.

Table 6

*Pearson Correlation Leadership style and Turnover  $r = .69, p < .01$*

		Turnover
Leadership style	Pearson Correlation	.685**
	Sig. (2-tailed)	.000
	N	50

*Note.* The Pearson Correlation depicted is a strong relationship between the two variables.

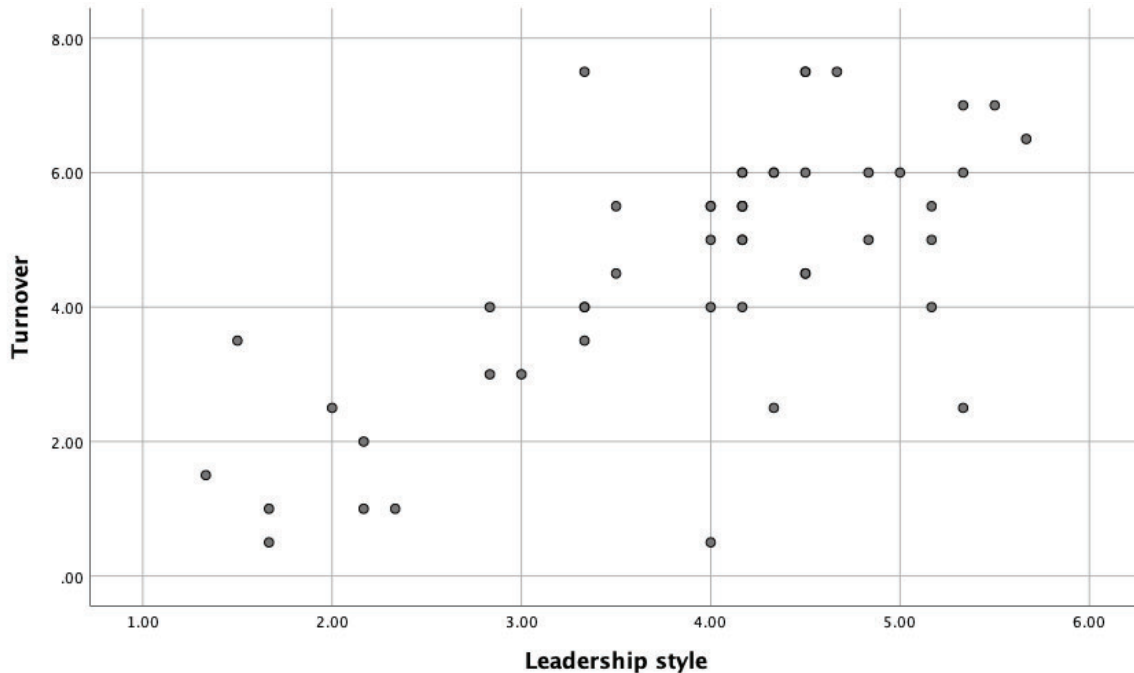


Figure 6. Scatterplot: Positive linear Relationship between leadership style and turnover

The scatterplot illustrates a linear relationship between leadership style and turnover. As leadership style increase turnover decrease.

**RQ2.** To what extent if any, does organizational culture influence employee turnover?

**H2<sub>0</sub>.** There is no correlation between organizational culture and employee turnover

**H2<sub>a</sub>.** There is a correlation between organizational culture and employee turnover

Pearson's Correlation was conducted to determine the relationship between organizational culture and employee turnover. The results of the correlation analysis indicates that there is a significant correlation between organizational culture and turnover  $r = .63$ ,  $p < .01$ , indicating as organizational culture style increases, employee turnover decreases. As a result, the null hypothesis is rejected, the alternative hypothesis is accepted that a correlation exist between organizational culture and turnover. The notion that leaders possess the ability to transform those that follow them in ways that the output lead to greater organizational performance and productivity, has been studied for over 40 years in the form of transformational leadership theory

(Siangchokyoo, Klinger, & Campion, 2019). Table 7 represent Pearson's Correlation and Figure 7 represents the inverse relationship between the variables. The results of the correlation analysis indicated that there was a significant correlation between organizational culture and turnover,  $r = .63$ ,  $p < .01$ , such that, as organizational culture increased turnover decreased.

Table 7

*Analysis of Organizational Culture and Turnover*

		Turnover
Organizational culture	Pearson Correlation	.632
	Sig. (2-tailed)	.000
	N	50

Setyaningrum (2017) describes organizational culture as a system of values, beliefs and meanings incorporated within the organization to promote trust of the employees. Further asserting that organizational culture affects employees' attitudes, perceptions and behaviors. As a result, it is important for leaders to cultivate a positive culture. The results of this study determined the significance of organizational culture to employee motivation and turnover.

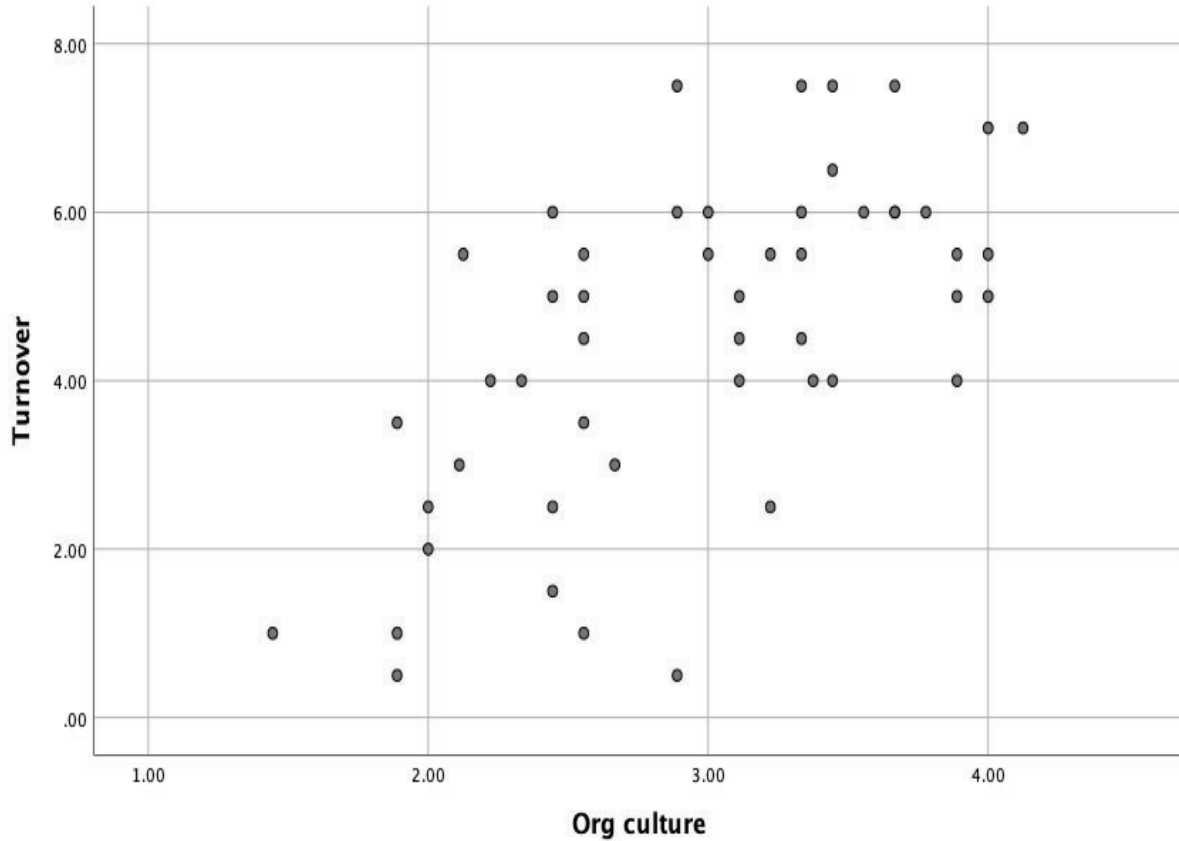


Figure 7. Graphical depiction of the Relationship between Organizational Culture and Turnover  
The scatterplot illustrates as organizational culture increase turnover decrease.

**RQ3.** What are the antecedents that influence job satisfaction and motivation leading to turnover?

**H3<sub>0</sub>.** There is no correlation between job satisfaction, motivation and employee turnover.

**H3<sub>a</sub>.** There is a correlation between job satisfaction, motivation and employee turnover.

The results of the correlation analysis indicate that the antecedents of turnover in Figure 8 are significantly related to motivation. On each of the analysis for job satisfaction the null hypothesis was rejected, this in part, was each of the individual analyses were significant. The alternative hypothesis is accepted. When participants were asked if their job performance was evaluated fairly the results were, ( $r = .41$ ,  $p = .003$ ). Employees motivation increased as

perception of fairness increased. On the question relating to having information and resources available to perform the job effectively, the results were ( $r = .38, p = .007$ ). As motivation increased so did employee's perception that information and resources were available. Sihag (2016) posits that it is critical for organizations to understand how employees are motivated and view the employees as an important source to its competitive advantage.

Bhyan and Goswami (2017) reports that organizations that do not prioritize employee motivation, leave employees vulnerable to internal and external challenges including turnover. Additionally, survey questions that analyzed motivation and job satisfaction as predictor variables are demonstrated in Table 8. For the questions how respectfully does supervisor treat you? The results indicate  $r = .64, p < .001$ ; motivation increases as respectful treatment increases. The other rated statement: my supervisor's style of leadership is demotivating, the analysis indicate  $r = -.44, p = .001$ ; as motivation decreases leadership style increases. The results of the correlation analysis indicated that the antecedents of turnover, as discussed in this study, were statistically significant to motivation. To what extent was your relationship with your manager a reason for your leaving the company? The analysis revealed  $r = -.28, p = .048$ ; job satisfaction decreases as perception that manager is reason for leaving increases. The data for job satisfaction and motivation were extrapolated from the following survey questions:

- My job performance is evaluated fairly  
 $r = .45, p = .001$ ; job satisfaction increases as perception of fairness increases.
- The information and resources I need to do my job effectively are readily available  
 $r = .40, p = .004$ ; job satisfaction increases as perception that information and resources are readily available increases.
- How respectfully does your supervisor treat you

$r = .68, p < .001$ ; job satisfaction increases as respect increases.

- My supervisor's style of leadership is demotivating

$r = -.42, p = .003$ ; job satisfaction decreases as demotivating leadership style increases.

Table 8

*Pearson Correlation Motivation and Job Satisfaction*

Antecedent		Motivation	Job satisfaction
To what extent was your relationship with your manager a reason for your leaving the company?	Pearson Correlation	-.170	-.281
	Sig. (2-tailed)	.237	.048
	N	50	50
My job performance is evaluated fairly.	Pearson Correlation	.407	.445
	Sig. (2-tailed)	.003	.001
	N	50	50
The information and resources I need to do my job effectively are readily available.	Pearson Correlation	.378	.398
	Sig. (2-tailed)	.007	.004
	N	50	50
How respectfully does supervisor treat you?	Pearson Correlation	.637	.680
	Sig. (2-tailed)	.000	.000
	N	50	50
My supervisor's style of leadership is demotivating	Pearson Correlation	-.441	-.415
	Sig. (2-tailed)	.001	.003
	N	50	50

**RQ4.** To what extent if any, does communication styles impact employee turnover?

**H4<sub>0</sub>.** There is no correlation between communication style and employee turnover.

**H4<sub>a</sub>.** There is a correlation between communication style and employee turnover.

The results of the correlation analysis indicate there is a statistically significant



relationship between communication style and turnover,  $r = .58$ ,  $p < .01$ ; turnover intention decreases as communication style increases. As a result of the analysis the null hypothesis is rejected and the alternative is accepted, there is a relationship between communication style and employee turnover. See the representation in Table 9 and Figure 8. Wikaningrum and Yuniawan (2018) leadership communication skills have a significant effect on employee satisfaction. Holladay and Coombs (1993) aptly described leadership as a behavior carried out by communication. Asserting the importance of leadership communication in the employee experience.

Table 9

*Pearson Correlation Communication Style and Turnover*

Communication style		Turnover
	Pearson Correlation	.577**
	Sig. (2-tailed)	.000
	N	50

*Note.* The depiction indicate the analysis of the relationship between communication style and turnover,  $r = .58$ ,  $p < .01$

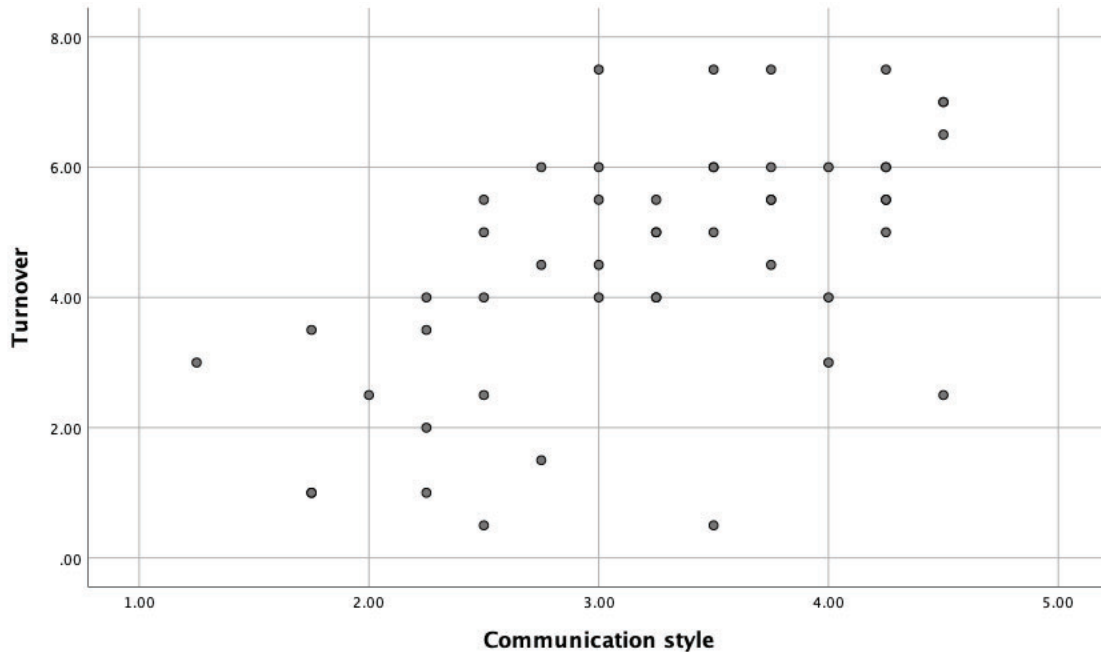


Figure 8. Scatterplot of the relationship between Communication Style and Turnover

**RQ5.** To what extent does organizational culture and leadership styles influence motivation?

**H5o** There is no correlation between organizational culture, leadership styles and motivation

**H5a.** There is a correlation between organizational culture, leadership style and turnover

The results of the correlation analysis indicate that there is a statistically significant relationship between organizational culture and motivation,  $r = .67$ ,  $p < .001$ ; motivation increases as organization culture increases. Further, the results of the correlation analysis indicate that there is a significant relationship between leadership style and motivation,  $r = .77$ ,  $p < .001$ ; motivation increases as leadership style increases. The analyses as indicated in Table 10, Figure 9, and Figure 10 supports the assumption.

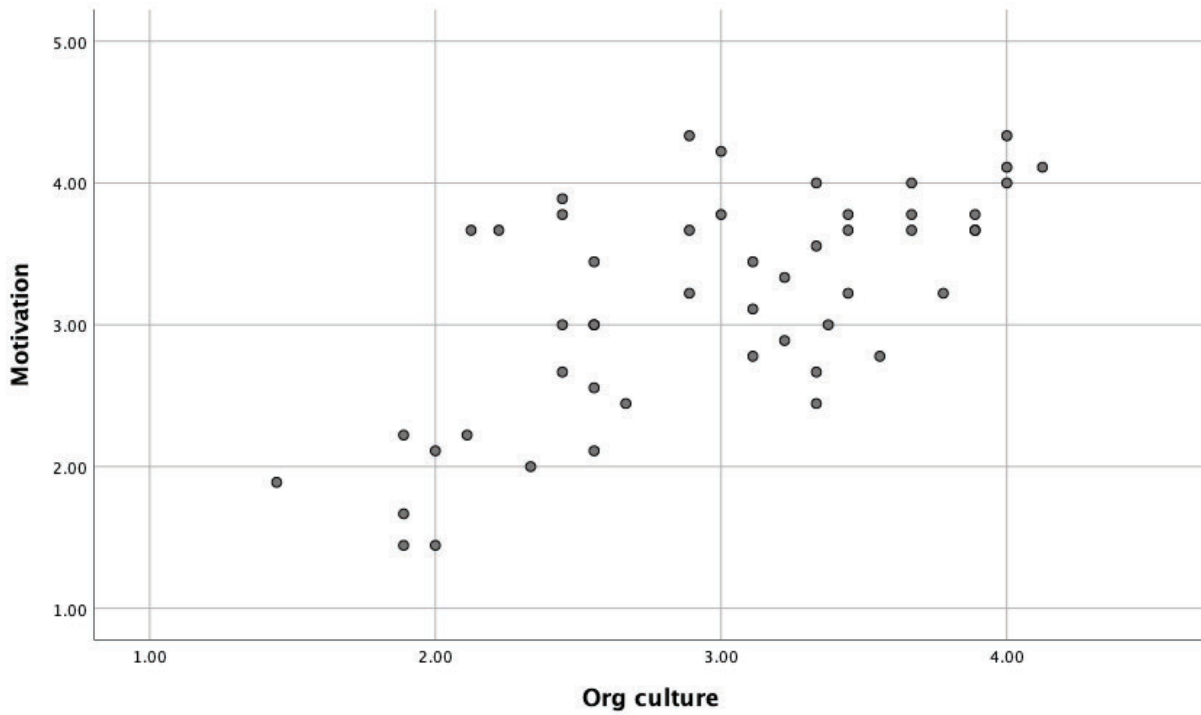
Table 10

*Pearson Correlation Organizational Culture and Motivation*

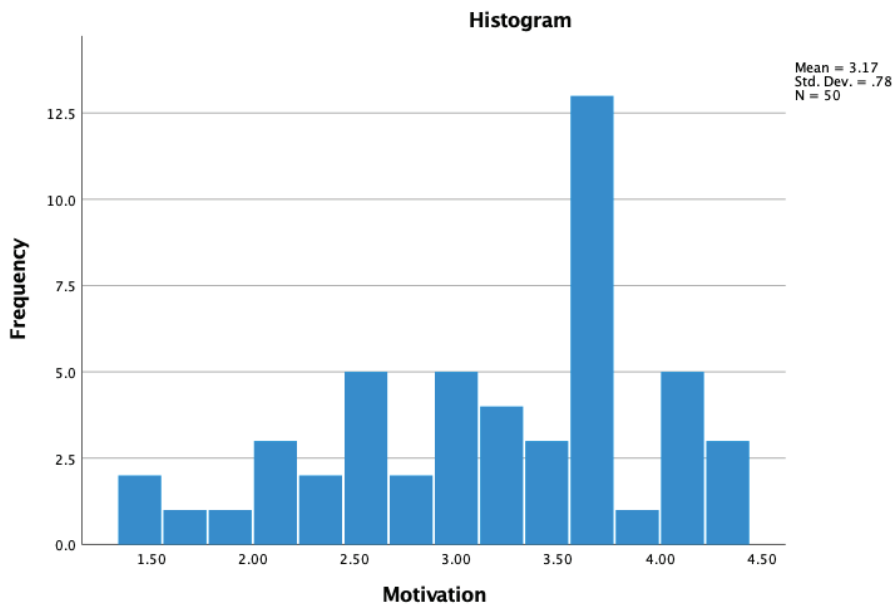
		Motivation
Org culture	Pearson Correlation	.669**
	Sig. (2-tailed)	.000
Leadership style	N	50
	Pearson Correlation	.773**
	Sig. (2-tailed)	.000
	N	50

*Note.* The analysis of the relationship between organizational culture and motivation is  $r = .67$ ,  $p < .001$ ; Leadership style and motivation,  $r = .77$ ,  $p < .001$  indicating a strong relationship between the variables.

**Figure 9.** Scatterplot The relationship between organizational culture and motivation



*Figure 9.* Scatterplot The relationship between organizational culture and motivation



*Figure 10.* Histogram of continuous data set - motivation

## Evaluation of the findings

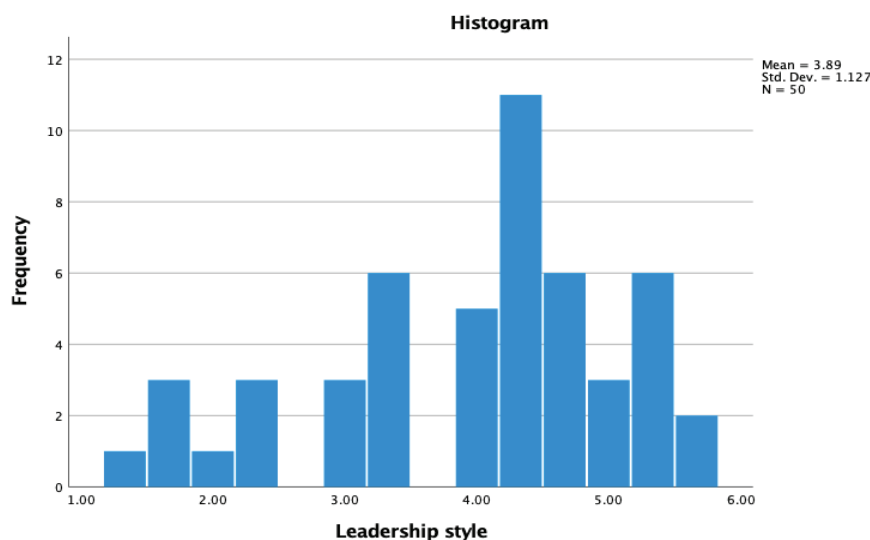
The purpose of the quantitative, non-experimental correlation analysis was to evaluate to determine whether a relationship existed between leadership styles, organization culture, employee motivation, leader communication style, job satisfaction and employee turnover. Each of the variables were evaluated based on the research questions. The Kolmogorov-Smirnoff test was used to examine normality. For the exception of organizational culture and communication styles normality was violated. The violation had little practical effect on the analysis, as a result no adverse effect on the study results were realized (Yousef, 2020; Jones, 2019). The theoretical framework for this study was grounded on Victor Vroom Expectancy Theory of Motivation (1964), constructed through expectancy, valence and instrumentality by examining leadership styles as a predictor to an employee's motivation influencing job satisfaction and the intent to quit. Survey data was derived from 45 survey questions and analyzed through SPSS 26. The sample size of N = 50 participants was employed in New England, Middle Atlantic, East North Central, South Atlantic, West South Central, Mountain and Pacific regions of the United States. The correlation analysis indicated that there was a significant relationship between organizational culture and motivation, when employee motivation increased, positive output of organizational culture increased. Motivation is critical to workplace performance and the strategic objectives of the organization (Fiaz, Qin, Ikram, & Saqib, 2017).

The study sought answers to five research questions on the effects of leadership styles. By utilizing Cronbach's Alpha, Histograms, Pearson's Correlations and The Kolmogorov-Smirnoff. The results of Cronbach's Alpha for this study ranged from .73 - .86 indicating an acceptable level of internal consistency and is presented in Table 4. The following research questions guided the study:

- RQ1. To what extent, if any, does leadership style influence turnover?
- RQ2. To what extent, if any, does organizational culture influence employee turnover?
- RQ3. What are the antecedents that influence job satisfaction and employee motivation?
- RQ4. To what extent, if any, does communication style impact employee turnover?
- RQ5. To what extent do organizational culture and leadership styles influence motivation?

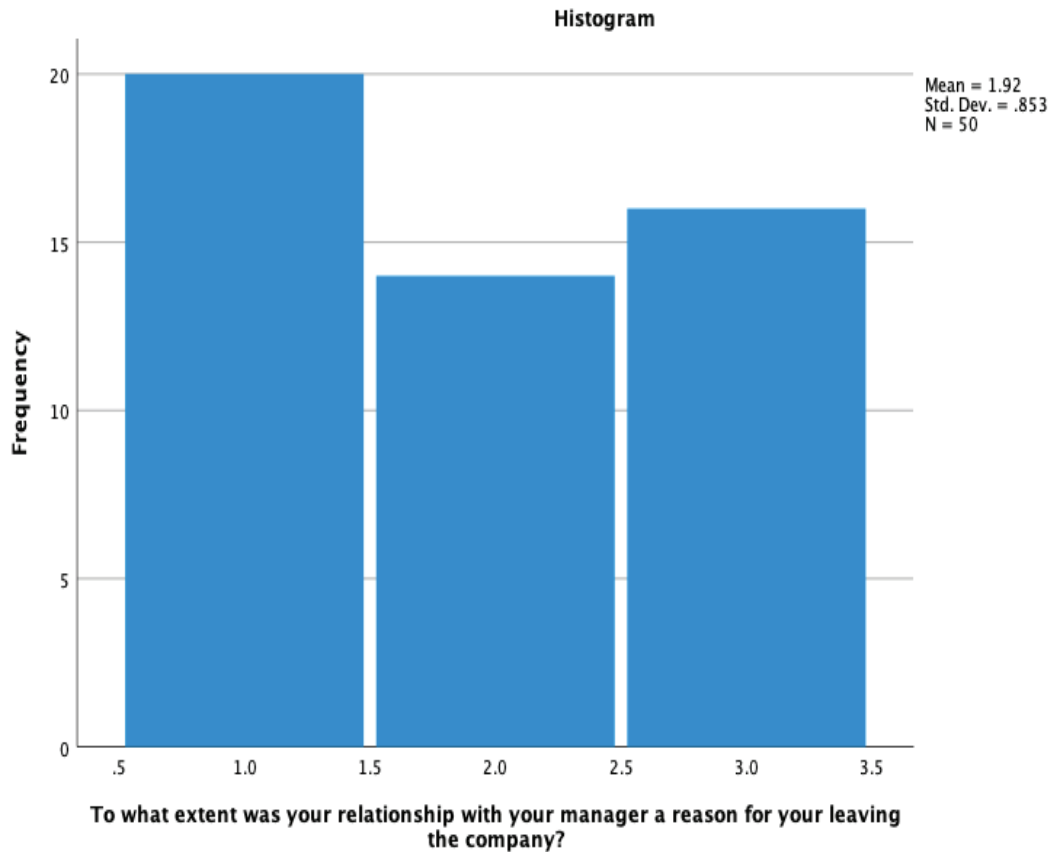
Results of the first hypothesis using Pearson Correlation ( $r = .69$ ,  $p < .01$ ) rejected the null hypothesis and implied as leadership style increase turnover decreased. Turnover was measured such that the higher score equaled less intent to turnover. A moderate, linear relationship can be assumed from the results. The assumption of normality for leadership was tested by visual inspection of the histogram and The Kolmogorov-Smirnoff. Leadership style was found to be a significant predictor of turnover ( $p < .01$ ). Similar research on turnover found leadership styles significantly related to voluntary employee turnover.

**Figure 11.** Assumption of normality



*Figure 11.* Assumption of normality. Leadership  $N = 50$ , Mean = 3.89 Std. Dev 1.127

Organizational leaders shape the trajectory of business outcomes and as a result are in decisive positions to influence employees buy into the organization's mission. Leadership styles that are destructive, such as dictatorship or autocratic styles are counterproductive to employees staying with an organization (Magbity, Ofei, & Wilson, 2020; Fallatah, Laschinger & Read, 2017). The second hypothesis utilizing Pearson's Correlation determined a positively significant correlation between organizational culture and turnover ( $r = .63, p < .01$ ). In addition, bivariate analysis determined job satisfaction and communication style were positively and significantly linked to organizational culture. Research questions 3 and 4 indicated a positively significant relationship between employee motivation and turnover. Motivation increases as the perception of fairness and leadership increases and decreases as demotivating leadership styles increases ( $r = .41, p = .003, 4 = .44, p = .001$ ) respectively. The null hypothesis was rejected for each of the individual analysis as each were significant. The alternative hypothesis was accepted for each research question. The analysis determined leadership styles is statistically significant predictors of turnover with a correlation between organizational culture, job satisfactions, motivation and communication styles. Figure 12 further demonstrated participants placed significant emphasis on the leader-member relationship as a reason to quit.



*Figure 12.* Histogram depicting participant question on employee-leader relationship

### Summary

The purpose of this non-experimental quantitative, correlation study, evaluated the relationship between leadership styles and employee turnover. The study investigated the antecedents to turnover influenced by leadership behavior, organizational culture, motivation, and job satisfaction. Increasing job satisfaction levels and fostering a robust organizational culture indicate the working environment is beneficial to companies (Hur, 2017; Mercadai, 2014). Mercadai (2014) describes organizational culture as the formal environment and norms that characterize a specific organization and the informal behavioral and social phenomena that occur among individuals in that organization. Mercadai (2014) states empirically that a firm's understanding of the phenomenon of organizational culture helps organizations reinforce the



working environment internally and externally. Consistent with a quantitative study of 250 employees of a small and medium technology company, an exploratory study on leadership styles and voluntary employee turnover found a significant negative relationship with authoritarian leadership style and intentions to quit (Luthra & Singh, 2019). Chapter 4 detailed the data collection findings, and the corresponding analysis using descriptive statistics, Pearson's Correlation, Kolmogorov-Smirnoff test, and Histograms. The reliability of the antecedents to turnover intention was acceptable. The study results indicated for *research question 1*, as leadership style increased, employee turnover decreased.

Further, it was determined for *research question 2*; employee turnover decreased as organizational culture increased. Perez-Vallejo and Fernandez-Munoz (2019) posit that organizations with adaptability and complementary leadership styles, realize positive employee job satisfaction, and influence the behaviors of the workers. The study results indicated that for *research questions 3 through 5* job performance, managers respect for employees, and methods of motivation were significantly related to employee motivation. Motivation in the workplace can be both intrinsically and extrinsically driven. Motivation is often used as a transitive verb with leadership behavior (Chang & Teng, 2017; Bhuyang & Goswami, 2017). The correlation analysis indicated a significant relationship between how leaders communicate with employees and the employee's decision to quit consequently.

Additionally, the study determined a significant relationship existed between organizational culture and motivation, as motivation and organizational increased, turnover decreased. The study determined that leadership styles directly impact the increase or decrease in employee turnover-earlier research on turnover intention, focused primarily on the employee's decision to quit and not leadership. As leadership and management styles have become a focal

point for organizations strategic objectives, an important business initiative is to examine the vital role leaders have in contributing to influencing an employee's decision to stay with the organization correlating to employee motivation and the Leader-member Exchange (Covella, McCarthy & Cocoran, 2017).

According to the results of the Kolmogorov-Smirnoff test the assumption of normality was violated for all variables except for organizational culture and communication style, given that the histogram appeared reasonably normal and the correlation analyses were robust to the violations of normality, the results appear credible and remain consistent with other studies on leadership styles and turnover. In addition to detailing the evaluations of the findings and results salient to the research questions, chapter 4 confirmed the study's reliability and validity. The prevalent issue of employee turnover requires further study on the impact of leadership styles on an employee's decision to quit. Chapter 5 details the study implications, recommendations, and conclusion.

## Chapter 5: Implications, Recommendations, and Conclusions

The purpose of this quantitative, correlation, non-experimental study was to explore the effects of leadership styles on an employee's decision to quit, examining the correlation to an employee's work motivation utilizing Victor Vroom's Expectancy Theory as an influence on job satisfaction, organizational culture. The phenomena of employee turnover affect employees, stakeholders, customers, and organizations. The financial impact of employee turnover is only one aspect of turnover conundrum. The problem addressed by this study was to compare leadership styles on an employee's decision to quit by investigating the antecedents to employee turnover as a result of leadership styles. The antecedents or predictor variables examined in this study were organizational cultures, job satisfaction, motivation, and communication styles. A quantitative analysis was utilized to determine the relationship between the variables. There is an adverse impact on employee morale; the loss of productivity and the loss of knowledge resulting from voluntary turnover are issues organizations face nationally and globally (Bonsu & Twum-Danso, 2018).

Understanding the impact of a leader's behavior on management style is critical in reducing employee turnover and creating an organizational culture that promotes a positive leader-member exchange (Magbity & Wilson, 2020). Existing research on leadership style and turnover continues to be widely studied because leadership is said to be central to the success of an organization (Solomon & Renier, 2017). The study's population was adult workers employed in various industries throughout nine regions in the United States. The researcher selected a quantitative method to analyze the variables; the correlation design elements included the use of various measures and were guided by the Authentic Leadership Questionnaire to explore the relationship between the variables (Akbar & Ahmad, 2019; Alessandri, Borgogni, & Latham,

2017; Barnes & Spangenburg, 2018). Data relating to the criterion variables of employee motivation, job satisfaction, and organizational culture were obtained utilizing an online leadership questionnaire consisting of 45 questions about the subset of the five research questions and hypothesis. For this study, the quantitative survey data collected from participants based on the leadership questionnaire derived from the ALQ instrument was loaded into the Statistical Package for Social Sciences (SPSS) 26 software to calculate the descriptive and inferential comparative data.

Pearson's Correlation, The Kolmogorov-Smirnov<sup>a</sup> Test, and Histograms were selected as most appropriate for this study to determine if there was a significant difference between leadership styles and how these behaviors impact organizational culture, job satisfaction, motivation, and communication leading to employee turnover. The validated instruments were assessed for reliability and internal consistency utilizing Pearson's Correlation and Cronbach's alpha (Olvera, Kroc, & Zumbo, 2020; Maleki, Alijanzadeh, & Porasghari, 2020; Vet, Mokkaik, Mosmuller, & Terwee, 2017). The scale's reliability was substantial according to Cronbach's alpha range; the study's Cronbach alpha range was strong at .73 - .86. The correlation analysis results between leadership style and turnover indicated a significant correlation as represented by  $r = .69$ ,  $p < .01$ , indicating as leadership style increased or was deemed positive, and employee turnover decreased. The relationship between the variables indicated a significant correlation existed between organizational culture and turnover ( $r = .63$ ,  $p < .01$ ), indicating that employee turnover decreased as organizational culture increased.

The analysis of job satisfaction variables, motivation and communication styles also indicated a strong correlation to turnover. The correlation between the variables was also visually represented by the histograms in the study. The researcher was aware of some limitations with

the survey questionnaires for this study and using the SurveyMonkey platform. There were limitations of participant self-selection, such that those who participated were selected through SurveyMonkey's database and may have been different from the researcher's request at an onsite location. Secondly, in terms of generalizability, the participant selection did not include the Southeast and Midwest Regions of the United States, and as a result, a disproportionate number of participants may not be represented in the study. An additional limitation of this study was the researcher's inability to control the study environment, which was dependent on SurveyMonkey, a third party.

Chapter 5 is divided into three parts. The first section discussed the research questions and hypothesis that were conducive to the study's assumptions, illustrating the extent to which it addressed the study's problem and research purpose. Whereby, a logical conclusion of the study's findings was ascertained. The correlation of how the assumptions and findings correspond to the study's problem statement and purpose was also discussed in the first section of chapter 5. The second section of chapter 5 asserted the researcher's recommendations for utilizing the study's findings for practical use and furthering research on the topic of leadership styles and employee turnover. The third and final section of chapter 5 concluded with a summary detailing what future researchers might do to advance the topic of employee turnover and build on the researcher's study. The chapter concluded with a summary of the research, the study's problem addressed and the importance of the study.

### **Implications**

There were five research questions and corresponding hypothesis that guided this study, that examined the effects of leadership style on employee turnover. The study was designed to examine the antecedents of organizational culture, job satisfaction, employee motivation, and

communication style in relation to the influence of leadership behaviors. The implications of the findings relative to the research questions and hypothesis are discussed below:

**RQ1.** To what extent, if any, does leadership style influence turnover?

**H1<sub>0</sub>.** There is no correlation between leadership style and employee turnover.

**H1<sub>a</sub>.** There is a correlation between leadership style and employee turnover.

The study's objective was to measure how different styles of leadership influenced an employee's decision to quit or stay with a company. Study participants indicated leadership behavior was a factor in the decision to quit, *RQI* was instrumental in the analysis. There were seven survey questions that addressed leadership style and turnover. Turnover was measured such that higher scores equaled less intent to turnover. Using Pearson's Correlation, the  $r$  value = .69 indicating a strong positive relationship between leadership style and turnover. The implication was negative leadership styles influenced turnover and alternatively positive leadership such as transformational leadership decreased employee turnover. In answering the primary problem of the effects of leadership styles on employee turnover, from the analysis of the data it is implied that the style and manner by which leaders interact and engage with employees causes attrition. Studies from the literature review in chapter 2, support the implication that leadership behavior is an antecedent to turnover. In a study of 265 participants Shkoler and Tziner (2020) examined leadership styles as a predictor to work attitudes, determining through analysis that positive and negative leadership styles have a direct influence on business outcomes.

**RQ2.** To what extent if any, does organizational culture influence employee turnover?

**H2<sub>0</sub>.** There is a correlation between organizational culture and turnover.

**H2<sub>a</sub>.** There is no correlation between organizational culture and turnover.

Employee turnover is described by some scholars as an international phenomenon and is a critical issue for many organizations (Oussama, Husna, & Muhammad, 2018). To achieve strategic objectives and competitive advantages, organizations critical assets are the employees. As a result, the organizational culture is a vital component to successful business outcomes (Ahmetoglu, Akhtar, Tsivrikos, & Chamorro-Premuzic, 2018). Findings supported in the literature review for this study are consistent with the research findings of this study on the influence of organizational culture on employee motivation and attitudes. The analysis of research question 2 and the hypothesis indicated a significant correlation existed between organizational culture and turnover; so much so that as organizational culture increased turnover decreased. Therefore, rejecting the null hypothesis. As discussed by Varghese, Das and Jebamalai (2016), organizational culture is inculcated by leaders to further a positive experience for employees to believe in the vision, mission and goals of the organization.

**RQ3.** What are the antecedents that influence job satisfaction, and motivation?

**H3<sub>0</sub>.** There is a correlation between job satisfaction, motivation, and employee turnover.

**H3<sub>a</sub>.** There is no correlation between job satisfaction, motivation, and employee turnover.

The data analysis for this study identified the antecedents to employee turnover applicable to this study. There are other factors that may contribute to employee turnover that this study did not address. However, job satisfaction and employee motivation were found to be contributory to employee turnover. There were four survey questions used in the analysis of job satisfaction. The participants perception was, as motivation increased the perception of leader's fairness and respectful treatment increased. Further, it was determined employee's motivation decreased as destructive leadership styles increased. The descriptive statistics are noted in Table 10 and Figure 9. Overall, job satisfaction and employee motivation are influenced by leadership behaviors that influence organizational culture. Over 55% of study participants indicated that

leaders were not inconsistent with reward and recognition. Previous research by Nasir and Mahmood (2018) asserted that leader's reward and recognition affect employee motivation and retention.

**RQ4.** To what extent if any, do communication styles impact employee turnover?

**H4<sub>0</sub>.** There is a correlation between a leader's communication style and employee turnover.

**H4<sub>a</sub>** There is no correlation between a leader's communication style and employee turnover.

While limited studies exist on leader's communication style and its effects on employee's decision to quit; O'Neal, Green, Gergen and Sun (2016) documented several studies supporting the analysis. O'Neal, et. al hypothesized that leaders who demonstrated empathy communicated in a certain manner and leaders who were not concerned about employees communicated in a different manner. The overarching determination was communication style influenced job satisfaction. The analysis of the data related to RQ4 determined that correlation analysis indicated there was a significant relationship between communication style and employee turnover ( $r = .58, p < .001$ ); turnover intention decreased as communication style increased. The null hypothesis was rejected.

**RQ5.** To what extent do organizational culture and leadership styles influence motivation?

**H5<sub>0</sub>.** There is no correlation between organizational culture, leadership style and motivation.

**H5<sub>a</sub>.** There is a correlation between organizational culture, leadership style and motivation.



The theoretical framework for this study was based on Victor Vroom Expectancy Theory of Motivation (1964). This theory's principle suggests that an individual will act in specific manner because they are motivated based on the results expected (Lloyd & Mertens, 2018). The alternate theories on motivation presented in chapter 2 of this study suggested that motivation is a mediating factor in an employee's perception of job satisfaction. The analysis results of R5 revealed that organizational culture and leadership style were significantly related to employee motivation. Among the motivation components, thirteen questions guided the analysis examining employee's perception of feeling valued, respected, rewards and recognition, evaluation, and supervisory feedback (Table 8 and Table 9). Conversely, when employees are not respected or valued morale, motivation and satisfaction decreases. The correlation analysis results indicated a significant relationship between organizational culture and motivation, ( $r = .67, p < .001$ ); motivation increased as organizational culture increased. Additionally, the correlation analysis results indicated a significant relationship between leadership style and motivation, ( $r = .77, p < .001$ ); motivation increased as leadership style increased. This supports the assumption that the actions of leaders is a critical component in employee motivation, a necessary factor in executing business objectives.

The findings of the study revealed that for *hypothesis 5* employee motivation is a critical component of the employee's perception of organizational culture, and the employee's willingness to be loyal to the organization. Swe and Lu, (2019) study on leadership and employee relationship finding emphasized the responsibility of leaders to foster a work environment that attract, sustain and retain employees who are committed to the success of achieving the organizational goals because they are satisfied with their employment. It can be

derived by the implication, that organizational culture, leadership style and employee motivation are interconnected.

The quantitative study included participants from various geographical areas, giving way to diversity in responses based on individual participant experiences, and gender. The interpretation of survey results are critical to explaining why a phenomenon occurred or any relationship between the variables (Wadams & Park, 2018). As a result, it is important to note that researcher bias was a potential influence on the interpretation of the results (Shepperd & Bowes, 2018). The study experimenter may influence the research results to achieve the desired outcome, which is considered researcher bias; another potential influence on the study results. The researcher's personal prejudices, belief systems, objectivity and opinions were also a possible influence on the interpretation of the results (Johnson, Adkins, & Chauvin, 2020).

### **Recommendations for Practice**

Using the theoretical framework of Expectancy Theory as a guide, the tenets of Vroom's Theory (1964); expectancy, valence and instrumentality can be furthered utilized to explore additional antecedents between leadership behaviors and employee motivation that influence turnover. It is recommended that organizational leaders demonstrate a commitment to providing employees the return necessary to stimulate the effort and commitment necessary to achieve the work necessary to improve motivation and decrease turnover. The leader-member relationship is important to achieving employee and organizational success, as demonstrated in the study analysis, it is recommended that the areas of the study that participants expressed negative feedback on leaders' behaviors be addressed for organizational improvement. Addressing the areas of the data analysis that indicated the negative effects of leadership styles on the employee experience, will aid to improving the phenomena of employee turnover. Organizational culture

consists of the company's shared beliefs and values established by the leaders of the organization ultimately influencing the employee's perception of the organization, employee motivation and organizational outcomes (Gregersen, Vincent-Hoper, & Nienhaus, 2016; Hur, 2017). To this end, it is recommended that leaders engage in transformational and democratic styles of leadership to foster a positive work culture.

According to the Bureau of Labor and Statistic (2019) job separations for the period of March through June 2019, totaled 7.4 million or 5.9 percent of total employment nationwide. The staggering amount of employees voluntarily or involuntarily leaving their jobs are in part influenced by organizational leaders (Visvanathan, Muthuveloo, & Ping, 2018). The results of hypothesis 1, 2 and 3 answered the research questions on the influence of leadership styles on employee motivation, job satisfaction and organizational culture; all of which impact employee turnover. All three of the research hypothesis supported leadership theory that transformational styles are positive influencers on the employee experience. Qadir and Yesiltas (2020) identified in a study of 285 employees that transformational leadership styles improved organizational commitment and employee performance. As a result, the predictive model from the hypothesis supported the results that leaders that demonstrated positive leadership styles improved the employee experience and ultimately improved organizational objectives, decreasing turnover.

Hypothesis 4 and 5 were instrumental in correlating the effects and importance of managers ability to cultivate the employer-employee relationship to ascertain a positive relationship or a negative relationship. Based on The Leader-Member Theory (LMX), Kauppila (2016), Graen and Uhl-Bien (1995) the assumption is that the relationship between manager and their employees are crucial to employee motivation or demotivation, influencing an employee's decision to quit. The results of the hypothesis is relevant to guide organizational leaders in best

practices. The application of positive leader behaviors could cultivate and realize positive outcomes that improve employee job satisfaction, motivation and loyalty. It is recommended that new and tenured managers go to leadership training and onboarding that address positive leaders' styles in comparison to negatives leadership styles.

### **Recommendations for Future Research**

The conundrum of employee turnover is an issue for large and small organizations alike. One critical finding of this study postulates the tenets of employee motivation and job satisfaction are influencers to turnover. The ideology of examining leadership styles as a predictor to employee turnover will expand the understanding of predictor variables and provide insight into mitigating the effects of leadership style on attrition. Based on the results of this study, several recommendations for future research emerged. Due to the current pandemic, the research site and participant sample size was modified, while the 50 participants who volunteered through SurveyMonkey was sufficient to meet the minimums sample size, a larger sample size would have allowed for the potential to obtain additional insight on the reasons employees voluntarily quit. The survey participation rate for this study was 100% providing ample information to meet the researcher's requirement. As a result, the analysis demonstrated significant correlations and the predictor antecedents to employee turnover were demonstrated between the variables.

Future research could benefit by using targeted population sample from specific organizations to address reasons for turnover specific to that industry or organizational environment. Additionally, significant correlations were exhibited between the predictor variables and criterion variables of employee turnover. While causality cannot be established by correlation, the inference that leadership styles influence turnover; can be studied more to

determine it a predictor variable that is causative (Rohrer, 2018). The current study was quantitative in nature, future studies may benefit from utilizing a qualitative or mixed-method approach to obtain data from observational studies in addition to quantitative data (McCusker & Gunaydin, 2015). Therefore, allowing the researcher to observe first-hand the interaction and outcomes of the leadership styles on employee work behavior. In a qualitative study of 14 children's welfare agencies by Vito (2016), the researcher observed management meetings, organizational culture, relationship between senior leaders and first line employees, paying specific attention to the process and content of the meetings and subsequently employee's reactions. This format was selected to provide rich information for data analysis and is a recommendation for future research. Additionally, future research could benefit from a more comprehensive use of the MLQ-5X Survey (MindGarden). This questionnaire provides a more comprehensive assessment of how the leader's subordinates, peers, and supervisors measure the leader's behaviors by measuring different types of leadership styles.

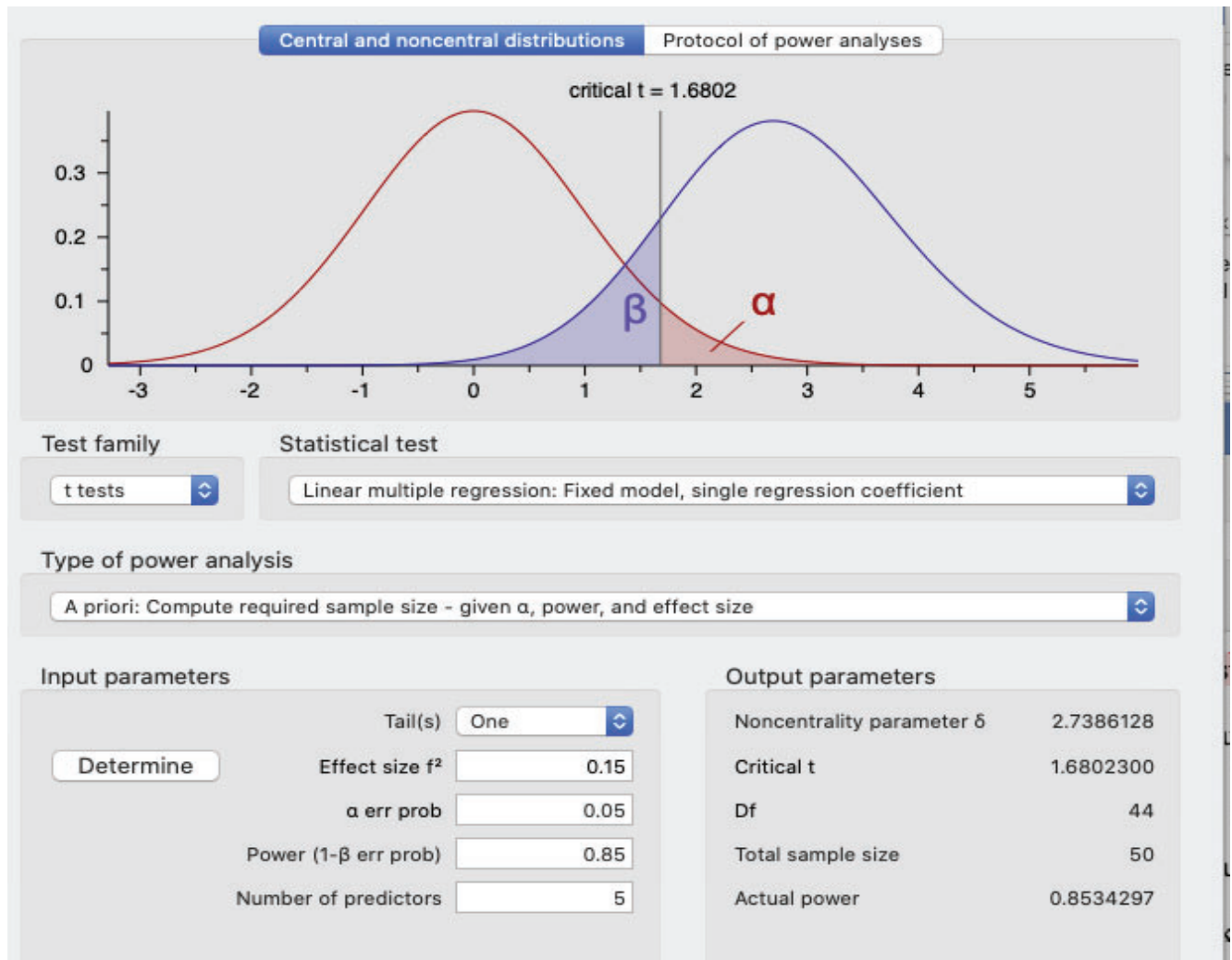
### **Conclusions**

The purpose of this quantitative correlation non-experimental study was to investigate the relationships between leadership styles, organizational culture, job satisfaction, communication styles, employee motivation and employee turnover among employees employed participants reporting to the same supervisor for a minimum of ninety days. Inferential statistics supported the design methodology and theoretical framework. Employee motivation as a construct of expectancy theory guided this study. The study sought to illuminate how positive leadership styles garner positive outcomes for the employee and the organization. The theoretical framework for the study used Victor's Vroom's Expectancy Theory on Motivation (1964). Employee motivation is essential to the employee work life. In multiple studies across different

industries, employee motivation was found to be one of the main components to effective work performance and job satisfaction (Guo, & Ling, 2020; Porter & Lawler, 1968; Ozsoy, 2019; Musinguzi, Rutebemberwa, Nahirya-Ntege, & Kekitiinwsa, 2018; and Muldoon, Keough, & Lovett, 2018). Leader's actions or inaction motivate or demotivate employees a tenet in an employee's intent to quit.

The findings of the study was conclusive in determining significant correlation existed between leadership style and turnover. The analysis tested the assumption of normality for each variable through visual inspection of the histograms and Kolmogorov-Smirnoff tests determining the assumption of normality. The correlation analyses were robust to the violations of normality and the results concluded by correlation the impact of leadership styles on the antecedents to turnover. The antecedents this study examined were leadership style, motivation, organizational culture, communication style, and job satisfaction. The results of this study indicated that the topic of leadership and turnover is a noteworthy topic that can benefit from future studies. As the problem of employee turnover is no relegated to one type of industry and it is a prevalent problem.

## Appendix A: G\*Power A Priori Analysis



*Analysis and representation of sample size of 50 employees*

**Appendix B: Frequencies and counts for categorical and continuous variables – demographics**

<b>Variable</b>	<b>N</b>	<b>%</b>
How long have you reported to the same supervisor?		
1 - 2 years	9	18.0
3 - 6 months	16	32.0
6 months - 1 year	18	36.0
More than 2 years	7	14.0
Age		
18-29	27	54.0
30-44	19	38.0
45-60	3	6.0
> 60	1	2.0
Gender		
Female	33	66.0
Male	17	34.0
Income		
\$0-\$9,999	6	12
\$10,000-\$24,999	3	6
\$25,000-\$49,999	11	22
\$50,000-\$74,999	9	18
\$75,000-\$99,999	8	16
\$100,000-\$124,999	5	10
\$200,000+	3	6
Prefer not to answer	5	10
Region		
East North Central	8	16.0
East South Central	4	8.0
Middle Atlantic	10	20.0
Mountain	2	4.0
New England	3	6.0
Pacific	8	16.0
South Atlantic	6	12.0
West North Central	3	6.0
West South Central	6	12.0



## Appendix C: Consent Letter – Survey Screening Criteria

### CONSENT LETTER

#### Introduction

My name is Charmaine Saunders. I am a doctoral student at Northcentral University. I am conducting a study on the issue of employee turnover and how supervisors drive employees to quit. This consent form allows me to use your answers to help solve the problem. Your participation is entirely voluntary, and I am here to address your questions or concerns at any point during the study.

#### Eligibility

You are eligible to participate in this research if you:

If you have been employed 90 days or more

You are between 18 and 65 years old

You are not managing or leading any other employee

You have had the same manager for at least 90 days

Voluntarily provide informed consent

Willingly participate in the study

Study participants will be both male and female

I hope to include 46 people in this research.

#### Activities

If you participate in this study, you will be asked to:

1. Complete a survey that consists of 80 questions that should take 24 minutes to complete.

#### Risks:

There are minimal risks to this study. Some of the potential dangers may include feelings of anxiety or stress. Or discomfort in rating your director supervisor, and fear that your responses may be linked back to you. If at any time you are feeling uncomfortable with any of the risks, you can withdraw from the study.

#### Benefits

The direct benefits of your participation in the study include an improved work culture and further research.

### Privacy and Confidentiality

I will secure your information with these steps: Your answers will not be linked backed you. It will not contain any information to identify you. The survey responses will only be viewed by myself, my dissertation committee, and the Institutional Review Board for the purpose of this dissertation. The survey will be conducted using SurveyMonkey's website, and the completed study will be downloaded to my personal computer, which is password protected and limited to me. After the survey is completed, it will be deleted from SurveyMonkey.

This study is anonymous, and I will not require you to provide your name or your IP address. Some information may be used for future research on the topic of turnover.

I will securely store your data for 3 years. I will delete electronic data and destroy any copies of the paper data.

### How the Results Will Be Used

The data from the study will not be published. You will not be identified, your responses will be used to improve processes, employee experience, and help leaders become better at managing.

### Contact Information

If you have questions, you can contact me at c.saunders5833@o365.ncu.edu - email address and 956 410-9827 telephone number.

My dissertation chair's name is Dr. Chris Agada. He works at Northcentral University and is supervising me in the research. You can contact him at cagada@ncu.edu or his telephone number 312-869-2802.

If you contact me or my dissertation chair, your telephone number or email address will not be linked to your responses.

If you have questions about your rights in this study or if a problem or injury occurs during your participation, don't hesitate to contact the NCU Institutional Review Board at irb@ncu.edu or 1-888-327-2877 ext. 8014.

### Voluntary Participation

If you decide not to participate voluntarily, or if you stop participation after you start, there will be no penalty to you and no benefit lost. Check the box below if you agree or disagree to participate.

I agree

I disagree

11355 N. Torrey Pines Road  
La Jolla, CA 92037

## Appendix D: NCU IRB Approval Letter - Exempt Study

**Date:** May 29, 2020

**PI Name:** Charmaine Saunders

**Chair Name (if applicable):** Chris Agada

**Application Type:** Initial Submission

**Review Level:** Exempt - Category 2

**Study Title:** The Effects of Leadership Styles in a Contact Center: A Quantitative Analysis

**Approval Date** May 28, 2020

Dear Charmaine:

Congratulations! Your IRB application has been approved. Your responsibilities include the following:

1. Follow the protocol as approved. If you need to make changes with your population, recruitment, or consent, please submit a modification form.
2. If there is a consent process in your research, you must use the consent form approved with your final application. Please make sure all participants receive a copy of the consent form.
3. **If there are any injuries, problems, or complaints from participants (adverse events), you must notify the IRB at [IRB@ncu.edu](mailto:IRB@ncu.edu) within 24 hours.**
4. IRB audit of procedures may occur. The IRB will notify you if your study will be audited.
5. When data are collected and de-identified, please submit a study closure form to the IRB.
6. You must maintain current CITI certification until you have submitted a study closure form.
7. If you are a student, please be aware that you must be enrolled in an active dissertation course with NCU in order to collect data.

Best wishes as you conduct your research!

Respectfully,

Northcentral University Institutional Review Board

Email: [irb@ncu.edu](mailto:irb@ncu.edu)

11355 N. Torrey Pines Road  
La Jolla, CA 92037

## Response to COVID-19

As state orders change with regards to interacting with people, and as you consider your research, please abide by all CDC and WHO recommendations regarding COVID 19. Please abide by their recommendations as the primary source of guidance.

For face-to-face human subject research, until an effective vaccine for COVID-19 is widely available, please abide by the following for all data collection.

Study personnel and participants must pass self-screening prior to in-person interactions.

Passing requires an answer of “No” to all of the following questions:

- Have you recently started experiencing any of these symptoms?
  - ⑩ Fever or chills, or
  - ⑩ Mild or moderate difficulty breathing, or
  - ⑩ New or worsening cough, or
  - ⑩ Sustained loss of smell, taste, or appetite, or
  - ⑩ Sore throat, or
  - ⑩ Vomiting or diarrhea, or
  - ⑩ Aching throughout the body

A distance of 6 feet must be maintained between study personnel and participants throughout in-person interactions, unless participation requires closer contact.

Surgical or N95 masks must be worn by study personnel and participants throughout in person interactions. If study participation requires contact closer than 6 feet, N95 masks, gloves, and safety glasses must be employed.

Study spaces, facilities, and equipment must be thoroughly cleaned and disinfected before and after in-person interactions.

Adequate supplies of equipment, disinfectants, and PPE must be ensured before the study begins, and must not detract from the local community’s ability to respond to a potential surge.

## Appendix E: License for MLQ Survey

Used as a guide for survey questionnaire

**Permission for Charmaine Saunders to reproduce 50 copies within  
three years of May 12, 2020**

### **Multifactor Leadership Questionnaire™**

**Instrument (Leader and Rater Form)  
and Scoring Guide  
(Form 5X-Short)**

**by Bruce Avolio and Bernard Bass**

Published by Mind Garden, Inc.

info@mindgarden.com  
www.mindgarden.com

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## MLQ Multifactor Leadership Questionnaire™ Leader Form (5x-Short)

My Name: \_\_\_\_\_ Date: \_\_\_\_\_

Organization ID #: \_\_\_\_\_ Leader ID #: \_\_\_\_\_

This questionnaire is to describe your leadership style as you perceive it. Please answer all items on this answer sheet. **If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.**

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word “others” may mean your peers, clients, direct reports, supervisors, and/or all of these individuals.

Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

- |    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
| 1. | I provide others with assistance in exchange for their efforts.....                            | 0 | 1 | 2 | 3 | 4 |
| 2. | I re-examine critical assumptions to question whether they are appropriate .....               | 0 | 1 | 2 | 3 | 4 |
| 3. | I fail to interfere until problems become serious .....  | 0 | 1 | 2 | 3 | 4 |
| 4. | I focus attention on irregularities, mistakes, exceptions, and deviations from standards ..... | 0 | 1 | 2 | 3 | 4 |
| 5. | I avoid getting involved when important issues arise .....                                     | 0 | 1 | 2 | 3 | 4 |
| 6. | I talk about my most important values and beliefs .....  | 0 |   | 1 |   | 2 |
|    | 3 4  |   |   |   |   |   |
| 7. | I am absent when needed.....   | 0 | 1 |   | 2 | 3 |
|    | 4  |   |   |   |   |   |
| 8. | I seek differing perspectives when solving problems .....                                      | 0 |   | 1 |   | 2 |
|    | 3 4  |   |   |   |   |   |

									2
9.	I talk optimistically about the future.....	0	1	2	3	4			
	4								
10.	I instill pride in others for being associated with me .....	0	1	2	3	4			
	3 4								
11.	I discuss in specific terms who is responsible for achieving performance targets .....	0	1	2	3	4			
12.	I wait for things to go wrong before taking action .....	0	1	2	3	4			
13.	I talk enthusiastically about what needs to be accomplished .....	0	1	2	3	4			
14.	I specify the importance of having a strong sense of purpose .....	0	1	2	3	4			
15.	I spend time teaching and coaching .....	0	1	2	3	4			

Continued =>

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

16.	I make clear what one can expect to receive when performance goals are achieved .....	0	1	2	3	4			
	3 4								
17.	I show that I am a firm believer in "If it isn't broke, don't fix it." .....	0	1	2	3	4			
	3 4								
18.	I go beyond self-interest for the good of the group .....	0	1	2	3	4			
	3 4								
19.	I treat others as individuals rather than just as a member of a group .....	0	1	2	3	4			
	3 4								
20.	I demonstrate that problems must become chronic before I take action .....	0	1	2	3	4			
	3 4								
21.	I act in ways that build others' respect for me .....	0	1	2	3	4			
22.	I concentrate my full attention on dealing with mistakes, complaints, and failures .....	0	1	2	3	4			
	0								
23.	I consider the moral and ethical consequences of decisions .....	0	1	2	3	4			
24.	I keep track of all mistakes .....	0	1	2	3	4			
25.	I display a sense of power and confidence .....	0	1	2	3	4			
26.	I articulate a compelling vision of the future .....	0	1	2	3	4			
	3 4								
27.	I direct my attention toward failures to meet standards .....	0	1	2	3	4			
	3 4								
28.	I avoid making decisions .....	0	1	2	3	4			
	3 4								

29. I consider an individual as having different needs, abilities, and aspirations from others ..... 0 1 2 3 4  
3 4
30. I get others to look at problems from many different angles ..... 0 1 2  
3 4
31. I help others to develop their strengths ..... 0 1 2 3 4
32. I suggest new ways of looking at how to complete assignments ..... 0 1 2 3 4
33. I delay responding to urgent questions ..... 0 1 2 3 4
34. I emphasize the importance of having a collective sense of mission ..... 0 1 2 3 4
35. I express satisfaction when others meet expectations ..... 0 1 2 3 4
36. I express confidence that goals will be achieved ..... 0 1 2  
3 4
37. I am effective in meeting others' job-related needs ..... 0 1 2  
3 4
38. I use methods of leadership that are satisfying ..... 0 1 2  
3 4
39. I get others to do more than they expected to do ..... 0 1 2  
3 4
40. I am effective in representing others to higher authority ..... 0 1 2  
3 4
41. I work with others in a satisfactory way ..... 0 1 2 3 4
42. I heighten others' desire to succeed ..... 0 1 2 3 4
43. I am effective in meeting organizational requirements ..... 0 1 2 3 4
44. I increase others' willingness to try harder ..... 0 1 2 3 4
45. I lead a group that is effective ..... 0 1 2 3 4

## MLQ Multifactor Leadership Questionnaire Rater Form (5x-Short)

Name of Leader: \_\_\_\_\_ Date: \_\_\_\_\_

Organization ID #: \_\_\_\_\_ Leader ID #: \_\_\_\_\_

This questionnaire is to describe the leadership style of the above-mentioned individual as you perceive it. Please answer all items on this answer sheet. **If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.** Please answer this questionnaire anonymously.



IMPORTANT (necessary for processing): Which best describes you?

- I am at a higher organizational level than the person I am rating.  
 The person I am rating is at my organizational level.  
 I am at a lower organizational level than the person I am rating.  
 I do not wish my organizational level to be known.

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

*THE PERSON I AM RATING. . .*

1.	Provides me with assistance in exchange for my efforts .....	0	1	2	3	4
2.	Re-examines critical assumptions to question whether they are appropriate .....	0	1	2	3	4
3.	Fails to interfere until problems become serious .....	0	1	2	3	4
4.	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards .....	1	2	3	4	0
5.	Avoids getting involved when important issues arise .....	0	1	2	3	4
6.	Talks about their most important values and beliefs .....	0	1	2	3	4
7.	Is absent when needed .....	0	1	2	3	4
8.	Seeks differing perspectives when solving problems .....	0	1	2	3	4
9.	Talks optimistically about the future .....	0	1	2	3	4
10.	Instills pride in me for being associated with him/her .....	0	1	2	3	4
11.	Discusses in specific terms who is responsible for achieving performance targets .....	0	1	2	3	4
12.	Waits for things to go wrong before taking action .....	0	1	2	3	4
13.	Talks enthusiastically about what needs to be accomplished .....	0	1	2	3	4
14.	Specifies the importance of having a strong sense of purpose .....	0	1	2	3	4
15.	Spends time teaching and coaching .....	0	1	2	3	4

Continued =>

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

16.	Makes clear what one can expect to receive when performance goals are achieved .....	0	1	2
	3 4			
17.	Shows that he/she is a firm believer in "If it isn't broke, don't fix it." .....	0	1	2
	3 4			
18.	Goes beyond self-interest for the good of the group .....	0	1	2
	4			
19.	Treats me as an individual rather than just as a member of a group .....	0	1	2
	3 4			
20.	Demonstrates that problems must become chronic before taking action .....	0	1	2
	3 4			
21.	Acts in ways that builds my respect .....	0	1	2
				3 4
22.	Concentrates his/her full attention on dealing with mistakes, complaints, and failures .....	1	2	3
	0			4
23.	Considers the moral and ethical consequences of decisions .....	0	1	2
				3 4
24.	Keeps track of all mistakes .....	0	1	2
				3 4
25.	Displays a sense of power and confidence .....	0	1	2
				3 4
26.	Articulates a compelling vision of the future.....	0	1	2
	4			3
27.	Directs my attention toward failures to meet standards .....	0	1	2
	3 4			
28.	Avoids making decisions .....	0	1	2
	3 4			
29.	Considers me as having different needs, abilities, and aspirations from others .....	0	1	2
	3 4			
30.	Gets me to look at problems from many different angles .....	0	1	2
	3 4			
31.	Helps me to develop my strengths .....	0	1	2
				3 4
32.	Suggests new ways of looking at how to complete assignments .....	0	1	2
				3 4
33.	Delays responding to urgent questions .....	0	1	2
				3 4
34.	Emphasizes the importance of having a collective sense of mission .....	0	1	2
				3 4
35.	Expresses satisfaction when I meet expectations .....	0	1	2
				3 4
36.	Expresses confidence that goals will be achieved .....	0	1	2
	3 4			
37.	Is effective in meeting my job-related needs .....	0	1	2
	3 4			
38.	Uses methods of leadership that are satisfying .....	0	1	2
	3 4			
39.	Gets me to do more than I expected to do .....	0	1	2
	3 4			
40.	Is effective in representing me to higher authority .....	0	1	2
	3 4			

41.	Works with me in a satisfactory way .....	0	1	2	3	4
42.	Heightens my desire to succeed .....	0	1	2	3	4
43.	Is effective in meeting organizational requirements .....	0	1	2	3	4
44.	Increases my willingness to try harder .....	0	1	2	3	4
45.	Leads a group that is effective .....	0	1	2	3	4

## MLQ Multifactor Leadership Questionnaire Scoring Key (5x) Short

My Name: \_\_\_\_\_ Date: \_\_\_\_\_

Organization ID #: \_\_\_\_\_ Leader ID #: \_\_\_\_\_

**Scoring:** The MLQ scale scores are average scores for the items on the scale. The score can be derived by summing the items and dividing by the number of items that make up the scale. All of the leadership style scales have four items, Extra Effort has three items, Effectiveness has four items, and Satisfaction has two items.

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

**Idealized Influence (Attributed) total/4 =**

**Management-by-Exception (Active) total/4 =**

**Idealized Influence (Behavior) total/4 =**

**Management-by-Exception (Passive) total/4 =**

**Inspirational Motivation total/4 =**

**Laissez-faire Leadership total/4 =**

**Intellectual Stimulation total/4 =**

**Extra Effort total/3 =**

**Individualized Consideration total/4 =**

**Effectiveness total/4 =**

**Contingent Reward total/4 =**

**Satisfaction total/2 =**

1.	<b>Contingent Reward</b> .....	0	1	2	3	4
2.	<b>Intellectual Stimulation</b> .....	0	1	2	3	4
3.	<b>Management-by-Exception (Passive)</b> .....	0	1	2	3	4
4.	<b>Management-by-Exception (Active)</b> .....	0	1	2	3	4
5.	<b>Laissez-faire</b> .....	0	1	2	3	4
6.	<b>Idealized Influence (Behavior)</b> .....	0	1	2	3	4
7.	<b>Laissez-faire</b> .....	0	1	2	3	4

8.	<b>Intellectual Stimulation</b>	.....	0	1	2
		3 4			
9.	<b>Inspirational Motivation</b>	.....	0	1	
		2 3 4			
10.	<b>Idealized Influence (Attributed)</b>	.....	0		
		1 2 3 4			
11.	<b>Contingent Reward</b>	.....	0	1	2 3 4
12.	<b>Management-by-Exception (Passive)</b>	.....	0	1	2 3 4
13.	<b>Inspirational Motivation</b>	.....	0	1	2 3 4
14.	<b>Idealized Influence (Behavior)</b>	.....	0	1	2 3 4
15.	<b>Individualized Consideration</b>	.....	0	1	2 3 4

Continued=&gt;

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

16.	<b>Contingent Reward</b>	.....	0	1
		2 3 4		
17.	<b>Management-by-Exception (Passive)</b>	.....	0	1 2
		3 4		
18.	<b>Idealized Influence (Attributed)</b>	.....	0	1
		2 3 4		
19.	<b>Individualized Consideration</b>	.....	0	
		1 2 3 4		
20.	<b>Management-by-Exception (Passive)</b>	.....	0	1 2
		3 4		
21.	<b>Idealized Influence (Attributed)</b>	.....	0	1 2 3 4
22.	<b>Management-by-Exception (Active)</b>	.....	0	1 2 3 4
23.	<b>Idealized Influence (Behavior)</b>	.....	0	1 2 3 4
24.	<b>Management-by-Exception (Active)</b>	.....	0	1 2 3 4
25.	<b>Idealized Influence (Attributed)</b>	.....	0	1 2 3 4
26.	<b>Inspirational Motivation</b>	.....	0	1
		2 3 4		

27.	<b>Management-by-Exception (Active)</b> .....	0	1	2	3	4
	2 3 4					
28.	<b>Laissez-faire</b> .....	0	1	2	3	4
	3 4					
29.	<b>Individualized Consideration</b> .....	0	1	2	3	4
	4					
30.	<b>Intellectual Stimulation</b> .....	0	1	2	3	4
	3 4					
31.	<b>Individualized Consideration</b> .....	0	1	2	3	4
32.	<b>Intellectual Stimulation</b> .....	0	1	2	3	4
33.	<b>Laissez-faire</b> .....	0	1	2	3	4
34.	<b>Idealized Influence (Behavior)</b> .....	0	1	2	3	4
35.	<b>Contingent Reward</b> .....	0	1	2	3	4
36.	<b>Inspirational Motivation</b> .....	0	1	2	3	4
	4					
37.	<b>Effectiveness</b> .....	0	1	2	3	4
	3 4					
38.	<b>Satisfaction</b> .....	0	1	2	3	4
	3 4					
39.	<b>Extra Effort</b> .....	0	1	2	3	4
	2 3 4					
40.	<b>Effectiveness</b> .....	0	1	2	3	4
	3 4					
41.	<b>Satisfaction</b> .....	0	1	2	3	4
42.	<b>Extra Effort</b> .....	0	1	2	3	4
43.	<b>Effectiveness</b> .....	0	1	2	3	4
44.	<b>Extra Effort</b> .....	0	1	2	3	4
45.	<b>Effectiveness</b> .....	0	1	2	3	4



The MLQ -- I've finished my data collection... Now what?

### Step 1: Acquire the Manual for the MLQ

If you need to order the manual, you may go online and with a credit card order a PDF/electronic copy to be delivered same day. <http://www.mindgarden.com/multifactor-leadership-questionnaire/238-mlqmanual.html>

### Step 2: Group the MLQ Items

Use the MLQ Scoring Key to group items by scale (See below for classification of items and scales).

### Step 3: Calculation of Averages

Calculate an average by scale. (Example: the items which are included in the Idealized Influence (Attributes) are Items 10,18,21,25. Add the scores for all responses to these items and divide by the total number of responses for that item. Blank answers should not be included in the calculation). Note: you may find a spreadsheet tool such as MS Excel to be helpful in recording, organizing and calculating averages.

### Step 4: Analysis

The MLQ is not designed to encourage the labeling of a leader as Transformational or Transactional. Rather, it is more appropriate to identify a leader or group of leaders as (for example) “more transformational than the norm” or “less transactional than the norm”.

One option for analysis is to compare the average for each scale to the norm tables in Appendix B of the MLQ Manual. Example: by looking at Appendix B Percentiles for Individual Scores table in the back of the Manual, you will see that a score of 2.75 for Idealized Attributes [also known as Idealized Influence (Attributes)] is at the 40th percentile, meaning 40% of the normed population scored lower, and 60% scored higher than 2.75.

*See next page*



Characteristic	Scale Name	Scale Abbrev	Items
Transformational	Idealized Attributes or Idealized Influence (Attributes)	IA or II(A)	10,18,21,25
Transformational	Idealized Behaviors or Idealized Influence (Behaviors)	IB or II(B)	6,14,23,34
Transformational	Inspirational Motivation	IM	9,13,26,36

Transformational	Intellectual Stimulation	IS	2,8,30,32
Transformational	Individual Consideration	IC	15,19,29,31
Transactional	Contingent Reward	CR	1,11,16,35
Transactional	Mgmt. by Exception (Active)	MBEA	4,22,24,27
Passive Avoidant	Mgmt. by Exception (Passive)	MBEP	3,12,17,20
Passive Avoidant	Laissez-Faire	LF	5,7,28,33

Characteristic	Scale Name	Scale Abbrev	Items
*Outcomes of Leadership	Extra Effort	EE	39,42,44
Outcomes of Leadership	Effectiveness	EFF	37,40,43,45
Outcomes of Leadership	Satisfaction	SAT	38,41

\*As the term connotes, the Outcomes of Leadership are not Leadership styles, rather they are outcomes or results of leadership behavior.

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Online administration and scoring of the Multifactor Leadership Questionnaire is available from Mind Garden, (<https://www.mindgarden.com/16-multifactor-leadershipquestionnaire>). Mind Garden provides services to add items and demographics to the Multifactor Leadership Questionnaire. Reports are available for the Multifactor Leadership Questionnaire.

If your research uses an online survey platform other than the Mind Garden Transform survey system, you will need to meet Mind Garden's requirements by following the procedure described at [mindgarden.com/mind-garden-forms/58-remote-online-useapplication.html](http://mindgarden.com/mind-garden-forms/58-remote-online-useapplication.html).

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**Citation of the instrument must include the applicable copyright statement listed below. Sample Items:**

As a leader ....

I talk optimistically about the future.



I spend time teaching and coaching.  
I avoid making decisions.

The person I am rating....

Talks optimistically about the future.  
Spends time teaching and coaching.  
Avoids making decisions

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Sincerely,



Robert Most  
Mind Garden, Inc. [www.mindgarden.com](http://www.mindgarden.com)

**Charmaine Saunders**  
**Doctoral Candidate – Northcentral University College of Business**  
**Email: Csaunders5833@o365.ncu.edu**

### **RECRUITING MESSAGE**

**Greetings,**

**My name is Charmaine Saunders, and I am a Doctoral student at Northcentral University. I am conducting a study for my doctorate research examining the effects of leadership styles on employee turnover. The purpose of this study is to help reduce the problem of employee turnover by looking at a leader's behaviors that drive employees to quit. I am asking for your voluntary participation in this research if:**

- **You have been employed at least ninety days with your company**
- **You are between the ages of 18 and 65**
- **You report to a supervisor or manager, and you are not in a leadership role**
- **You have reported to the same manager for at least three months**

**The survey will take 10 minutes to complete, and it will be anonymous. Your responses will be confidential. The survey's link is:**

**If you have questions about this research or survey, you can contact me at c.saunders5833@o365.ncu.edu.**

**Best regards,**

**Charmaine Saunders**  
**Doctoral Candidate**  
**Northcentral University**

## Appendix F: Participant Survey Questions – SurveyMonkey Platform

**Thank you for participating in our survey. Your feedback is important**

\* 1. How likely is it that you would recommend your supervisor to a colleague?

NOT AT ALL LIKELY

EXTREMELY LIKELY

1

2

3

4

5

6

7

8

9

10

\* 2. How easy is it to get help from your supervisor when you want it?

Extremely easy

Not so easy

Very easy

Not at all easy

Somewhat easy

\* 3. How available to employees is your supervisor?

Extremely available

Not so available

Very available

Not at all available

Somewhat available

\* 4. How often does your supervisor give you feedback about your work?

Extremely often

Not so often

Very often

Not at all often

Somewhat often

\* 5. How consistently does your supervisor reward employees for good work?

Extremely consistently

Not so consistently

Very consistently

Not at all consistently

Somewhat consistently

6. How long have you reported to the same supervisor?

3 - 6 months

6 months - 1 year

1 - 2 years

More than 2 years

\* 7. How often does your supervisor listen to employees' opinions when making decisions?

Extremely often

Not so often

Very often

Not at all often

Somewhat often

\* 8. Does your supervisor include you in the decision making processes when it affects you?

Always

Once in a while

Most of the time

Never

About half of the time

\* 9. When someone completes a task especially well, how often does your supervisor acknowledge this?

How often does your supervisor acknowledge this?

Always

Once in a while

Most of the time

Never

About half of the time

\* 10. How professionally does your supervisor behave?

Extremely professionally

Very professionally

Somewhat professionally

Not so professionally

Not at all professionally

\* 11. Overall, are you satisfied or dissatisfied with your supervisor?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied

\* 12. I feel like I belong in my department.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

- Dissatisfied
- Very dissatisfied

13. I feel respected and valued by my manager at my company.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

\* 14. How often do you look forward to going to work?

- Always
- Most of the time
- About half the time



Once in a while



Never

\* 15. To what extent was your relationship with your manager a reason for your leaving the company?

 A major factor


A minor

factor Not a factor

\* 16. How likely is it that you would recommend your manager to a colleague?

NOT AT ALL LIKELY

EXTREMELY LIKELY

0

1

2

3

4

5

6

7

8

9

10

\* 17. What does your manager need to do to improve their performance?

\* 18. I get excited about going to work.

 Strongly Disagree

 Disagree

 Neutral/Neither agree nor disagree

 Agree

 Strongly Agree

19. When you make a mistake, how often does your supervisor respond constructively?

Always

Most of the time

About half of the time

Once in a while

Never

\* 20. Communication between senior leaders and employees is good in my organization.

Strongly Disagree

Disagree

Neutral/Neither agree nor disagree

Agree

Strongly Agree

\* 21. I am satisfied with my overall job security.

Strongly Disagree

Disagree

Neutral/Neither agree nor disagree

Agree

Strongly Agree

\*22. Senior management and employees trust each other.

Strongly Disagree

Disagree

Neutral/Neither agree nor disagree

Agree

Strongly Agree

\* 23. My supervisor and I have a good working relationship.

Strongly Disagree

Disagree

Neutral/Neither agree nor disagree

Agree

Strongly Agree



24. Management within my organization recognizes strong job performance.

Strongly Disagree

Disagree

Neutral/Neither agree nor disagree

Agree

Strongly Agree

\* 25. I am satisfied with the culture of my workplace.

Strongly Disagree

Disagree

Neutral/Neither agree nor disagree

Agree

Strongly Agree

\* 26. I feel like I belong at my company.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

\* 27. When someone completes a task especially well, how often does your supervisor acknowledge this success?

Extremely often

Very often

Somewhat often

Not so often

Not at all often

\*28. Communication between senior leaders and employees is good in my organization

Strongly Disagree

Disagree

Neutral/Neither agree nor disagree

Agree

Strongly Agree

\*29. How much of a priority is diversity to senior leaders at this company?

The most important priority

A top priority, but not the most important

Not very important

Not important at all

\*30. How satisfied are you with your department leadership?

Extremely satisfied

Very satisfied

Somewhat satisfied

Not so satisfied

Not at all satisfied

\*31. My job performance is evaluated fairly.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

\* 32. The information and resources I need to do my job effectively are readily available.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

\* 33. How respectfully does supervisor treat you?

Extremely respectfully

Very respectfully

Somewhat respectfully

Not so respectfully

Not at all respectfully

\* 34. Senior management and employees trust each other.

Strongly Disagree

Disagree

Neutral/Neither agree nor disagree

Agree

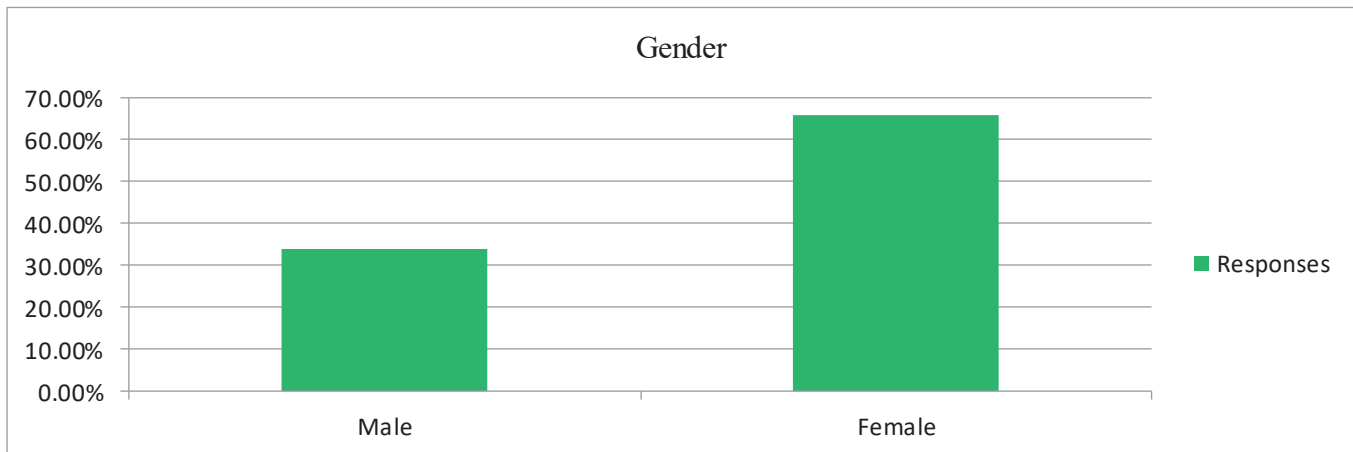
Strongly Agree

## Appendix G: Survey Participation Completion Rate and Demographics

### Leadership Styles and Employee Turnover

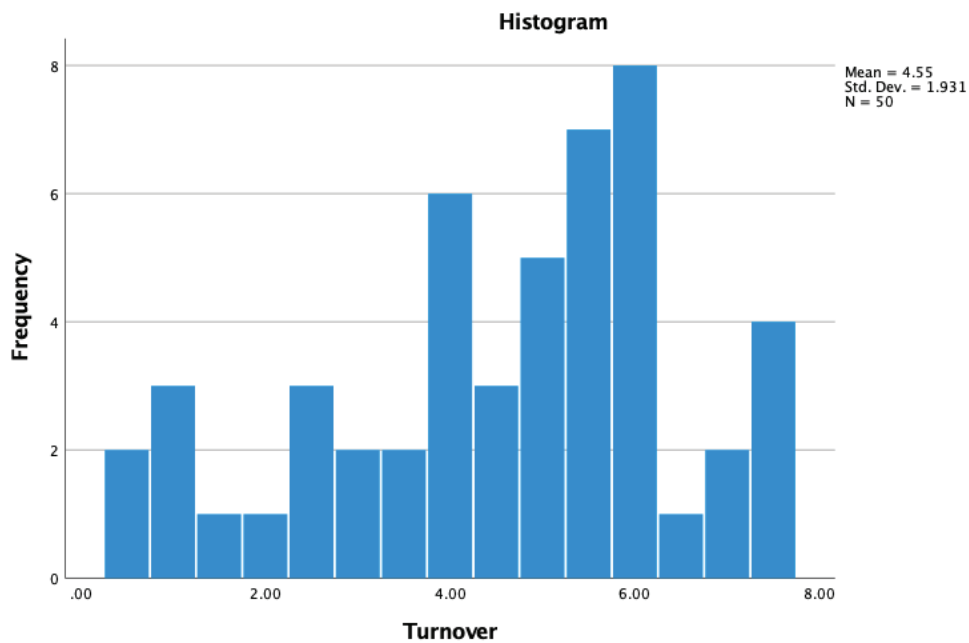
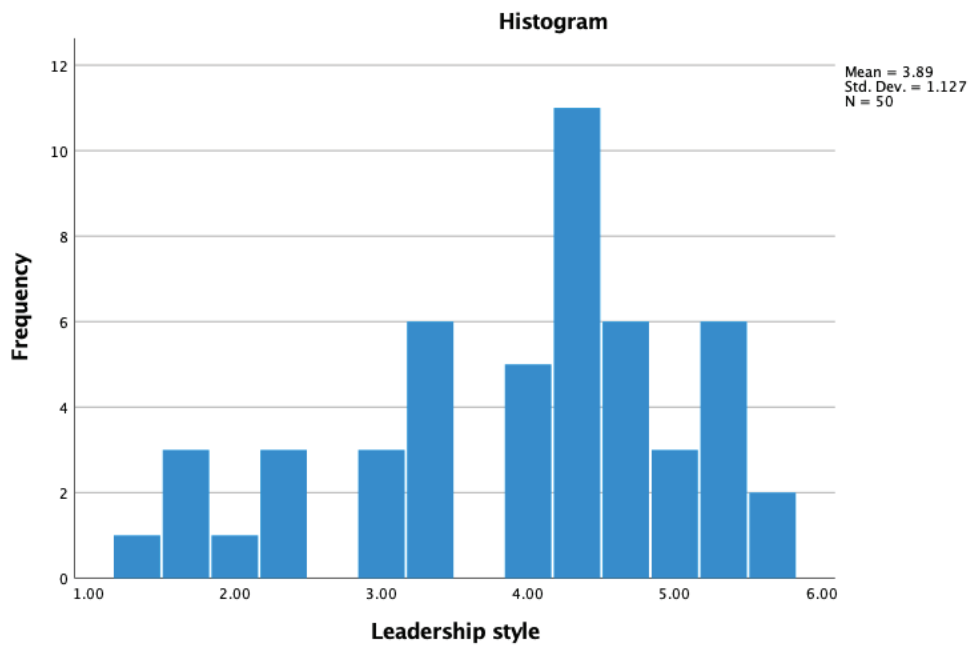
#### Gender

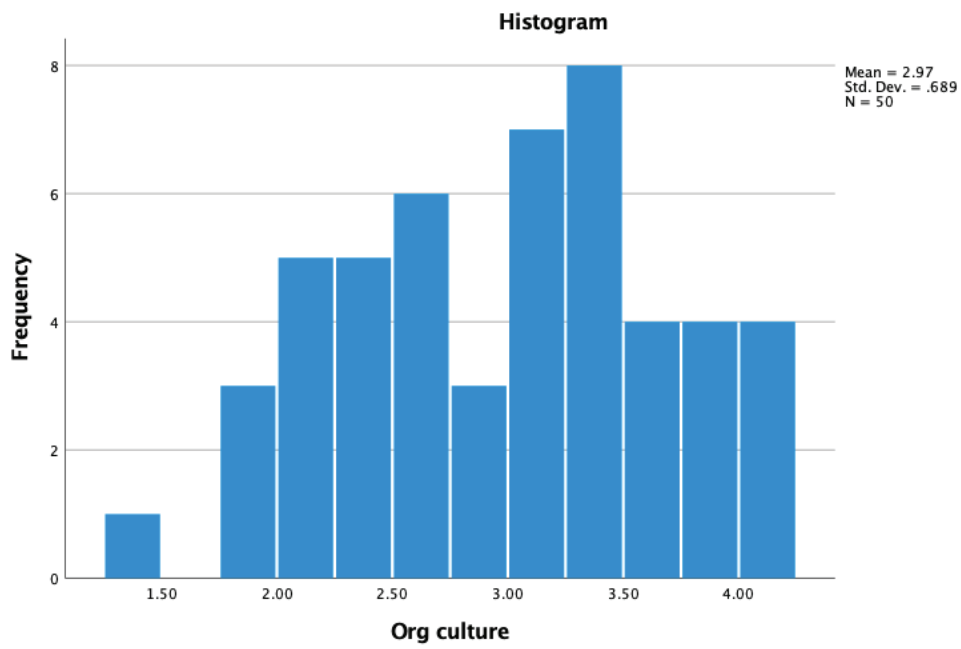
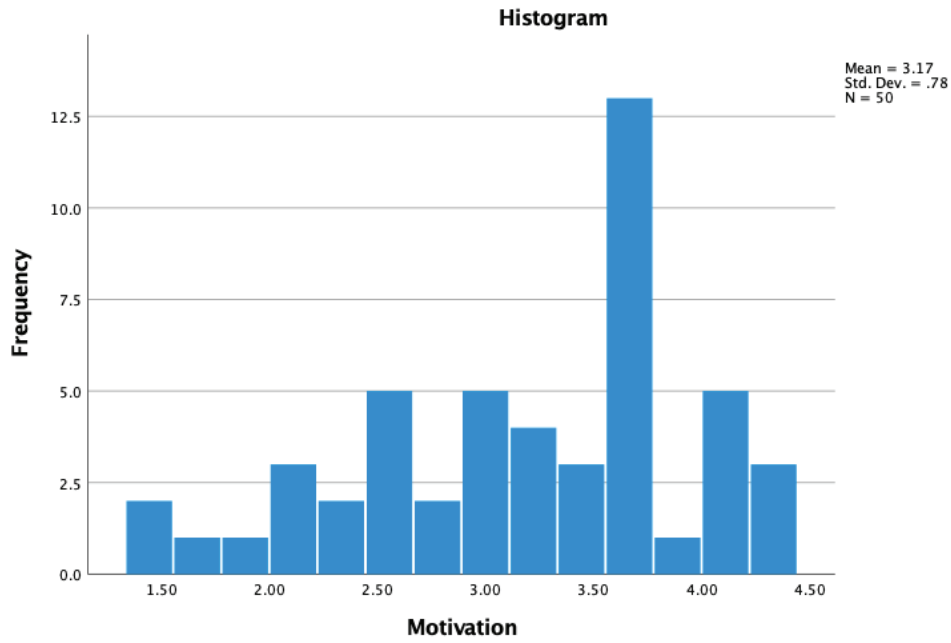
Answer Choices	Responses	
Male	34.00%	17
Female	66.00%	33
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<b>Skipped</b>		<b>0</b>

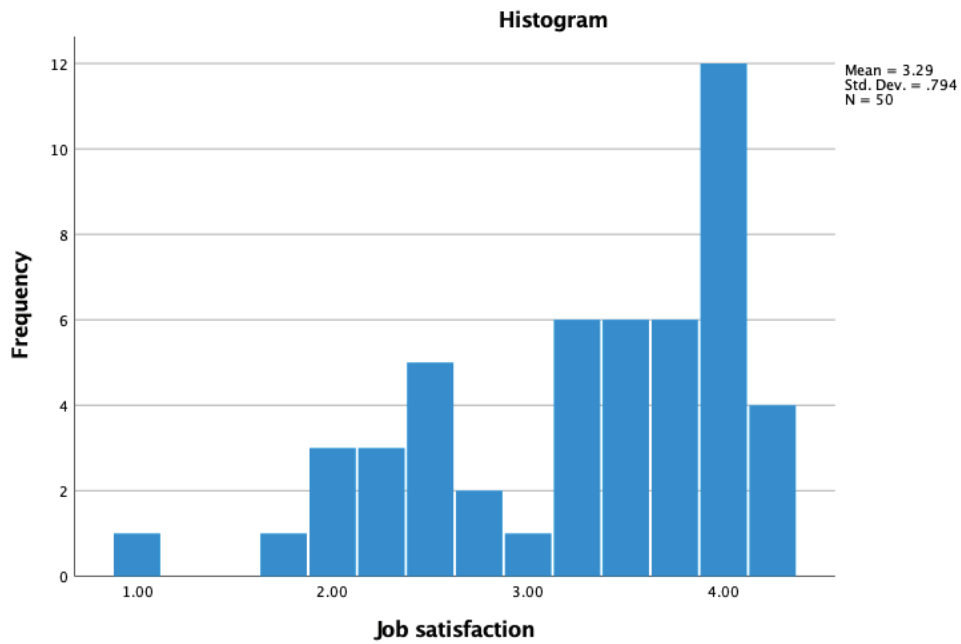
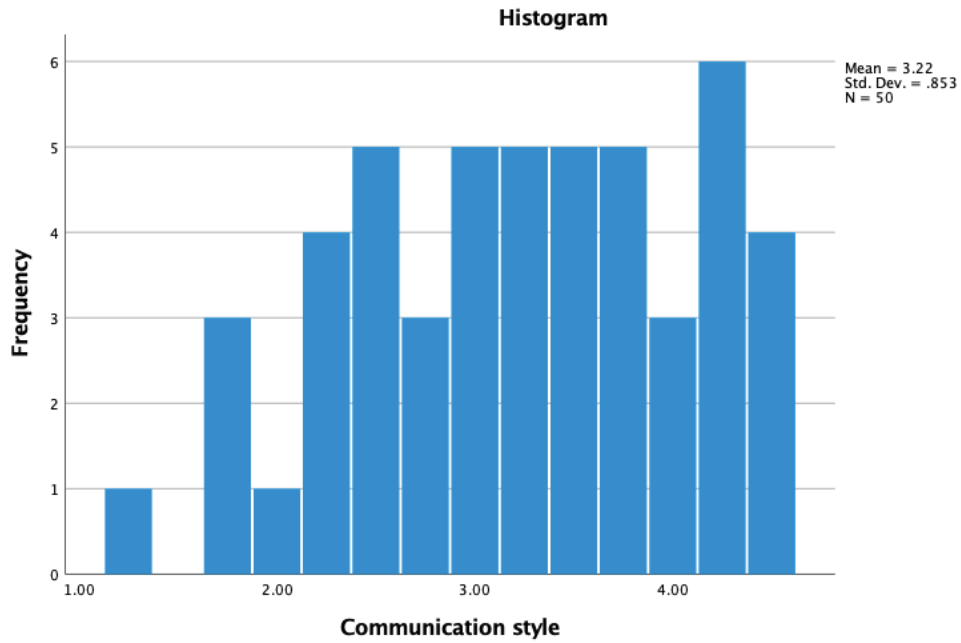


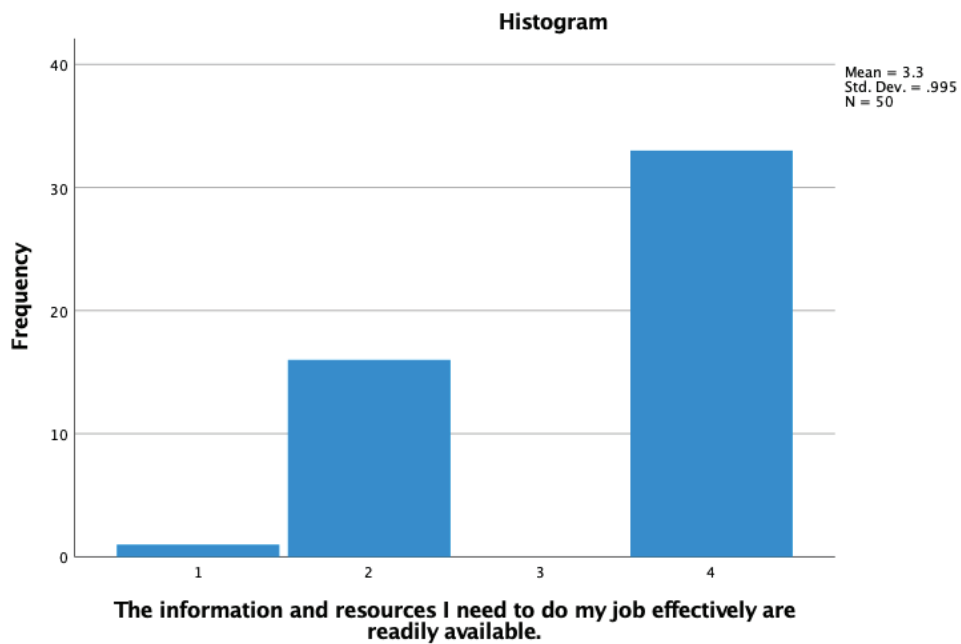
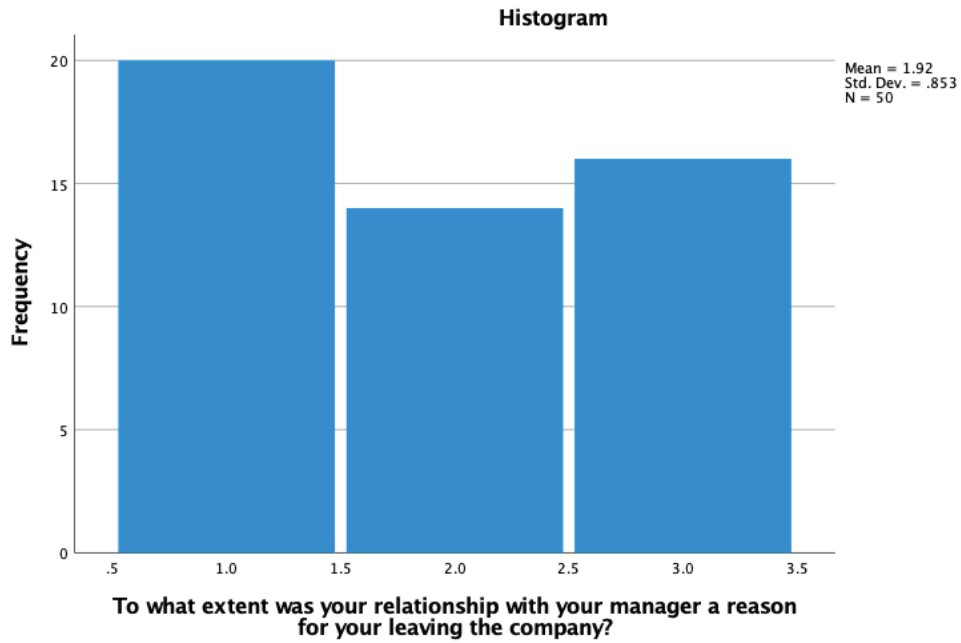
## Appendix H: Histograms representing visual representation of predictor variables to employee turnover

Table 4

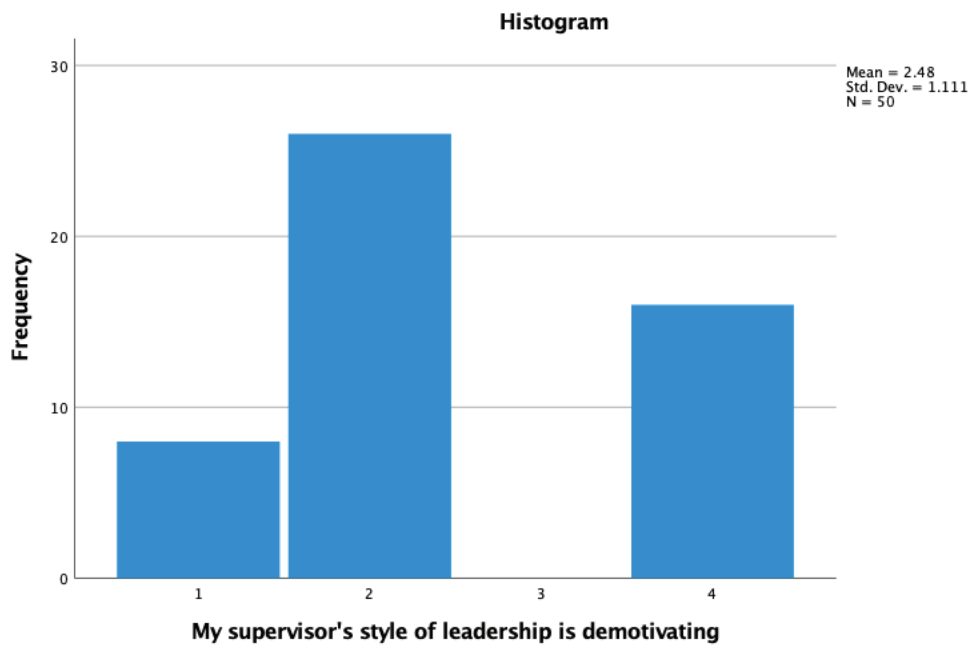
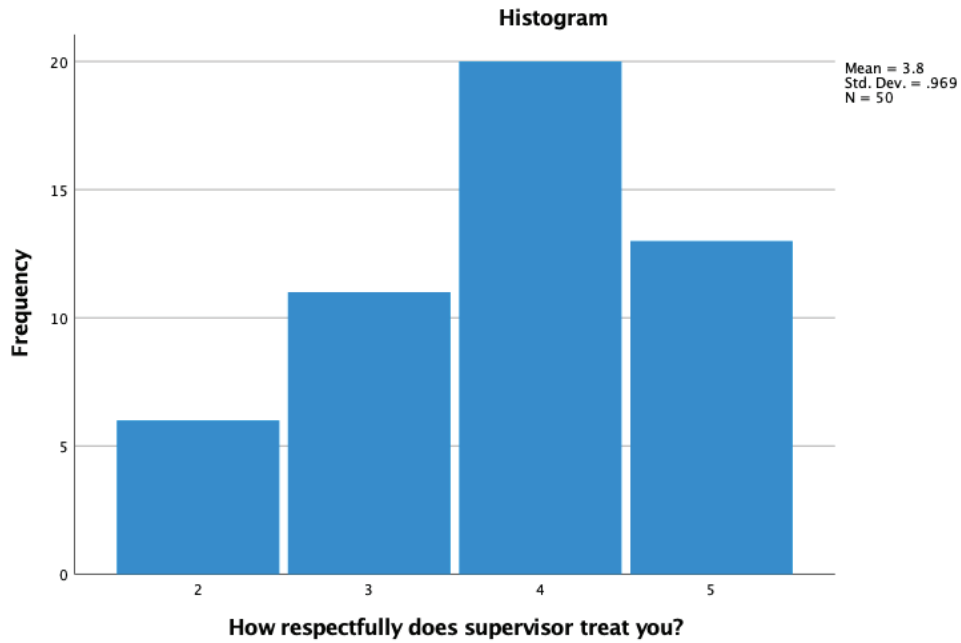












### Appendix I: Cronbach's Alpha

Table 4

Variable	N	M	SD	Range	Cronbach's alpha
About how long have you been in your current position	43	3.37	5.51	0-30	n/a
Leadership style	50	3.89	1.13	1.33-5.67	.78
Turnover	50	4.55	1.93	.5-7.5	.51
Motivation	50	3.17	.78	1.44-4.33	.86
Org culture	50	2.97	.69	1.44-4.13	.82
Communication style	50	3.23	.85	1.25-4.50	.76
To what extent was your relationship with your manager a reason for your leaving the company?	50	1.92	.85	1-3	n/a
My job performance is evaluated fairly.	50	3.24	1.04	1-4	n/a
The information and resources I need to do my job effectively are readily available.	50	3.30	1.00	1-4	n/a
How respectfully does supervisor treat you?	50	3.80	.97	2-5	n/a
My supervisor's style of leadership is demotivating	50	2.48	1.11	1-4	n/a
Job satisfaction	50	3.29	.79	1.00-4.25	.73

## Appendix J: The Kolmogorov-Smirnoff Test for the Assumption of Normality

Table 5

	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	df	Sig.
Leadership style	.198	50	.000
Turnover	.132	50	.029
Motivation	.158	50	.003
Org culture	.109	50	.196
Communication style	.091	50	.200*
Job satisfaction	.164	50	.002
To what extent was your relationship with your manager a reason for your leaving the company?	.260	50	.000
My job performance is evaluated fairly.	.407	50	.000
The information and resources I need to do my job effectively are readily available.	.419	50	.000
How respectfully does supervisor treat you?	.242	50	.000
My supervisor's style of leadership is demotivating	.347	50	.000

According to the Kolmogorov-Smirnoff test the assumption of normality is violated for all variables except org culture and communication style. However, the histograms appear fairly normal and correlation analyses are robust to violations of normality so we can proceed with analysis of the research questions.

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