

**THE RELATIONSHIPS OF JOB SATISFACTION, ORGANIZATIONAL  
COMMITMENT, AND LEADER MEMBER EXCHANGE  
IN PREDICTING TURNOVER INTENTIONS OF  
FRONT-LINE RETAIL MANAGERS  
IN THE AUTO PARTS INDUSTRY**

A Dissertation

Presented to the  
Faculty of Argosy University Campus  
in Partial Fulfillment of  
the Requirements for the Degree of  
Doctor of Business Administration

By

Carlos Jon, M.A., SPHR-CA

December, 2010

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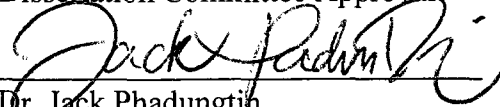
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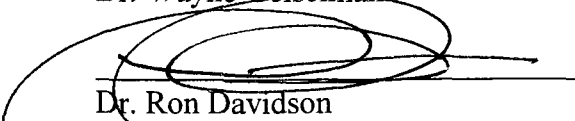
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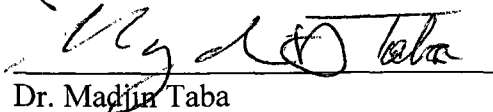
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Abstract of Dissertation

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## ABSTRACT

The purpose of this correlational study was to explore the relationship between job satisfaction, organizational commitment, and leader-member exchange (LMX-MDM) dimensions, and turnover intentions of front-line retail managers in the auto-parts industry.

The research employed the following surveys: (a) Wanous, Reichers, & Hudy (1997) single-item overall job satisfaction, (b) Mowday, Steers, & Porter (1979) 9-item shortened Organization Commitment Questionnaire (OCQ); (c) Liden & Maslyn (1998) Multidimensional Scale of Leader Member Exchange, and (d) Mobley, Homer & Hollingsworth (1978) 2-item turnover intention questions.

The sample consisted of 245 auto-parts retail managers working in the states of Utah and Nevada. The results of this study confirmed previous researcher's observations linking job satisfaction, organizational commitment and the four dimensions of LMX-MDM with intentions to leave the organization. Analysis revealed that organizational commitment was the strongest predictor of intention to leave.

Additionally, this study explored the effects of job status (part-time vs. full-time) and generational differences (Baby Boomers, Generation X, and Generation Y) on job satisfaction, organizational commitment and LMX-MDM and turnover intentions.

The results, academia and practitioner contributions are discussed, followed by limitations and recommendations for future research.

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## **DEDICATION**

I wish to dedicate this study in memory of Juana Jon, my beloved mother, who always encouraged me in the pursuit of knowledge and learning. I know she is proud of me and is sharing this moment of accomplishment with me.

## **CHAPTER ONE: THE PROBLEM**

### **Problem Background**

As the 21<sup>st</sup> century unfolds, the retail industry faces many challenges not uncommon to other industries such as increasing competitiveness in order to gain and sustain market share; revamping processes to improve efficiency; and attracting and retaining talent. The retail trade sector is the nation's largest employer, with 15.0 million jobs in 2004. The sector is expected to add 1.6 million new jobs, reaching 16.7 million by 2014, and will continue to be the dominant source of employment and the largest source of employment growth (Department of Labor, n.d.).

Employee turnover is particularly important in the retail industry due to the high levels of customer-employee contact; the proponents of internal marketing call it a "symbiotic relationship between employees and customers" (Broadbridge, 2002, p. 537). Excessive turnover often engenders far-reaching consequences and, at the extreme, may jeopardize the organization's objectives. Employee loyalty is the underpinning of customer satisfaction with the organization (Abbasi & Hollman, 2000).

According to Good, Page, and Young (1996), the field of retail may be particularly vulnerable to high turnover due to work-family issues linked with conditions in the retail field, notably long hours that include nights, weekends, and holidays; and the blurring of work-life balance (Peterson, 2007; Zeynep & Huckman, 2008). The high costs involved in the hiring, orientation and training of new managers, and organizational productivity are some of the challenges that arise as a consequence of turnover. In

particular, organizations in the retail industry have higher than average employee turnover when compared with other industries (Good et al.).

As shown in Figure 1, voluntary turnover in the retail trade in 2006 was among the third highest in the entire economy (NOBSCOT, 2006).

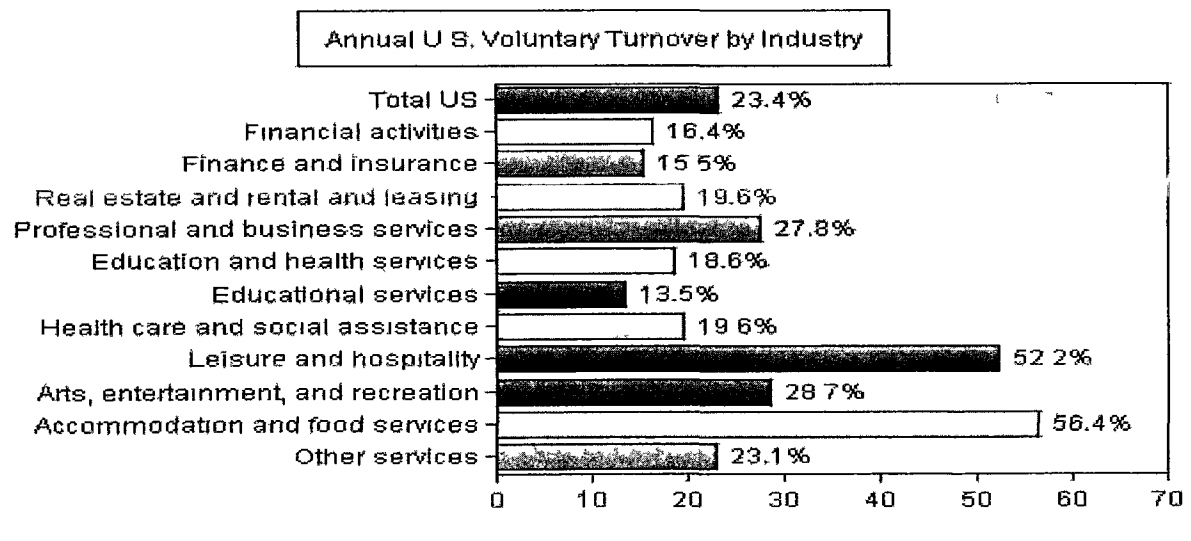
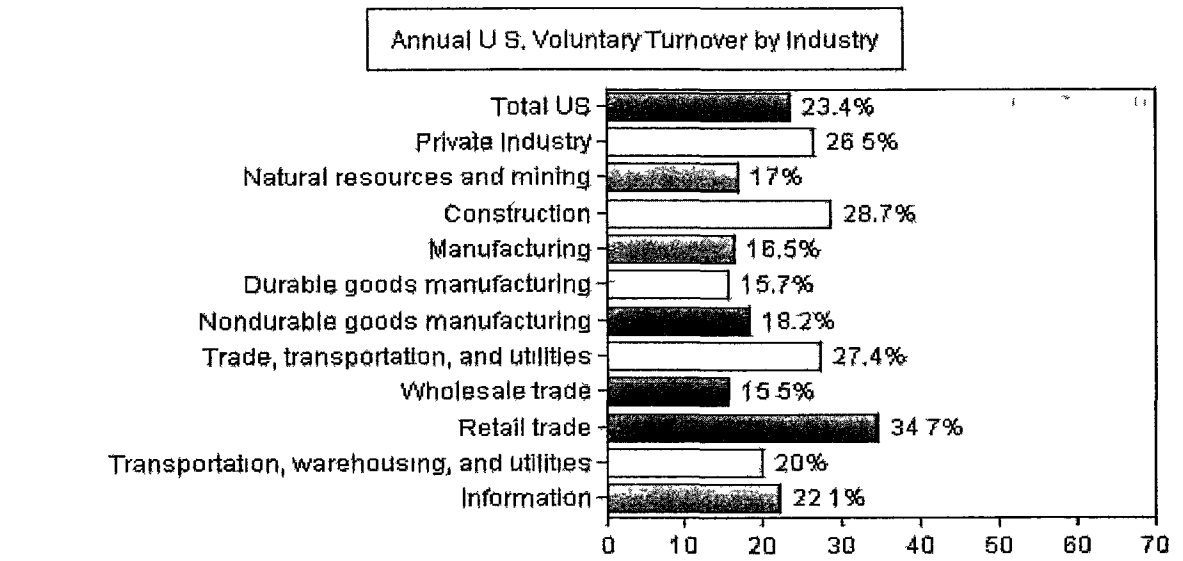


Figure 1. U.S. Annual Employment Turnover Rates by Industry and by Geographic Region Through August 2006 (Retrieved from NOBSCOT Corporation.)



The National Retail Federation reported that almost one-third (31.7%) of all retail employees quit a job in 2008 □ well above the national average of 22.6 %. In addition, they reported that the retail industry faces the second-highest quit rate, second only to the leisure and hospitality industry which includes restaurants and dining establishments ( see Table 1). (National Retail Federation, 2009).

Table 1

*Annual Quit Rate by Industry from 2006 – 2008 (NAICS, Percent of Total Employment)*

Turnover rate by industry/year	2006	2007	2008
Manufacturing	17.7	18.1	14.4
Retail Trade	39.1	35.8	31.7
Professional and Business Services	34.1	32.3	28.9
Education and Health Services	21.3	20.4	18.7
Leisure and Hospitality	57.1	55.4	49.7

*Note: Adapted from National Retail Federation (2009)*

According to research from Right Management, 60% of workers are unhappy with their present jobs and intend to leave in 2010, and another 21% are networking and updating their resumes (Right Management, 2009). Right Management surveyed more than 900 workers in North America and asked if they were going to pursue new job opportunities as the economy improves in 2010, and the results were:

- 60% - Yes, I intend to leave
- 21% - Maybe, so I'm networking
- 6% - Not likely, but I've updated my resume
- 13% - No, I intend to stay

It has been reported that in the United States, 77% of employees were unhappy with their current jobs (Lussier & Achua, 2004). A recent survey of 5,000 U.S. workers by The Conference Board found job satisfaction to be the lowest in two decades (see Figure 2). Four key indicators of workers' job satisfaction dropped sharply from 1987 to 2009 (The Conference Board, 2010):

- Interest in their work, down 18.9%
- Job security, down 16.5 %
- Interest in the people at work, down 11.6%
- Satisfaction with their supervisors, down 9.5%

The report further indicates that the downward trend in job satisfaction could negatively affect behavior and retention. In fact, 22% of respondents said they don't expect to be in their current job in a year (The Conference Board, 2010).

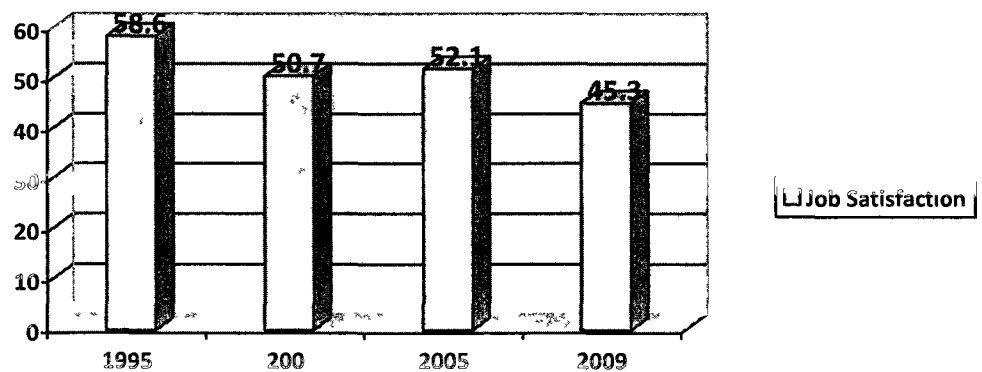


Figure 2. Adapted from “U.S. Job Satisfaction at Lowest Level in Two Decades.” Copyright 2010 by The Conference Board .

## **Job Satisfaction**

Job satisfaction has long been an area of interest for researchers, with well over 5,000 articles written on the subject. It is also the most frequently studied construct in both the organizational sciences and organizational psychology (Cranny, Smith, & Stone, 1992; Geyer & Daly, 1998; Tett & Meyer, 1993).

Job satisfaction and its relationship to voluntary turnover have been extensively studied since the mid-1950s, and continue to be an important topic due to the implicit and explicit costs of voluntary turnover to organizations. Job satisfaction is probably the most frequently investigated predictor of turnover (Hom & Kinicki, 2001) with an average correlation between satisfaction and actual turnover of  $r = -0.17$  (Griffeth, Hom, & Gaertner, 2000).

Models of employee turnover almost universally propose a negative relationship between satisfaction and turnover (Hom & Griffeth, 1991; March & Simon, 1958; Mobley, Griffeth, Hand, & Meglino, 1979; Price & Mueller, 1986). In addition, three meta-analyses using structural equation modeling techniques support the viability of a causal relationship (Hom & Griffeth, 1995; Price & Mueller). From the theoretical assumptions of March and Simon, linking job satisfaction and turnover, many researchers have supported hypotheses reporting consistent correlations between job satisfaction and employee withdrawal (Locke, 1976). Mobley, Horner, and Hollingworth (1978) also concluded that there is a significant correlation between job satisfaction, intention to quit, and searching for another job. Increasing job or employee satisfaction is a desirable outcome from an organizational standpoint because of its impact on absenteeism (Dow & Taylor, 1985), and turnover (Tett & Meyer, 1993).

## **Organizational Commitment**

Organizational commitment is an important research topic having both practical and theoretical implications. Organizations are intended to have a more highly committed workforce because the research results show that organizational commitment leads to important outcomes such as decreased turnover, absenteeism, higher motivation, higher organization citizenship behavior, performance, and organizational support (Kwon & Banks, 2004; Mathieu & Zajack, 1990; Wright & Bonett, 2002; Tett & Meyer, 1993).

*Commitment* is an attitude of company loyalty exhibited by the employees of an organization. According to Mowday, Porter, and Steers (1982), commitment is defined as the “relative strength of an individual’s identification with an involvement in a particular organization” (p. 226). A consistent negative correlation has been reported between turnover intentions and commitment (Meyer & Allen, 1997).

Lockwood (2007) has shown that employees with the highest level of commitment are 87% less likely to leave the organization; intent to leave seemed to be the primary outcome of organizational commitment (Jaro, Jermier, Koehler, & Sincich, 1993). Jamal (1981) found organizational commitment had a statistically significant and negative relationship with anticipated turnover and was more highly correlated with anticipated turnover than was job satisfaction ( $R^2 = -0.53$ , job satisfaction  $R^2 = -0.33$ ). Steers (1977) also noted that organizational commitment was statistically significantly and negatively related to turnover ( $R^2 = -0.17$ ). Thus, employee commitment has consistently been shown to be related to turnover. As a predictor of turnover, organizational commitment has accounted for as much as 34% of the variance (Hom,

Katerberg, & Hulin, 1079); and Aryee, Wyatt, and Ma Keng (1991) have found that commitment explain 37% of the variance in intention to leave the organization.

Organizational commitment is one of the salient ongoing organizational issues faced by managers. Past literature has highlighted the importance of retaining committed employees as an aspect of survival for the organization (Messmer, 2000), and according to Mathieu and Zajack (1990), if organizational commitment is intact, then there will be relatively no turnover. Employees with a sense of organizational commitment are less likely to engage in withdrawal behavior and more willing to accept change (Iverson & Buttigieg, 1999).

The Loyalty Institute of Aon Consulting has investigated workforce commitment since 1998. Their commitment index has now been directly administered to almost 10,000 North American participants and 50,000 more employees through participating organizations (Phillips & Connell, 2003). However, little research on organizational commitment has been conducted within the retail sector. Fostering organizational commitment among these front-line managers is important because, as mentioned earlier, employees that are highly committed stay longer, perform better, and miss less work.

### **Job Satisfaction and Organizational Commitment**

Williams and Hazer (1986) and Mowday, Steers, and Porter (1979) made the distinction between commitment and job satisfaction in that the former is an affective response to the entire organization that includes its values and goals, whereas the latter represents an affective response to certain aspects of the job. Contemporary turnover models include both satisfaction and commitment as affective states initiating the turnover process, and recent models of turnover recognize the independent effects of job

satisfaction and organizational commitment to turnover intentions (Hom & Griffeth, 1991).

Some researchers claim that satisfaction is an antecedent of commitment (Williams & Hazer, 1986). Others regard commitment as the cause of satisfaction (Bateman & Strasser, 1984). A third position sees the relationship as a reciprocal one (Price & Mueller, 1981). Satisfaction and commitment have invariably been reported to be negatively related to turnover and intent to leave (Arnold & Feldman, 1982; Bluedorn, 1982; Hollenbeck & Williams, 1986), and positively correlated with one another (Bluedorn, 1982; Clegg, 1983; Dougherty, Bludedorn, & Keon, 1985) as cited in Tett and Meyer (1993).

In response to these various studies and conceptual models, Tett and Meyer (1993) conducted a path analyses based on meta-analytic findings to investigate the relative contributions of job satisfaction and organizational commitment. Tett and Meyer's test of competing models showed that job satisfaction and organizational commitment have independent effects on intention to leave, thus supporting Hom and Griffeth's (1991) turnover model where job satisfaction and organizational commitment are conceptualized as having reciprocal influence on each other while also having direct, independent effects on intention to quit.

Some studies have reported strong correlations of organizational commitment and job satisfaction with turnover (Benkhoff, 1997), as cited in Lok and Crawford (2004). Another study conducted among MIS employees indicated that job satisfaction and organizational commitment were the most direct influences on the turnover intentions (Igharia & Greenhaus, 1992).

According to Development Dimensions International's (DDI) 2009 Pulse of the Workforce Survey, employees would rather leave a job than discuss their dissatisfaction with their bosses (Anonymous, 2010). A fall survey by CareerBuilder found that 23% of surveyed employees reported their organization's morale is low, and the reasons cited were increased workloads, longer hours, and strained resources during recession (Anonymous) □ similar to findings found by Good, Page, and Young's research in 1996. In addition, the CareerBuilder survey reported that 40% of workers have had difficulty staying motivated at work, and almost 24% do not feel loyal to their employer (Anonymous). The above discussion establishes the purpose of this study to show there is a relationship between job satisfaction, organizational commitment, and intent to turnover of front-line retail managers.

### **Leader-Member Exchange (LMX)**

Northouse (2004, p. 147) mentions that the LMX theory was first described 28 years ago in the works of Dansereau, Graen, and Haga (1975); Graen and Cashman (1975); and Graen (1976). The concept of leader-member exchange within the business environment has become a widely researched and debated topic (Harris, Harris, & Eplion, 2007; Liang, Ling, & Hsieh, 2007; Greguras, 2006; Levy & Hall, 2006), as cited in Mardanov, Sterrett, and Baker (2007). This approach was originally called the Vertical Dyad Linkage (VDL) theory (Dansereau, Cashman, & Graen, 1973) as cited in Dienesch and Liden (1986). The central focus of this leadership theory is the relationship and interaction (a dyadic exchange) between the leader and the follower, as opposed to the traits, behaviors, and situational styles of the leader or any variables.

Turnover experts, both academic and practitioner, have asserted that supervision plays a meaningful role in employee turnover decisions (Morrow, Suzuki, Crum, Ruben, & Pautsch, 2005). According to Williams (as cited in Mardanov et al., 2007), the number one reason people leave organizations is that they are being treated poorly by their bosses. Another research study found that those who remain in their jobs working for poor bosses have lower job satisfaction, lower commitment, higher conflict between work and family, and psychological distress (Tepper, 2000). While the concept of leader-member exchange has been studied in-depth by many researchers, few studies have explored the relationship between leader-member exchange and turnover intentions among front-line retail managers. This study will seek to validate and further clarify the findings that turnover intentions with leaders depends on the quality of LMX, as represented by the quality of the four currencies of exchange: contribution, affect, loyalty and professional respect (Liden & Maslyn, 1998).

### **Purpose of the Study**

The purpose of this study is to show there is a relationship between job satisfaction, organizational commitment, leader-member exchange (LMX), and intent to turnover of front-line retail managers in the auto parts industry.

In the primary research, my thesis will be proven correct or incorrect assuming the following statements to be valid research findings that support this thesis. To that end, this study will test the following seven detailed research questions presented below:

Question 1:       What is the relationship between job satisfaction and turnover intentions?



- Question 2: What is the relationship between organizational commitment and turnover intentions?
- Question 3: What is the relationship between the affect dimension on the LMX scale and turnover intentions?
- Question 4: What is the relationship between the loyalty dimension on the LMX scale and turnover intentions?
- Question 5: What is the relationship between the contribution dimension on the LMX scale and turnover intentions?
- Question 6: What is the relationship between the professional respect dimension on the LMX scale and turnover intentions?
- Question 7: What is the relative strength of the relationships among job satisfaction, organizational commitment, leader-member exchange (LMX), and turnover intentions?

Using appropriate statistical methods, this study will test the following seven separate hypotheses:

- Hypothesis 1: There is a statistically significant inverse relationship between the job satisfaction and turnover intentions of front-line retail managers in the auto parts industry.
- Hypothesis 2: There is a statistically significant inverse relationship between the organizational commitment and turnover intentions of front-line retail managers in the auto parts industry.

- Hypothesis 3: The “affect” measure on the LMX scale will be statistically significant and inversely related to turnover intentions of front-line retail managers in the auto parts industry.
- Hypothesis 4: The “loyalty” measure on the LMX scale will be statistically significant and inversely related to turnover intentions of front-line retail managers in the auto parts industry.
- Hypothesis 5: The “contribution” measure on the LMX scale will be statistically significant and inversely related to turnover intentions of front-line retail managers in the auto parts industry.
- Hypothesis 6: The “professional respect” measure on the LMX scale will be statistically significant and inversely related to turnover intentions of front-line retail managers in the auto parts industry.
- Hypothesis 7: Job satisfaction will have the strongest relationship with turnover intentions of front-line retail managers in the auto parts industry, followed by organizational commitment and leader-member exchange (LMX).

### **Significance of the Study**

Many studies in the past have focused on causes of turnover and turnover intentions. Research shows that variables such as job satisfaction, organizational commitment, and leader-member exchange have been related to turnover or turnover intentions. So, the results of this study will help retail organizations in determining what

actually contributes to a manager's intent to turnover. To such executives in the retail industry, retention of satisfied and committed employees - in particular, front-line managers - is crucial in an era where there is intense competitive pressure to maintain a loyal customer base, which to service providers is key to survival and success (Reichheld & Teal, 1996). In addition, employee turnover represents a substantial cost to companies both in tangible as well as in intangible terms, seriously hinders efficient and effective customer service, and undermines competitiveness (Alexandrov, Babaku, & Yavas, 2007).

This study will contribute to the limited field of research and to the existing literature on job satisfaction, organizational commitment, leader-member exchange, and turnover intention of managers in the retail industry. The findings of this study should also be important to researchers and practitioners alike. Front-line employees, defined as employees with direct and frequent customer contact, have a profound influence upon organizational effectiveness and customer satisfaction (Grewal & Sharma, 1991). Turnover is a problem for retailers not only in its direct cost, but also through the enormous hidden cost of customer dissatisfaction and defection that accompanies unhappy employees before they leave the employer (Bettencourt & Brown, 1997).

At the organizational level, turnover inflicts numerous costs. Departing employees often take with them valuable knowledge and expertise gained through experience, and they often have established closed relationships with clients (Mitchell, Holtom, & Lee, 2001). The Saratoga Institute estimates the cost of losing an employee to be equal to an average of the person's annual salary. This means that within a company of 300

employees, with an average employee salary of \$35,000 and voluntary turnover rate of 15% a year, is losing \$1,575,000 per year in turnover costs alone (Branham, 2005). In addition, according to Alexandrov, Babaku, and Yavas (2007) such costs, among others, include additional staffing or overtime payments to alleviate shortages; the replacement of an experienced employee with an inexperienced new hire resulting in increased cost of service due to the inexperience of new staff; disrupted service; increased turnover among remaining staff who feel pressured and overworked; low morale; and damage to the company's reputation (Hendrie, 2004). The total costs associated with turnover can range from 90% to 200% of annual salary (Cascio, 2006; Mitchell, Holtom, & Lee, 2001).

There is no single appropriate formula to determine turnover costs. What is more important is that there is a consistent internal consensus within the organization that the metrics used are appropriate, so that the analysis and subsequent conclusions and recommendations are based on a shared understanding and seen as credible (Allen, Bryant, & Vardaman, 2010). Consider Table 2, which identifies two primary types of costs associated with voluntary turnover: separation costs and replacement costs.

Table 2

*Turnover Costs*

Separation Costs	Economic Costs
	HR staff time (e.g., exit interviews, payroll, benefits) Manager's time (e.g., retention attempts, exit interviews) Accrued paid time (e.g., vacation, sick pay) Temporary coverage (e.g., temporary employee; overtime pay) Other Costs Production and customer service delay or quality decreases Lost clients Teamwork disruptions Leaves – goes to competitor or forms competitive business
Replacement Costs	Recruitment Costs
	Hiring manager and work-unit employee time Orientation program time and materials Staffing costs for new hire (e.g., cost/hire calculations) Hiring inducements (e.g., bonus, relocation, perks) Training Costs Formal training (trainee and instruction time, material) On the job training (supervisor and employee time) Mentoring time (mentor's time) Socialization (time of other employees, travel) Productivity loss (loss of production until full proficient employee)

*Note.* Adapted from *Staffing Organizations*, (4<sup>th</sup> ed.), 2003, by H.G. Heneman and T.A. Judge. Copyright 2003 by McGraw-Hill.

As mentioned, the coming of the 21st century brings with it challenges for retailers that want to have a competitive advantage to outperform other competing retailers. Moreover, businesses everywhere are facing impeding shortages of overall talent as well as a dearth of employees with the specialized competencies companies need to stay ahead of the competition (Allen, 2008). The importance of this study and its results will help retailers in determining what actually contributes to managers' intent to turnover.

## **Turnover Intention**

Numerous researchers (e.g. Bluedorn, 1982; Kalliath & Beck, 2001; Kramer et al., 1995; Peters et al., 1981; Saks, 1996) have attempted to answer the question of what determines an employee's intention to quit by investigating possible antecedents of an employee's intention to quit (Firth, Mellor, Moore, & Loquet, 2004). To date, there has been little consistency in findings. This is partly due to the diversity of constructs included by the researchers and the lack of consistency in their measurements, in addition to the heterogeneity of populations sampled (Firth et al.).

*Turnover intention*, according to Mowday, Porter, and Steers (1982) and Vandenberg and Nelson (1999), is the subjective estimation of an individual regarding the probability that she or he will be leaving the organization she or he works for in the near future. Tett and Meyer (1993) define it as “a conscious and deliberate willfulness to leave the organization” (p. 261); which also includes the thought of leaving and intention to seek out alternatives (Tett & Meyer, p. 262); and also viewed as the employee's behavioral intention to withdraw from the organization (Good, Page, & Young, 1996).

There is a consistent evidence showing that turnover intentions are the “strongest cognitive precursor of (actual) turnover” (Tett & Meyer, 1993, p. 262); the most important antecedent to the turnover decision (Elangovan, 2001); and are identified as the immediate precursor to turnover behavior (Mobley, Horner, & Hollingsworth, 1978; Tett & Meyer). The theory of reasoned actions asserts that attitudes lead to intentions which lead to behaviors (Rust, Stewart, Miller, & Pielack, 1996). Earlier works in the development of the behavioral intentions literature (Fishbein & Ajzen, 1975) emphasizes the role of intentions in understanding the link between attitudes and behavior.

According to researchers such as Ajzen and Fishbein (1980) and Igharia and Greenhaus (1992), intentions are the most immediate determinants of actual behavior. The validity of studying intentions in the workplace can also be drawn from a longitudinal research of salespeople conducted by Sager (1991), where the intention to quit was found to discriminate effectively between “leavers” and “stayers.”

Turnover intention has been proposed to be a key element in the modeling of employee turnover behavior and recent meta-analysis shows that intention to quit is a major predictor of actual turnover (Griffeth et al., 2000). Parasuraman (1989) administered questionnaires to 307 nurses working in a large metropolitan hospital to examine demographic, organizational, attitudinal, and intention to leave variables. An essential finding of this research was that intention to leave was found to be the most immediate determinant of nurse turnover.

Results from these studies also found significant negative correlations between LMX and turnover (Liden & Maslyn, 1998; Wayne, Shore, & Liden, 1997; Wilhelm, Herd, & Steiner, 1993), while others have found a non-significant correlation (Vecchio, 1985). This is likely the result of the higher level of trust, support, and related benefits that subordinates in high-quality LMX relationships receive, compared to their lower-quality LMX counterparts (Dansereau et al., 1975; Dienesch & Liden, 1986). This would describe the relationship as linear, thus leading to the thought that as relationship qualities become higher between leader and subordinate, turnover intentions become lower.

The relationships between turnover intention, commitment, and satisfaction have been supported in several studies (Bluedorn, 1982; Hollenbeck & Williams, 1986). As the research findings in the study of organizational commitment are based on the belief

that it is related to employee turnover (Meyer & Allen, 1997), a number of studies have been done related to intent to leave (Lee & Bruvold, 2003). The results of a meta-analysis (Hellman, 1997) confirmed Spector's (1987) research, indicating that the "more dissatisfied employees become, the more likely they are to consider other employment opportunities" (Hellman , p. 684), and that this relationship "implies that every unit of decrease in job satisfaction reflects approximately a one-half deviation increase in intent to leave" (Hellman , p. 685).

Investigations have shown that job satisfaction and organizational commitment are antecedents to turnover intention (Horn & Griffeth, 1995). Tett and Meyer (1993) reported a .70 correlation between job satisfaction and turnover intention in a 42-study meta-analysis involving 18,839 participants, signifying that turnover intention has emerged as the strongest precursor turnover (Tett & Meyer). In this study organizational commitment is a key ingredient in human resource management, and was defined as "the relative strength of an individual's identification and involvement in an organization" (Mowday, Porter, & Steers, 1982); job satisfaction as "positive emotions an employee has toward his or her job" (Locke, 1976); and turnover intention as " the individual's own estimated probability (subjective) that they are permanently leaving the organization at some point in the near future" (Vandenberg & Nelson , 1999, p. 1315).



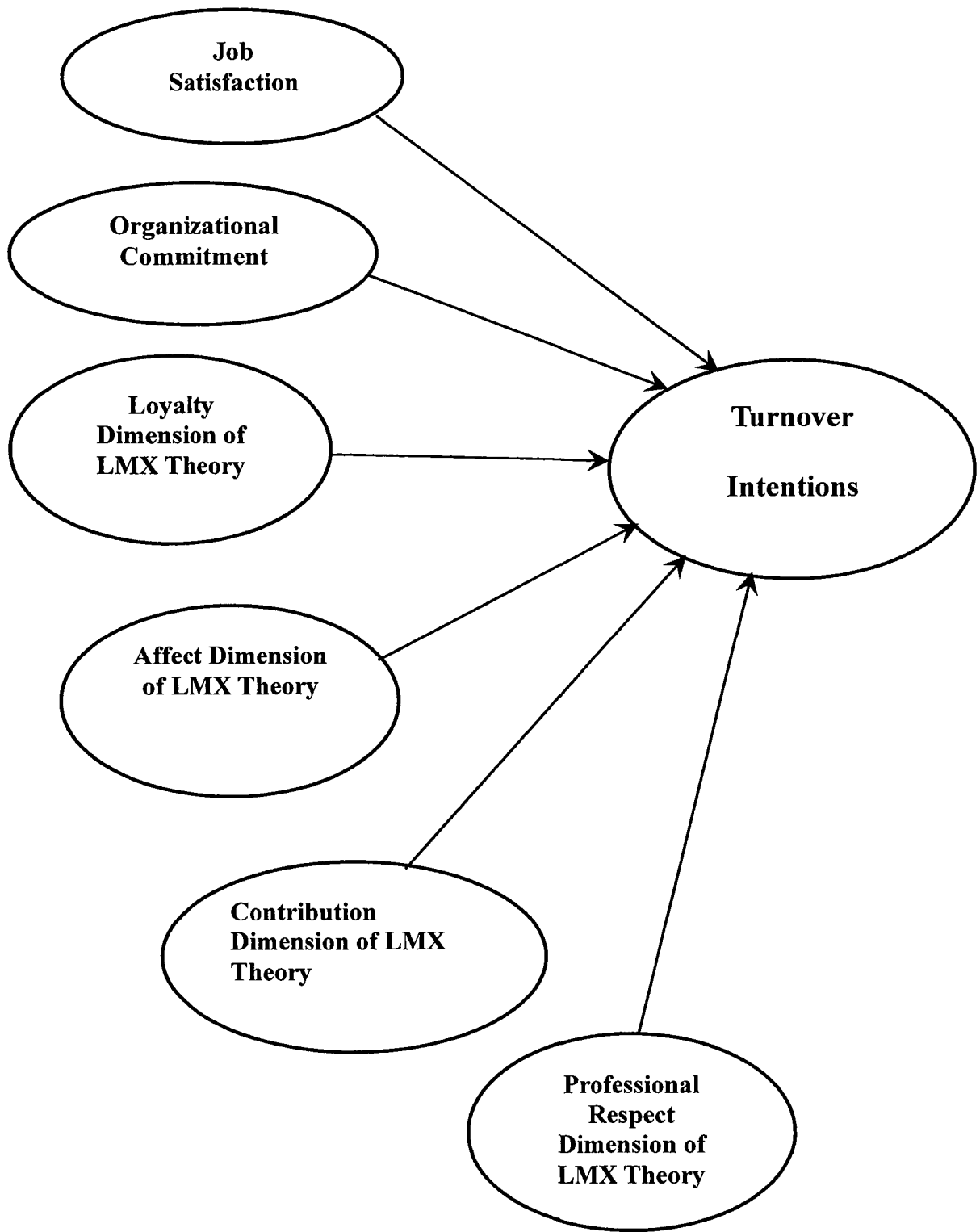
## **CHAPTER TWO: REVIEW OF THE LITERATURE**

### **Introduction**

The purpose of this research is to investigate the relationship between job satisfaction, organizational commitment, LMX theory, and turnover intent of front-line retail managers in the auto parts industry.

Few studies were found examining job satisfaction, organizational commitment, and turnover intent among front-line managers in the auto parts retail industry. After reviewing the previous literature and considering the relationships among the selected variables, as well as examining the voids in the literature, a new model is therefore proposed. Job satisfaction and organizational commitment have been widely studied to examine their relationship to turnover and turnover intentions to leave an organization. However, few previous studies exist that have investigated LMX relationships and turnover intentions.

The proposed model for this study is adapted from several studies (see Figure 3). Previous studies and models were examined and combined to form the proposed model used in this research. Each of these is briefly discussed under the summary of previous literature at the end of this section.



*Figure 3.* Hypothesized model

## **Job Satisfaction**

Early scholars like Hoppock (1935) gave an encompassing definition of job satisfaction as a combination of psychological, physiological and environmental circumstances that cause a person to say he or she is satisfied with his or her job. Job satisfaction is simply how people feel about their jobs and is an individual's positive or negative attitude toward their job (Greenberg & Baron, 2008; Spector, 1997). Cranny, Smith, and Stone (1992) define job satisfaction as an employee's affective reactions to a job based on comparing actual outcomes with desired outcomes. Locke (1969) also viewed job satisfaction as an evaluation that the employee makes of the job and the environment surrounding the job, defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1300). The above mentioned three definitions have a common element that job satisfaction is a job-related, emotional reaction.

## **Job Satisfaction Theories**

There are a number of theories that have been developed throughout the years regarding job satisfaction. Most approaches to job satisfaction are based on the theories of motivation and attitudes toward work developed by Maslow, Herzberg, and Hackman, and Oldham, Adams, and Skinner.

### **Maslow's Hierarchy of Needs**

Maslow (1954) contends that people are wanting beings whose needs guide behavior, and that within every human being there exists a hierarchy of five needs. These include:

- psychological needs (food and rest);

- safety needs (security and stability);
- social needs (interaction with others);
- esteem needs (self-respect from others); and
- self-actualization needs (self-fulfillment and personal growth).

According to Maslow, lower level needs must be satisfied in general before higher-level needs are activated sufficiently to drive behavior. When the need hierarchy concept is applied to the work setting, the implications for managerial actions become obvious. The most satisfied employees will be those whose needs are being met, starting with the lower-order needs and moving to the higher-order needs. “Managers have the responsibility to create a proper climate in which employees can develop their fullest potential; and failure to provide such a climate would theoretically increase employee frustration and could result in lower job satisfaction, and increased withdrawal from the organization” (Steers & Porter, 1983, p. 32).

### **Herzberg’s Hygiene Motivation Theory**

Herzberg, Mausner, and Snyderman (1959) developed the two-factor theory. The two factors are (a) motivation and (b) hygiene. On the basis of his study, Herzberg reported that employees tended to describe satisfying experiences in terms of factors that were intrinsic to the content of the job itself. These factors were called *motivators* and included such variables as achievement, recognition, the work itself, responsibility, advancement, and growth. Herzberg used the term motivator because most of the stories about satisfying events also involved high levels of self-direction and productivity (Herzberg et al., 1959, p. 114).

Conversely, dissatisfying experiences, called *hygiene factors*, resulted largely from extrinsic, non-job related factors, such as company policies, administration, coworker relations, and supervisor style. Herzberg borrowed the term hygiene from epidemiology. He noted that good medical hygiene does not make people happy, but it can prevent illness (Herzberg et al., 1959, p. 113). Herzberg and his colleagues noted that, similar to medical hygiene, fair pay, good interpersonal relations, fair policies, and pleasant working conditions do not appear to provide long-term satisfaction, but they do prevent dissatisfaction (Sachau, 2007).

Herzberg's (1959) most controversial conclusion was that job satisfaction and job dissatisfaction, rather than being on a continuum, are two continua. That is, the opposite of dissatisfaction is not satisfaction but no dissatisfaction; similarly, the opposite of job satisfaction is not dissatisfaction but no job satisfaction. Herzberg (1966) argued that attention should be given to the work itself, recognition, responsibility, achievement, and opportunities for advancement (Latham, 2007).

The preceding overview of Maslow's Hierarchy and Herzberg's theories serves only as a historical marker, as neither theory has received much research or practical attention in several decades.

### **Hackman and Oldham Job Characteristics Model**

The most influential theory of how job characteristics affect people is the Hackman and Oldham job characteristics model. According to this theory, every job has five characteristics that determine how motivating it is for an individual. These five core characteristics □ *skill variety, task identity, task significance, autonomy, and feedback* □ can be applied to any job. The five core characteristics are thought to affect an

employee's motivation because they affect three critical psychological states, which include (a) experienced meaningfulness of the work, (b) experienced responsibility for outcomes of the work, and (c) knowledge of actual results of the work. Skill variety, task identity, and task significance combine to produce a meaningful work experience. Autonomy leads to feelings of responsibility. Feedback results in knowledge of the results of the products of work, and, based on the model, was suggested as a critical factor in reducing absenteeism and employee turnover (Hackman & Oldham, 1980).

The three psychological states in turn contribute to the critical outcomes of job satisfaction and employee motivation (Spector, 1997). They determine how employees react to their work and lead to outcomes such as high performance and job satisfaction, as well as low absenteeism and turnover (Jones & George, 2009).

### **Vroom's Expectancy Theory**

Vroom's expectancy theory (1964) has also influenced the development of the construct of job satisfaction. His model is based on the assumption that individuals make conscious and rational choices about their work behavior. According to Vroom (1964; 1995), the basic premise of his expectancy theory is that employees will generally direct their efforts toward behaviors of action when they perceive that there is a high probability that they will be able to perform the behavior if they try; that there is a high probability that the behavior will lead to some outcome; and that the outcome has value to the person. Vroom's theory proposed that this process could be explained using an equation composed of three variables: (a) expectancy, (b) instrumentality, and (c) valence.

Expectancy beliefs represent an individual's judgment about whether applying (or increasing) effort to a task will result in its successful implementation. Instrumentality is

a judgment about the connection the individual perceives (if any) between task performance and possible outcomes. Valence refers to the value the person places on a particular outcome (DeSimone & Harris, 1994).

Expectancy, instrumentality, and valence are assigned probability values that must have high positive values to indicate motivated performance choices by the individual. If any of the variables approaches zero, the probability of the individual to be motivated to perform will most likely approach zero. Vroom (1964) maintains that motivation to perform high will be the result of all three values being high. Vroom's expectancy theory suggests that job satisfaction is a result from a combination of situational and personal variables.

### **Adams' Equity Theory**

Developed by Adams (1963), equity theory starts with an exchange whereby the individual gives something and gets something in return. What the individual gives may be viewed as inputs to the relationship. For such inputs to function, they must be considered relevant to the relationship (Miner, 2005). On the other side of the exchange are various things the individual may receive, or the outcomes of the exchange relationship. As with inputs, these must be recognized by the individual who receives them and be considered relevant to the exchange if they are to function effectively (Miner, 2005).

The third type of theoretical variable, in addition to inputs provided and outcomes received, is the reference person or group used in evaluating the equity of one's exchange relationship. This reference source may be a co-worker or group of co-workers (Miner, 2005).

The equity theory (Adams, 1963, 1965) states that people examine the ratio of their “outcomes” (denominator) relative to their “inputs” (numerator) relative to those of a comparison other. Input includes the person’s effort, education, and experience. Outcomes include money, recognition, and working conditions. Equity theory states that unequal ratios produce tension within the person (Latham, 2007). The equity theory proposes that individuals compare what they are receiving from their work to that of others and if they perceive that they are getting less, job satisfaction is affected.

### **Reinforcement Theory**

Different views about the fundamental nature of human beings come and go in the behavioral sciences. Psychologists in the early 20<sup>th</sup> century generally accepted the idea that instincts were fundamental to understanding human nature. During the 1940s, a school of thought that came with a number of headings, but with “behaviorism” as its most common title, gained ascendancy. The single, most basic tenet of behaviorism is determined by its consequences; there is no need to refer to the mysterious, unobservable inner states such as instincts, needs, emotions, or thoughts. The focus of this school of thought was upon learning, rather than motivation *per se* (Pinder, 2008).

B.F. Skinner, considered as the father of modern behaviorism, proposed that behavior depends on three simple elements: (a) stimulus, (b) response, and (c) reward. The proposition of behaviorism is that if a response in the presence of a particular stimulus is rewarded (i.e., reinforced), that response is likely to occur again in the presence of that stimulus (Landy & Conte, 2010).

According to reinforcement theory, the frequency of behavior is increased when a valued reward is made contingent upon that behavior. When a behavior occurs and is



followed by a desirable consequence, that behavior is said to be reinforced (meaning strengthened). The reason that the behavior is strengthened is explained by Thorndike's (1911) Law of Effect, which states that behavior that is followed by a pleasurable consequence will occur more frequently, and behavior that is followed by an aversive consequence will occur less frequently (DeSimone & Harris, 1994, p. 40). For example, let us say an individual makes a suggestion in a meeting. If people respond positively, the individual is more likely to make other suggestions in other meetings. If people respond negatively, the individual is less likely to make other suggestions in other meetings.

### **Organizational Commitment**

Organizational commitment is the single best predictor of turnover, absenteeism, and tardiness (Lum et al., 1998; Mowday et al., 1979; Testa, 2001; William & Hazer, 1986), and has a strong, direct influence on intention to leave an organization (Arnold & Feldman, 1982; Cotton & Tuttle, 1986; Igharia & Greenhaus, 1992).

Organizational commitment is an attitude that reflects the nature of the relationship between an employee and an employer (Meyer & Allen, 1997). In order to determine the factors that may relate to organizational commitment, we need to understand that a wide variety of definitions and measures of organizational commitment exist. Weiner (1982), viewed organizational commitment as the totality of internalized normative pressures to act in a way that meets organizational goals and interests. Becker, Randal, & Riegel (1995) and Porter, Steers, & Bouilan (1974) defined commitment in three dimensions:

1. A strong desire to remain a member of a particular organization.

2. A willingness to exert high levels of effort on behalf of the organization.
3. A definite belief in and acceptability of the values and goals of the organization.

Two different approaches have been used to define organizational commitment (Steers & Porter, 1983). In the first approach, organizational commitment is referred to as behavior, while in the second approach, organizational commitment is referred to as an attitude. The behavioral perspective of commitment developed from the work of Becker (1960) who proposed that workers make choices or “side bets” on whether to remain part of an organization. For example, by choosing to work elsewhere, the employee might forfeit salary as a function of tenure, health benefits, and personal relationships inside and outside the organization. Thus, an individual/employee becomes “committed” to an organization because it has become too costly for him or her to leave. Commitment is then viewed as the willingness to stay working for a company even if an alternative job is available (Hunt, Chonko, & Wood, 1960).

In contrast, in the attitudinal approach, organizational commitment is viewed as a more positive individual orientation toward the organization. Here, organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals. The employee wishes to maintain membership in the organization, and has a willingness to exert effort on behalf of the organization (Blau & Boal, 1987; Mowday, Steers, & Porter, 1979).

Meyer and Allen (1997) applied different labels to what they described as the three components of commitment: (a) affective, (b) continuance, and (c) normative. Meyer, Allen, and Smith (1993) suggest that in order to understand an individual’s

relationship with an organization, all of these three commitment dimensions should be taken into account. Research has shown that each of the components of commitment develops as a result of distinct experiences and that the components have differing implications for turnover (Allen & Meyer, 1990).

### **Three-Component Model of Commitment**

The three-component conceptualization of organizational commitment can be regarded as the dominant model in organizational commitment research (Greenberg & Baron, 2003; Bentein, Vanderberg, Vanderberghe & Stinglhamber, 2005); and has gained substantial popularity since its inception (Wasti, 2005). The notion that each component plays a role in the turnover process is the conceptual linchpin that unifies these constructs as “components” of organizational commitment (Jaros, 1997). The three-component model proposes that affective, continuance, and normative commitment, although different in nature, describe a link between the employee and the organization that decreases the likelihood of turnover (Solinger, Olffen, & Roe, 2008).

### **Affective Commitment**

Affective commitment is “a strong belief in and acceptance of the organizational goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization” (Mowday, Porte, & Steers, 1983, p. 27), as cited in Fu, Bolander, and Jones (2009). Affective commitment also refers to the employee’s emotional attachment to, identification with, and involvement in the organization (Meyer & Allen, 1997). Employees who maintain a strong affective commitment continue to work for an organization because they feel they “want” to (Meyer & Allen).

## **Continuance Commitment**

Meyer and Allen (1997) define continuance commitment as the worker continuing with the organization as an obligation by taking the entire expense of a situation □ namely, the negatives associated with leaving his or her job □ into account (p. 11). This situation stems from the obligation an individual feels to stay in an existing web of relations (Clugston, Howell, & Peter, 2000). This form of commitment develops when employees realize that they have accumulated investments they would lose if they left the organization or because their alternatives are limited (Falkenburg & Schyns, 2007). It is also rooted in the “Side Bets” theory of Becker (1960), which proposes that employees accrue certain benefits (such as status and retirement plans) by being employed in the organization over a period of time.

Workers who feel continuance commitment to the organization think that if they resign they will have fewer alternatives, and these workers stay in the organization because they do not have another option (Tanriverdi, 2008). Other potential costs of leaving include lost effort if skills or systems are non-transferable; disruption associated with changes in family arrangements; and loss of valued future opportunities (Hartmann & Bambacas, 2000). Employees who maintain a strong continuance commitment continue to work for an organization because they feel they “need” to (Meyer & Allen, 1997).

## **Normative Commitment**

Workers prefer to stay in the organization because of their views of loyalty, duty, and liability (Clugston et al., 2000) and their belief about one’s responsibility to the organization. Employees who are normatively committed to the organization remain

because “they believe that it is the right and moral thing to do” (Weiner, 1982, p. 429). Additionally, Weiner (1982) described this obligation to remain with an organization as generalized cultural expectations that a man should not change his job too often or he may be labeled untrustworthy and erratic. Employees who maintain a strong normative commitment continue to work for an organization because they feel they “ought” to (Meyer & Allen, 1997).

Mowday et al. (1979) conducted a study of how to measure organizational commitment and after surveying 2,563 employees in nine different organizations, they developed the Organizational Commitment Questionnaire of 15 items. The initial questionnaire contained a 7-point Likert scale ranging from “strongly agree” to “strongly disagree.” They determined through further studies that only nine positively-worded items should be used, and over the years it has shown to be an effective measurement tool for organizational commitment. It is from this tool that the current study is adapted.

### **Leadership Theories Overview**

The concept of leadership has attracted an extensive body of literature, ranging from biographies to self-help manuals to scientific studies. The understanding of leadership is important in government, academia, and in every for-profit or non-profit organization. Thus, the study and research of leadership takes on many more challenging attributes within the complex sphere of human interactions. As a result of its multifaceted nature, organizational leadership has been widely conceptualized and tested in behavioral psychology and business management studies. Despite the numerous research studies on the subject of leadership, attempts to classify these studies into categories of approach (traits, behaviors, and styles) offer limited insight (Graen & Uhl-

Bien, 1995). Stodgill (1974) concludes that “There are almost as many different definitions of leadership as there are persons who have attempted to define the concept” (p. 7).

According to Stringer (2006), the old “command and control” leadership style modeled solely after a transactional leadership approach does not suffice in today’s ever-growing, rapidly changing technical workforce. The emergence of today’s new economy has brought about substantially higher levels of productivity, and customer focus now requires a much more encompassing leadership model than that of the transactional approach (Wart, 2003). In essence, organizations that fail to fully embrace the more encompassing leadership model may not remain competitive and may eventually cease to exist (Stringer, 2006).

### **Leader-Member Exchange Theory (LMX)**

Leadership effectiveness depends not only on leadership traits, styles, and roles, but also on the quality of leader-subordinate relationships. The LMX theory (Scandura, Graen, & Novak, 1986) has contributed to leadership theory by helping researchers analyze the quality of the leader-subordinate relationship as a factor affecting employee job satisfaction, performance, and leadership effectiveness (Erdogan & Enders, 2007). LMX theory suggests that the quality of leader-member dyadic relationships would predict more positive organizational outcomes than traits or behaviors of supervisors (Burns & Otte, 1999).

LMX theory contends that leaders develop separate relationships with each of their subordinates through a series of work-related exchanges (Graen & Cashman, 1975; Graen & Scandura, 1987). The main premise of LMX theory is that leaders develop

differential relationships among the subordinates who report directly in their work groups, a practice referred to as LMX differentiation (Liden, Erdogan, Wayne, & Sparrowe, 2006).

### **Social Exchange Theory**

LMX can also be understood from a social exchange theory perspective (Dienesch & Liden, 1986). Social exchange theory is based on the idea that the quality of relationships among employees and between the employee and the organization is rooted in the history of mutual exchanges between those entities (e.g., Blau, 1964; Cropanzano & Mitchell, 2005; Gouldner, 1960) as cited in (Harris et al., 2007). In his discussions, Gouldner (1960) stated that individuals feel bound to help those who have helped them. In applying this to LMX relationship quality, supervisors give certain advantages or benefits to individuals with whom they have higher quality LMX relationships. Managers and supervisors have been found to be critical agents in social exchange processes (Graen & Scandura, 1987) as cited in Gould-Williams and Davies (2005).

Wayne and Green (1993, p. 1433) propose that the social exchange model is seminal to understanding the LMX theory. The social exchange is based on the context of Gouldner's (1960) "norm of reciprocity," wherein he discusses reciprocity as a "mutually contingent exchange of benefit between two or more units" (p. 164). The social exchange roots of LMX theory (Blau, 1964) suggest that reciprocation of both material and non-material exchanges contributes to the quality of the LMX relationship (Liden, Sparrowe, & Wayne, 1997). Supervisors possess many resources involving material or non-material goods that can be exchanged with a follower. For example, supervisors can choose to provide social support and take consideration when giving

assignments and deadlines (Graen, Novak, & Sommerkamp, 1982; Graen & Uhl-Bien, 1995). Supervisors may also share or withhold valuable information when interacting with followers, or may choose to engage in mentoring or other socio-economical interactions (Graen, Liden, & Hoel, 1982; Graen & Uhl-Bien, 1995). Similarly, followers may also offer resources that are important to leaders, such as making an extra effort, showing greater dedication to accomplishing the leader's goals, or demonstrating greater organizational commitment (Graen & Cashman, 1975; Graen and Uhl-Bien, 1995).

Blau (1964) also distinguished the differences between social and economic exchange, noting that social exchange tends to produce feelings of personal obligation, gratitude, and trust, whereas economic exchanges do not. This distinction between social and economic exchange is fundamental to the way in which out-group or low-quality exchanges and in-group or high-quality exchanges have been distinguished in LMX research (Liden & Graen, 1980; Liden, Wayne, & Stilwell, 1993).

Consequently, as the number of social exchanges between supervisors and subordinates increases, the quality of the leader-member relationship becomes stronger (Greguras & Ford, 2006).

### **Role Theory**

Graen (as cited in Burns & Otte, 1999) presents role theory as the original theoretical base of the LMX approach to leadership and suggests that organizational members accomplish their work through roles. In a conceptual paper, Graen (as cited in Burns & Otte, 1999) developed the theoretical base of the LMX model of leadership by building on the role theory of Kahn et al. (1964) and Katz and Kahn (1966). Katz and



Kahn (1966) define roles as “standardized patterns of behavior required for all persons playing a part in a given functional relationship” (p. 24), as cited in Burns & Otte (1999). In the refined model, the leader communicates to the member a set of expectations regarding the appropriate role behavior of the member (*role expectation*). The member then receives and interprets these sent expectations (*received role*) and may modify his or her role behavior. Finally, the member’s role behavior transmits feedback to the leader (*monitored behavior*), as cited in Burns & Otte (1999).

Applying the tenants of role theory to LMX relationship quality, leaders and followers engage in social interactions during which work assignments are made by the leader. In general, more important organizational roles are given to followers whom the leaders like or view as strong followers because of their dedication and performance, whereas lesser roles are given to those whom are viewed as less capable, less liked, or performing less.

### **Relationships with LMX Quality**

Morrow, Suzuki, Crum, and Ruben (2005), posit that the relationship between a supervisor and an employee develops as a result of work-related exchanges between the two individuals. These relationships can be characterized as high in quality or “good” (i.e., reflecting trust, respect and loyalty), or low in quality or “bad” (i.e., reflecting mistrust, low respect, and a lack of loyalty). Achieving good relations between supervisors and subordinates helps to embed employees within organizations and thereby provides a disincentive for employees to quit. Graen and Uhl-Bien (1995) stated that at the organizational level, employees are better socialized and less likely to quit if they have an effective working relationships with their boss. The talented employee may join

a company because of its charismatic leaders, its generous benefits, and its world-class training programs, but how long that employee stays is determined by his or her relationship with his immediate supervisor (Buckingham & Coffman, 1999).

Accordingly, firms have sought to maximize LMX perceptions among subordinates as a strategy for reducing turnover (Morrow et al.).

LMX suggests that supervisors choose employees they like and/or view as strong performers to fill the more important organizational roles. Conversely, the lesser roles are assigned to those subordinates who are less liked or viewed as less capable (Harris, Harris, & Harvey, 2007). Subordinates selected for the more important roles establish close, high-quality LMX relationships with their supervisors characterized by trust and emotional support (Dienesch & Liden, 1986). On the other hand, subordinates in low-quality LMX relationships have exchanges with their supervisors that reflect low levels of trust and emotional support and few, if any, benefits outside the formal employment contract (Dienesch & Liden).

LMX theory emphasizes that the relationships a leader has with followers can be divided into two types, with one type placing followers in an “in-group,” and the other placing followers in an “out-group.”

The in-group subordinates perform their jobs in accordance with the employment contracts and can be counted on by the supervisor to perform unstructured tasks, to volunteer for extra work, and to take on additional responsibilities (Truckenbrodt, 2000). Working with an in-group allows a leader to accomplish more work in a more effective manner than working without one. In-group members are willing to do more than is required in their job description and look for innovative ways to advance the group’s

goals (Northouse, 2004, p. 153). In addition, the leader will demonstrate trust, support, collective goals, as well as initiative beyond the scope of the everyday job toward a member of the in-group, in exchange for more effort and enthusiasm (Northouse, 2001, p. 114-115). Yu and Liang (2004) cite studies that have found positive relationships between high-quality LMX and variables such as compatibility between the manager and members of the in-group (Duchon et al. 1986), higher job ratings (Vecchio and Gobdel, 1984), greater satisfaction with supervision, and less tendency to quit.

Members of the out-group act quite differently from in-group members. Rather than trying to do extra work, out-group members operate strictly within their prescribed organizational roles. They do what is required of them, but nothing more. Leaders treat out-group members fairly and according to the formal contract, but they do not give them special attention (Northouse, 2004, p. 153-154).

Manzoni and Barsoux (as cited in Harris, Harris, & Eplion, 2007) point out that the relationship between supervisors and subordinates has received considerable research attention and has been suggested to be one of, if not the most, important relationships for employees. LMX theory has provided a useful framework for examining these relationships and has been the focus of numerous empirical studies (e.g., Gerstner & Day, 1997; Graen & Uhl-Bien, 1995), as cited in Harris et al. (2007).

### **Dimensionality of the Leader-Member Exchange**

The most critical element of LMX theory is the nature of the relationship between a leader and subordinate which emerges from the role-making process. One particularly critical theoretical question that has not been explicitly addressed is whether LMX is either a unidimensional or multi-dimensional relationship (Dienesch & Liden, 1986).

Most of the earlier conceptualizations have treated LMX as a unidimensional construct in predicting subordinate-related outcomes. In this unidimensional measurement, the exchange relationship is limited to the job and task at hand, with little or no focus on assessing social interactions (Bhal, Gulati, & Ansari, 2009). Graen and Uhl-Bien (1995, p. 237-238) commented:

“Development of LMX is based on the characteristics of the working relationship as opposed to a personal or friendship relationship, and this trust, respect, and mutual obligation refer specifically to individuals’ assessments of each other in terms of their professional capabilities and behavior”.

According to the role theory (Katz & Kahn, 1978), roles are multi-dimensional and are likely to have different combinations of task focus and social interaction. The nature of the interaction in different quality dyads is maintained through social exchanges. These exchanges are also conceptualized as multi-dimensional, involving material and non-material rewards like advice, workflow, and friendship (Bhal, Gulati, & Ansari, 2009). Since both roles and exchanges are multi-dimensional, Dienesch and Liden (1986) and Liden and Maslyn (1998) have proposed that LMX also needs to be studied as a multi-dimensional construct. Liden and Maslyn and Dienesch and Liden proposed four dimensions of LMX relations: (a) contribution, (b) affect, (c) loyalty, and (d) professional respect.

### **Contribution**

*Contribution* is defined as “the perception of the amount, direction, and quality of work-oriented activity each member puts forth toward mutual goals, explicit or implicit of the dyad” (Dienesch & Liden, 1986, p. 624) and performing work beyond what is

specified in the job description (Liden & Maslyn, 1998). The level of contribution affects the number, difficulty, and importance of tasks assigned to and accepted by members, since it shows a leader's confidence in members' abilities and willingness to successfully complete extensive and difficult tasks, as well as the members' confidence in their own abilities to accept large workload, advice, and support from their respective leaders (Dienesch & Liden). Accordingly, contribution focuses on members' task-related behaviors (Graen & Scandura, 1987). Members who impress their leaders receive resources and support that further enhance their job performance (Graen & Cashman, 1975; Liden & Graen, 1980; Liden & Maslyn).

### **Affect**

Affect is defined as “the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values” (Dienesch & Liden, 1986, p. 625). It is also defined by Liden and Maslyn (1998) as friendship and liking one another. Affect is considered to be extremely important as the relationship develops (Dienesch & Liden) and such affection may be manifested in the desire for and /or occurrence of a relationship that has personally rewarding components and outcomes (Liden & Maslyn). This dimension of LMX can be hindered or developed, with affect occurring if the leader and subordinate enjoy being around each other and enjoy being in each other's company, developing commitment and friendship through work interactions (Mardanov, Sterrett, & Baker, 2007). However, not all high-quality LMX relationships have high levels of affect. As in different relationships, certain dimensions may be lower and other dimensions may dominate (Liden & Maslyn).

## **Loyalty**

*Loyalty* refers to the extent to which members and leaders are loyal to one another, and is formally defined as the extent to which member and leader publicly support each other's actions and character (Dienesch & Liden, 1986). It is primarily concerned with the degree to which leaders and members in dyads protect each other relative to the outside forces in their immediate environments (Dienesch & Liden). According to Scandura, Graen, and Novak (1986), loyalty is how people feel about the relationship. It makes a difference in a number of ways, including how leaders ask members to work and take on different tasks, which comes from a sense of loyalty and mutual obligation (Liden & Maslyn, 1998). Leaders are more likely to entrust their loyal members with task assignments that require independent judgment and responsibility (Liden & Graen, 1980; Liden & Maslyn).

## **Professional Respect**

*Professional respect* refers to the “perception of the degree to which each member of the dyad built a reputation, within and/or outside the organization, of excelling at his or her line of work” (Liden & Maslyn, 1998, p. 47), as well as respect for professional capabilities. It may be based on historical data *vis-à-vis* firsthand experience with a person, comments and recommendations about a person, and awards or professional recognition achieved by a person (Liden & Maslyn, Graen & Uhl-Bien, 1995; Graen & Scandura, 1987). Essentially, professional respect brings forth the assessment of technical and interpersonal skills of the supervisor (Liden and Maslyn).

Several studies of LMX have found a significant negative relation with actual turnover (Danserau et al., 1975; Graen et al., 1982; Ferris, 1985), and negative correlations with turnover intentions (Liden & Maslyn, 1998; Wayne et al., 1997; Wilhelm et al., 1993), while others have found a nonsignificant correlation (Vecchio, 1985).

The focus of the current research is to extend what is known about the dimensions of LMX relationship quality and their relations to turnover intentions by using the four dimensional LMX-MDM measure (Liden & Maslyn, 1998), which has not been incorporated in studies using front-line retail managers.

### **Summary of Previous Literature in Retail Settings**

While there is substantial existing research on job satisfaction and organizational commitment and turnover intentions, there were several significant studies that guided the development of this particular study. Each of these is briefly discussed below.

The first significant study, by Good, Sisler, and Gentry (1988), was conducted to understand the antecedents of turnover. The sample consisted of 440 retail managers who responded to a survey composed of previously tested instruments. Intent to leave was measured as a surrogate for actual turnover. Antecedents to intent to leave were role ambiguity, role conflict, work-family conflict, job satisfaction, and organizational commitment. LISREL VI was used to analyze the variable relationships and yielded a model that confirmed the sequential ordering of the variables (Good et al., 1988).

Job satisfaction was measured by the 72-item Job Descriptive Index (JDI), and the 15-item measure of organizational commitment developed by Mowday, Steers, and

Porter (1979) was used in this study. All correlations were significant ( $p < .01$ ). A study by Good et al. (1988) showed that satisfaction was negatively correlated with intent to leave (-.65), and commitment with the strongest negative relationship (-.81).

The second significant study, conducted by Arndt, Arnold, and Landry (2006), was a study of front-line retail employee's satisfaction that subsequently reduced their turnover. The retail employees selected for this study all worked in pharmacies, and they were either pharmacists or pharmaceutical technicians. Five measures were used in the study: (a) job satisfaction, (b) distributive fairness, (c) polychronic orientation, (d) career stages, and (e) turnover intention. Job satisfaction was measured by using a shortened version of the job satisfaction scale developed by Brown and Peterson (1994) and modified for retail context; distributive fairness was measured with a 4-item reward allocation fairness scales used by Netemeyer et al., (1997); and turnover intention was measured using Bluedorn's (1982) established scale that captures an employee's intention to quit in three different time periods (Arndt et al., 2006).

The polychronic orientation was measured using a simplified 4-item scale from Bluedorn et al., (1999) and the career stages included four categories created by Cron (1984): (a) exploration, (b) establishment, (c) maintenance, and (d) disengagement (Arndt et al. 2006). All the items were measured using a 7-point Likert scale. A confirmatory factor analysis was conducted on the sample to lend evidence to the robustness and reliability of the scales in a retail context. Results were tested using a series of regressions and confirmed that front-line retail employees job satisfaction negatively related to turnover (standardized beta = -.269,  $p < .001$ ).



The third significant study, conducted by Firth, Mellor, Moore, and Loquet (2004), investigated a total of 173 retail salespeople completing a questionnaire measuring commitment to the organization for which they worked; job satisfaction; stress, supervisor support; locus of control; self-esteem; the perceived stressors in the job; and their intention to quit. Path analysis was used to test the relationships hypothesized in the model. The majority of the hypothesized paths in the model were supported and clearly the major impact in reducing employees' intention to quit came from a sense of commitment to the organization ( $\beta = -.49$ ) and from a sense of job satisfaction ( $\beta = -.41$ ).

The literature also revealed a recent study of retail managers exclusively from Rhoads, Swinyard, Geurts, and Price (2002). In this study, 143 retail store managers and 59 corporate managers were compared to managers in other fields. To fully capture the workplace experiences of retailers, Rhoads et al. used measures of the job environment (working hours; level of compensation), job characteristics (feedback; participation; autonomy; variety; and control), and psychological well-being (role overload; role conflict; job stress; job burnout; job satisfaction; organizational commitment; and turnover intentions).

Job satisfaction was measured with a 23-item scale adapted from Churchill, Ford, Hartley, & Walker (1985); organizational commitment was measured using a 4-item scale adapted from Porter, Steers, Mowday, & Boulian (1974). Finally, turnover intention was measured using Donnely & Ivancevich's (1975) 3-item scale, and this measure has been shown to be a strong indicator of actual turnover (Rhoads et al., 2002).

Findings revealed that the retail store managers were less satisfied, felt less commitment, and had greater intentions to leave than corporate retail managers and managers in other fields (Rhoads et al., 2002).

Another significant study is that of Schwepker (2001), who examined ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention among salespeople. A cross-sectional sample of business-to-business salespeople in a southern region of the United States was used. Job satisfaction was measured with a reduced version (20 items) of INDSALES (Churchill et al., 1974; Comer et al., 1989), a scale that assesses salespeople's satisfaction with their job; promotion and advancement; pay; supervisor; company policy and support; customers; and fellow workers (Schwepker).

Organizational commitment was measured by means of the 9-item version of the Organizational Commitment Questionnaire (Mowday et al., 1979), and turnover intention was measured with Bluedorn's (1982) four items from the Staying/Leaving Index. Regression analysis was used to test the hypotheses and the results confirmed that the more committed sales people are to the organization, the less they intend to leave ( $\beta = -.53, p < .01$ ), Schwepker (2001).

Finally, Harris' (2004) research was to further the study of LMX by using a new multidimensional measure employing the four dimensions of LMX affect, contribution, loyalty, and professional respect (Liden & Maslyn, 1998). The participants of the study were composed of 193 matched supervisors and subordinates from an automotive company in the Southeast. Factor analysis was used to allow the researcher the

opportunity to analyze the interrelationships among the items in order to identify the number of factors. A confirmatory factor analysis (CFA) was also used and finalized by a LISREL analysis (Harris, 2004).

The unexpected finding was that none of the LMX dimensions had significant correlations with the outcomes of turnover intentions. These findings were not consistent with the large number of studies that have examined these same relationships (Gerstner & Day, 1997; Schriesheim et al., 1999). Harris' (2004) reason for these unexpected findings is attributed to the sample used. In other words, car salesmen and service people have workdays and daily activities that are considerably different from those of more "traditional" office employees.

To date, the literature focusing on front-line retail managers has not incorporated the findings of LMX theory. Similarly, the LMX-MDM literature has not examined front-line retail managers in the auto parts industry. Therefore, one of the main objectives in this study was to integrate these literatures by exploring the role of LMX-MDM in the front-line retail manager's turnover intention with the incorporation of job satisfaction and organizational commitment as well.

### **Summary of Previous Literature in Non-Retail Settings**

The non-retail studies listed in Table 3 have been useful in understanding the relationships of job satisfaction, organizational commitment, and LMX dimensions to turnover intentions, and provide further direction and support to this study. (See also Appendix G for specific results.)

Table 3

*Previous Studies of Job Satisfaction, Organizational Commitment, and Leader-Member Exchange*

Author(s)	Year	Sample	Variables
Shore, L. M., & Martin, H. J.	1989	Tellers and hospital staff	Organizational commitment, job satisfaction, and turnover Intentions
Moynihan, L.M., Boswell, W. R., &	2000	Executives	Job satisfaction, organizational commitment, and turnover intentions
Boudreau, J. W. Jahangir, N., Akbar, M.M., & Begum, N.	2006	Telecommunication employees	Organizational commitment, job satisfaction, and turnover intentions
Wilhelm, C.C., Herd, A. M., & Steiner, D.D.	1993	Supervisor-subordinate dyads in manufacturing	LMX and turnover Intentions
Harris, K.J. Wheeler, A.R. & Kacmar, K.M.	2009	University alumni and state agency employees	LMX-MDM and turnover intentions.

## **CHAPTER THREE: METHODOLOGY**

The purpose of this study is to show there is a relationship between job satisfaction, organizational commitment, leader-member exchange (LMX), and intent to turnover of front-line retail managers in the auto parts industry.

This section outlines the research design that this study used to investigate the relationships between the independent variables in turnover intention. Topics covered include the sample; procedure and data collection; instrument; data analysis; specifying the variables; hypothesized model; assumptions; and limitations.

### **Research Design**

This study required a systematic method that would be effective and accurate in describing the relationships among all variables measured. Thus, this study used a correlation design which, as defined by Creswell (2002), is a “technique to describe and measure the degree of association (or relationship) between two or more variables or sets of scores” (p. 361). This study used a correlation design because the job satisfaction, organizational commitment, and leader-member exchange (LMX) will be examined as degrees of relationships to turnover intentions.

### **Sample**

The subjects for this study were composed of front-line retail managers working in auto parts stores in the states of Nevada and Utah. The sample included part-time as well as full-time managers. All members of management were invited to participate in the survey; each manager in this target sample was given equal opportunity to participate. Since the study was conducted within the researcher’s organization, this was a convenient sample readily available to the researcher. In the field of business and management,

“convenience samples are very common and indeed more prominent than are samples based on probability sampling,” as cited in Bryman and Bell (2007, p. 198).

Convenience sampling is the proposed methodology for selecting the sample of front-line managers in this study for the following key reasons: (a) time constraints associated with the nature of the research; (b) the researcher is constrained by financial limitations necessary to survey the entire population, which is spread across the states of Nevada, Utah, and beyond; (c) the proposed population sample will be readily accessible to the researcher as a result of professional association.

The following techniques were used to improve response rate:

1. The survey package included a self-addressed and stamped envelope to help alleviate the burden for the participant to return the completed survey.
2. A reminder e-mail was sent two days after the mailing of the surveys to all the regional staff so they could remind and encourage the participants to complete the survey.
3. The introduction letter indicated that participants are able to contact the researcher directly with any questions.
4. The cover letter indicated a promise of confidentiality and privacy.

### **Procedure and Data Collection**

The researcher requested permission from the regional manager of operations and the human resources manager to survey their front-line managers from retail stores located in the states of Nevada and Utah. Approximately two weeks before the surveys were mailed, the researcher had a conference call with the regional manager, human resources manager, and the district managers. During this meeting the researcher

explained the survey and described the distribution process. The surveys would be sent to each store, addressed to the store manager, in the states of Nevada and Utah. Upon arrival of the surveys, the store manager would distribute the survey to each member of management along with the cover letter and self-addressed envelope, which would then be returned to a postal box upon completion.

The participants were not asked for any specific identifying information and participation was voluntary. The participants were instructed that they could complete the surveys during their break and mail them directly to the researcher. This procedure was used for both convenience and to obtain good response rates. The deadline for responses was approximately two weeks after the distribution of the surveys. Follow up telephone calls to the district managers to remind their management team were made a week after the package containing the surveys was sent to the stores.

Each envelope and survey was collected from the postal box, and the data from the survey was entered into the SPSS worksheet. Each envelope and survey was numbered to correspond with each row of data on the worksheet. A total of 245 surveys match the number of rows in the SPSS worksheet.

### **Instrumentation**

Questions on the survey were developed to measure all independent and dependent variables. Items measuring each of the variables were combined to form the survey, which was distributed to the managers in the sample. All of the items came from existing surveys and were adapted to better fit this study. How the variables were measured is described in the next section.

**Job satisfaction measure.** Job satisfaction was measured using the research results of a single-item overall job satisfaction (Wanous, Reichers, & Hudy, 1997). The average correlation between a single-item measure and a scale was .63 (when corrected for unreliability it is .67) for all scales, and .67 (when corrected for unreliability it is .72) for the “best” scales. These correlations can be considered the "convergent validity" of the single-item, and they are based on 28 samples with 7,682 people (Wanous et al.). The job satisfaction item can be found in Appendix A.

**Organizational commitment measures.** Organizational commitment was measured with the Organizational Commitment Questionnaire (OCQ). The OCQ is a Likert-type instrument made up of a 9-item short scale developed by Mowday et al. (1979). The response range is from strongly disagree (1) to strongly agree (5). This instrument’s reliability and validity has been well established by prior studies and researchers (Mowday et al., 1979; Lee & Johnson, 1991; and Martin & Hafer, 1995). All the items in the scale were summed up resulting in a “summary indicator” of commitment (Mowday et al., 1979, p. 227; see Appendix B for items).

**Leader-Member Exchange measures.** Leader-member exchange quality was measured with the multi-dimensional (MDM) scale developed by Liden and Maslyn (1998). It divides the items into four different dimensions and then uses them to measure the accessibility of the relationship between the subordinate and supervisor. This study used an adaptation of the Liden and Maslyn scale by using 10 of the 12-items. Response selections vary from strongly disagree (1) to strongly agree (5). It should be noted that the original LMX-MDM used a 7-point scale (with the same anchors) instead of the 5-point scale in the current study. (See Appendix C for list of items).



**Turnover intention measures.** Based on Firth, Mellor, Moore, and Loquet (2004), the research used two questions that reflected how participants felt about leaving their job (see Appendix D). Responses were given on a five-point scale.

A total of 173 retail salespeople completed the questionnaires measuring commitment to the organization for which they worked; job satisfaction; stress; supervisor support; locus of control; self-esteem; the perceived stressors on the job; and their intention to quit. The majority of the hypotheses were supported, with the variables included accounting for 52% of the variance in intention to quit (Firth et al.).

### **Data Analysis**

Descriptive statistics were calculated on all demographic and computed variables. This gives a clear picture of the sample and indicates how satisfied respondents are with their jobs; how committed they are to their organization; how strong their relationship is to their leaders; and if they intend to leave the organization.

Additionally, this study used two statistical tests to analyze the gathered data. The following are the methods employed:

1. The Pearson r correlations were calculated for each of the variables to test the degree of association between variables.
2. Multiple regression analysis was used to answer the general question “What are the relationships among job satisfaction, organizational commitment, leader-member exchange (LMX) theory, and turnover intentions amongst retail managers in the auto part industry?”

## **Independent and Dependent Variables**

The variables of this study consisted of one dependent variable and six independent variables, listed below:

1. Dependent variable:
  - (a) turnover intentions
  
2. Independent variables:
  - (a) job satisfaction;
  - (b) organizational commitment;
  - (c) affect dimension of LMX theory;
  - (d) loyalty dimension of LMX theory;
  - (e) contribution dimension of LMX theory; and
  - (f) professional respect dimension of LMX theory.

Further, in this section the conceptual and operational definitions of the independent and dependent variables for this study are described. The conceptual definition is explained first, then followed by the operational definition of each variable.

### **Job satisfaction.**

**Conceptual definition:** *Job satisfaction* is simply how people feel about their jobs and different aspects of their jobs (Spector, 1997). George and Jones (2008) stated that job satisfaction is “the collection of feelings and beliefs that people have about their current jobs. People who dislike their jobs will try to find alternative employment (Spector, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein, and Hellman, 1997; Jamal, 1997).

**Operational definition:** To measure the extent to which managers are satisfied with their jobs, a single-item global satisfaction was used in this study. The first question

in the survey was used to measure this variable and rated on a continuum from 1 (“strongly disagree”) to 5 (“strongly agree”).

### **Organizational commitment.**

Conceptual definition: *Organizational commitment* has been described as the emotional commitment of a worker towards his or her job (Mowday, Steers, and Porter, 1979). It is pointed out that a person who is committed to an organization should then be dedicated and have a strong belief in the organization’s goals and values (Porter, Steers, Mowday, and Boulian, 1974). Over the past 30 years, commitment has been operationalized in terms of careers; organizations; norms; identification; morals; work; jobs; job involvement; security’, “side-bets”; and affects (Reilly & Orsak, 1991). This study is focused on the effect of organizational commitment on employee turnover (Cohen, 1993; Reilly & Orsak; Mowday, Steers, & Porter, 1979).

Operational definition: Employee commitment to an organization is reflected by the acceptance of an organization’s values; willingness to go the extra mile on behalf of the organization; and a strong desire to stay with the company. Questions 2 through 8 and questions 10 and 11 represent possible feelings that managers might have about the organization for which they work, and are measured on a continuum from 1 (“strongly disagree”) to 5 (“strongly agree”). All the items in the scale were summed up, resulting in a “summary indicator” of commitment.

### **Affect dimensions of LMX.**

Conceptual definition: *Affect* is defined as “the mutual affection members of the dyad have for each other based on primarily interpersonal interaction rather than work or professional values” (Dienesch & Liden, 1986, p. 625). Affect occurs if the leader and

member enjoy being around each other, thus developing commitment and friendship through work interactions.

Operational definition: Supervisors and subordinates who like each other (i.e., who are high on the affect dimension) are more likely to have friendly interactions. In this study, the affect dimension of LMX relationship is measured on a scale from 1 (“strongly disagree”) to 5 (“strongly agree”). This information was obtained by the responses to questions 12, 13, and 15.

#### **Loyalty dimension of LMX.**

Conceptual definition: *Loyalty* refers to the extent to which members and leaders are loyal to one another and is formally defined as the extent to which the member and leader publicly support each other’s actions and character (Dienesch & Liden, 1986). Loyalty evaluates the amount of loyalty the dyad member feels his leader has toward him or her (e.g., “come to their defense”).

Operational definition: Supervisors and subordinates who are loyal to each other may be viewed as an outcome of high-quality LMX relationships. In this study, the loyalty dimension is measured on a scale from 1 (“strongly disagree”) to 5 (“strongly agree”). This information was obtained by the responses to Questions 16 and 17.

#### **Contribution dimension of LMX.**

Conceptual definition: *Contribution* is defined as the “perception of the amount, direction, and quality of work-oriented activity each member puts forth toward the mutual goals of the dyad” (Dienesch & Liden, 1986, p. 624).

Operational definition: Supervisors’ and subordinates’ work-related behaviors impact the quality of LMX relationships formed. In this study, the contribution

dimension is measured on a scale from 1 (“strongly disagree”) to 5 (“strongly agree”). This information was obtained by the responses to questions 18 and 19.

#### **Professional respect dimension of LMX.**

Conceptual definitions: *Professional dimension* refers to the “perception of the degree to which each member of the dyad has built a reputation, within and/or outside the organization, of excelling at his or her line of work” (Liden & Maslyn, 1998, p. 47).

Operational definition: In this study, the professional respect dimension of the LMX relationship is measured on a scale from 1 (“strongly disagree”) to 5 (“strongly agree”). This information was obtained by the responses to questions 20 through 22.

#### **Turnover intentions.**

Conceptual definition: *Turnover intention* is the employee’s behavioral intention to withdraw from the organization (Good et al. 1996). This research will use the term “turnover intentions” rather than turnover. Intentions to stay or leave an organization are consistently related to turnover and this relationship is generally stronger and more significant than the satisfaction turnover-relationship (Lum, Kervin, Clark, Reid, & Sirola, 1998), and consistent evidence shows that turnover intentions are the “strongest cognitive precursor of (actual) turnover” (Tett & Meyer, 1993, p. 262).

Operational definition: This variable is measured by the degree of an employee’s commitment to stay with the employer. Two attributes of this variable are (1) an employee’s intention to leave the organization; and (2) their decision to leave within the next 12 months. A 5-level scale was used to measure the level of the attribute. The questions used to measure this variable are questions 9 and 14.

### **Assumptions and Limitations**

The following assumptions were formulated and were central to the design of this research. They were determined with respect to the model in this study.

1. The research methods and procedures used in the conduct of this study are appropriate.
2. Participants understand the questions and are able to answer all the questions in the survey.
3. Answers from the survey are given by knowledgeable and honest participants.
4. Participants can accurately recall facts and events surrounding their job and interactions with their immediate supervisor.

There are some limitations of this research which may influence the findings of this study. They include:

1. The study is limited to front-line retail managers working only in the auto parts stores located in the states of Nevada and Utah, and thus cannot be generalized beyond this population.
2. The study is limited to the subjectivity of the survey and the indicated questionnaires.
3. Affective response and satisfaction may be affected by daily events beyond the control of the researcher.
4. The conclusions drawn are limited to those responses elicited by the questionnaires deemed valid and reliable by the developers of these instruments.

## Summary

The broad research question and the purpose of this study is to show there is a relationship between job satisfaction organizational commitment, leader-member exchange (LMX), and intent to turnover of front-line retail managers in the auto parts industry. The detailed research questions and research hypotheses were formulated according to the broad research question.

The dependent variable in this study is turnover intention and the independent variables include job satisfaction, organizational commitment, and leader-member exchange (LMX).

## **CHAPTER FOUR: RESULTS**

In this chapter, the data collected in this study are described based on the information recorded from the survey instrument. The main goal in this study was to determine if there is a relationship between job satisfaction, organizational commitment, leader-member exchange (LMX), and intent to turnover of front-line retail managers in the auto parts industry. This chapter begins with the demographic profiles of the respondents and a report of the return rate of the survey. Statistical analyses of the data are presented as well.

### **Demographic Profiles of Respondents**

The data were analyzed using IBM/SPSS Statistics Grad Pack 18.0 for Windows. A total of 384 surveys were distributed with a return of 245, thus equaling a response rate of 64%. The demographics of the sample (n=245) indicate that 207 full-time (84.5%) and 38 part-time (15.5%) managers participated in this study (see Table 4). As shown in Table 5, respondents from Generation X formed the largest group (43.7%), followed by Generation Y (28%), Baby Boomers (26.1%), and the Traditionalist having the least representation (1.6%).

The frequencies and percent for each item of the Likert scale from individual items of the survey are presented in Table 6. The point on the Likert scale that represented the greatest frequencies and percentages are bolded. For example, for the first item - JS, "Considering, I am satisfied with my job," the most frequent choice on the Likert scale was "4" ("agree"), with 121 respondents selecting this response at a 49.4% of the study population.



The mean and standard deviation for all items are given in Table 7. With the scale of means ranging from 1 (“strongly disagree”) to 5 (“strongly agree”), the lowest mean was 2.07 (turnover intentions 2: “Considering everything, I will most likely leave this company within the next year”). The highest mean was 4.35 (organizational commitment 1: “I am willing to put in a great deal of effort beyond that normally expected in order to help the company be successful”). The standard deviations for all items ranged from 0.76 to 1.24. All the items measuring job satisfaction, organizational commitment, and leader-member exchange dimensions had a mean greater than 3.0

Table 4

*Demographic Information: Full-Time vs. Part-Time Employment Status*

		Job Status			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Full-Time	207	84.5	84.5	84.5
	Part-Time	38	15.5	15.5	100.0
	Total	245	100.0	100.0	

Table 5

*Retail Managers Represented in Each Generation Group*

		Generation			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Traditionalist	4	1.6	1.6	1.6
	Baby Boomer	64	26.1	26.1	27.8
	Generation X	107	43.7	43.7	71.4
	Generation Y	70	28.6	28.6	100.0
	Total	245	100.0	100.0	

Table 6

*Frequencies and Percentages Responding to Each Score on the Likert Scale for the Twenty-two Items of the Survey*

Item	Survey Item (r) = reverse score for analysis	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
JS	Considering everything, I am satisfied with my job	2 .8%	16 6.5%	45 18.4%	121 <b>49.4%</b>	61 24.9%
OC1	I am willing to put in a great deal of effort beyond that normally expected in order to help the company be successful	1 .4%	6 2.4%	19 7.8%	99 40.4%	120 <b>49.0%</b>
OC2	I speak positively of my company to my friends as a great company to work for.	2 .8%	10 4.1%	36 14.7%	93 38.0%	104 <b>42.4%</b>
OC3	I would accept almost any types of job assignment in order to keep working for this company	5 2.0%	24 9.8%	62 25.3%	83 <b>33.9%</b>	71 29.0%
OC4	I think that my value and the company's values are very similar.	4 1.6%	21 8.6%	51 20.8%	101 <b>41.2%</b>	68 27.8%
OC5	I am not proud to tell others that I am part of this company (r)	14 5.7%	31 12.7%	11 27.0%	61 24.9%	112 <b>45.7%</b>
OC6	This company really inspires the very best in me in a way of job performance.	6 2.4%	23 9.4%	49 20.0%	101 <b>41.2%</b>	66 26.9%
OC7	I am extremely glad that I chose this company to work for over others I was considering at the time I joined.	2 .8%	11 4.5%	53 21.3%	93 <b>38.0%</b>	86 35.1%
OC8	I really don't care about the fate of this company. (r)	6 2.4%	10 4.1%	36 14.7%	66 26.9%	127 <b>51.8%</b>
OC9	For me, this is the best of all possible companies for which to work.	15 6.1%	23 9.4%	76 31.0%	88 <b>35.9%</b>	43 17.6%
LMX -A1	I like my supervisor much as a person.	3 1.2%	17 6.9%	32 13.1%	72 29.4%	121 <b>49.4%</b>
LMX -A2	My supervisor is the kind of person one would like to have as a friend.	2 .8%	18 7.3%	40 16.3%	74 30.2%	111 <b>45.3%</b>
LMX -A3	My supervisor is a lot of fun to work with	6 2.4%	14 5.7%	61 24.9%	81 33.1%	83 <b>33.9%</b>

Table 6 (continued)

*Frequencies and Percentages Responding to Each Score on the Likert Scale for the Twenty-two items of the Survey*

LMX -L1	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	15 6.1%	26 10.6%	77 31.4%	78 <b>31.8%</b>	49 20.0%
LMX -L2	My supervisor would not defend me to others in the organization if I made an honest mistake. (r)	5 2.0%	14 5.7%	54 22.0%	76 31.0%	96 <b>39.2%</b>
Item	Survey Item (r) = reverse score for analysis	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
LMX b-C1	I am willing to pay extra efforts, beyond those normally required, to meet my supervisor's goals.	3 1.2%	8 3.3%	29 11.8%	117 <b>47.8%</b>	88 35.9%
LMX -C2	I sincerely work at my best for my supervisor.	2 .8%	4 1.6%	22 9.0%	100 40.8%	117 <b>47.8%</b>
LMX -R1	I am impressed with my supervisor's knowledge of his/her job.	3 1.2%	9 3.7%	34 13.9%	88 35.9%	111 <b>45.3%</b>
LMX -R2	I respect my supervisor's competence on the job.	3 1.2%	7 2.9%	33 13.5%	81 33.1%	121 <b>49.4%</b>
LMX -R3	I admire my supervisor's professional skills.	7 2.9%	9 3.7%	33 13.5%	85 34.7%	111 <b>45.3%</b>
TI1	I don't often think of leaving my job. (r)	69 28.2%	75 <b>30.6%</b>	44 18.0%	41 16.7%	16 6.5%
TI2	Considering everything, I will most likely leave this company within the next year.	107 <b>43.7%</b>	60 24.5%	42 17.1%	26 10.6%	10 4.1%

**Item Legend:**

JS	- Job Satisfaction
OC	- Organizational Commitment
LMX-A	- Leader-Member Exchange Affect Dimension
LMX - L	- Leader-Member Exchange Loyalty Dimension
LMX - C	- Leader-Member Exchange Contribution Dimension
LMX - R	- Leader-Member Exchange Professional Respect Dimension
TI	- Turnover Intention

Table 7

*Mean and Standard Deviation to Each Score on the Likert Scale for all the Items of the Survey*

Item	Survey Item (r) = reverse score for analysis	Mean	SD
JS	Considering everything, I am satisfied with my job	3.91	.873
OC1	I am willing to put in a great deal of effort beyond that normally expected in order to help the company be successful	4.35	.762
OC2	I speak positively of my company to my friends as a great company to work for.	4.17	.884
OC3	I would accept almost any types of job assignment in order to keep working for this company	3.78	1.036
OC4	I think that my value and the company's values are very similar.	3.85	.978
OC5	I am not proud to tell others that I am part of this company (r)	3.92	1.26
OC6	This company really inspires the very best in me in a way of job performance.	3.81	1.016
OC7	I am extremely glad that I chose this company to work for over others I was considering at the time I joined.	4.02	.907
OC8	I really don't care about the fate of this company. (r)	4.22	1.003
OC9	For me, this is the best of all possible companies for which to work.	3.49	1.077
LMX-A1	I like my supervisor much as a person.	4.19	.990
LMX-A2	My supervisor is the kind of person one would like to have as a friend.	4.12	.987
LMX-A3	My supervisor is a lot of fun to work with	3.90	1.016
LMX-L1	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	3.49	1.111
LMX-L2	My supervisor would not defend me to others in the organization if I made an honest mistake. (r)	4.00	1.014
LMX-C1	I am willing to pay extra efforts, beyond those normally required, to meet my supervisor's goals.	4.14	.838
LMX-C2	I sincerely work at my best for my supervisor.	4.33	.774
LMX-R1	I am impressed with my supervisor's knowledge of his/her job.	4.20	.900
LMX-R2	I respect my supervisor's competence on the job.	4.27	.886

(continued)

Table 7 (continued)

*Mean and Standard Deviation to Each Score on the Likert Scale for all the Items of the Survey*

LMX-R3	I admire my supervisor's professional skills.	4.16	.985
TI1	I don't often think of leaving my job. (r)	2.43	1.241
TI2	Considering everything, I will most likely leave this company within the next year.	2.07	1.184

### **Reliability Analysis**

Cronbach's Alpha, a measure for internal reliability, was run for all computed scales. Cronbach's Alpha is a special measure of reliability known as internal consistency, where the most consistently individual item scores vary with the total score on the survey. The higher the Cronbach's Alpha, the more confidence one can have that a survey is internally consistent or how well each individual item in a scale correlates with the sum of the remaining items (Salkind, 2008, p. 106).

Internal consistency reliability is typically measured by a statistic called Cronbach's Alpha coefficient. An alpha coefficient measures how correlated each item is with each other item in the scale. It is a measure of consistency because if the items in the scale are related to each other, it is an internally consistent measure (Tharenou, Donohue, & Cooper, 2007). The generally agreed upon lower limit for Cronbrach's Alpha coefficient is 0.70 (Hair, Anderson, Tatham, & Black, 1984, p. 118).

Table 8 summarizes the Cronbach's Alpha coefficient alpha for each measure. All measures were acceptable because their reliability coefficients were greater than 0.70.

Table 8

*Results of Cronbach's Alpha for Each Measure, Showing Reliability Measures*

## Reliability Statistics

Cronbach's Alpha	N of Items
.855	22

## Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Job Satisfaction	80.90	106.949	.600	.843
Org Commitment 1	80.46	108.930	.568	.845
Org Commitment 2	80.64	106.133	.638	.842
Org Commitment 3	81.03	106.237	.526	.845
Org Commitment 4	80.96	106.191	.565	.844
Org Commitment 5	80.89	108.336	.329	.854
Org Commitment 6	81.00	103.627	.671	.839
Org Commitment 7	80.79	105.543	.653	.841
Org Commitment 8	80.60	108.365	.439	.848
Org Commitment 9	81.32	105.185	.552	.844
LMX Affect 1	80.62	104.735	.633	.841
LMX Affect 2	80.69	104.361	.655	.840
LMX Affect 3	80.91	104.025	.651	.840
LMX Loyalty 1	81.32	109.055	.356	.852
LMX Loyalty 2	80.82	110.601	.324	.853
LMX Contribution 1	80.67	106.303	.668	.841
LMX Contribution 2	80.48	108.824	.565	.845
LMX Respect 1	80.61	104.182	.737	.838
LMX Respect 2	80.55	105.093	.697	.840
LMX Respect 3	80.65	103.137	.722	.838
Turnover Intentions 1	82.38	136.016	-.657	.893
Turnover Intentions 2	82.74	130.930	-.509	.886

Table 9 shows the correlations between the independent variables of job satisfaction, organizational commitment, leader-member exchange dimensions (affect, loyalty, contribution, and professional respect) with the dependent variable of turnover intention.

The correlation analysis results show that all the dimensions of leader-member exchange, along with job satisfaction and organizational commitment, have a significant inverse relationship with a manager's intent to leave. The overall organizational commitment Pearson correlation,  $r = .74$  ( $p < .01$ ) indicated a strong and negative correlation with intention to leave; followed by job satisfaction  $r = -.61$  ( $p < .01$ ). The LMX dimensions were also significantly ( $p < .01$ ) negatively correlated with turnover intentions: LMX contribution ( $r = .44$ ), LMX respect ( $r = .43$ ), LMX affect ( $r = .34$ ), and LMX loyalty ( $r = .18$ ).

It will be recalled that intent to turnover was measured using two questions: "I don't often think of leaving my job" and "Considering everything, I will most likely leave this company within the next year," with the first question being reverse scored.

Table 9

*Correlational Results Ranked by Independent Variable to Turnover Intention*

---

Independent Variable	Turnover Intention
Organizational Commitment	-.74**
Job Satisfaction	-.61**
LMX – Contribution	-.44**
LMX – Professional Respect	-.43**
LMX – Affect	-.34**
LMX – Loyalty	-.18**

---

\*\*Correlation significant at the 0.01 level (2 tailed)



## **Hypotheses Testing Results**

The research findings and data analyses are presented in this section. Pearson's  $r$  correlation was used to measure the strengths of relationship between a pair of variables. For hypothesis 7, the multiple regressions were used to determine any meaningful coefficients of predictive power that dependent variables have over the dependent variable, turnover intentions. All significance calculations are 2-tailed. For a summary of the correlation findings, see Table 10.

Table 10

*Summary of the Results of Statistical Analysis of the Research Hypotheses*

Research Hypothesis	Test Method	Results
H1. There is a statistically significant inverse relationship between front-line retail managers in the auto parts industry job satisfaction and turnover intentions.	Pearson's Correlation	r = -.61 Sig = .000  Supported
H2. There is a statistically significant inverse relationship between front-line retail managers in the auto parts industry organizational commitment and turnover intentions.	Pearson's Correlation	r = -.74 Sig = .000  Supported
H3. The "affect" measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	Pearson's Correlation	r = -.34 Sig = .000  Supported
H4. The "loyalty" measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	Pearson's Correlation	r = -.18 Sig = .005  Supported
H5. The "contribution" measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	Pearson's Correlation	r = -.44 Sig = .000  Supported
H6. The "professional respect" measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	Pearson's Correlation	r = -.43 Sig = .000  Supported
H7. Job satisfaction (JS) will have the strongest relationship with front-line retail managers in the auto parts industry turnover intentions followed by organizational commitment (OC), and leader-member exchange (LMX).	Regression Analysis and Pearson's Correlation	JS $\beta$ = -.162, p = .008 OC $\beta$ = -.592, p = .000 JS r = -.61, p < .001 OC r = -.74, p < .001 Not supported

Hypothesis 1: There is a statistically significant inverse relationship between job satisfaction and turnover intentions of front-line retail managers in the auto parts industry.

Hypothesis 1 is supported. As indicated in Table 11, total job satisfaction and turnover intentions was significantly correlated ( $r = -.61, p < .01$ ), indicating there is a statistically significant inverse relationship between job satisfaction and turnover intention.

Table 11

*Results of the Pearson's r Correlation Between Job Satisfaction and Turnover Intentions*

		Job Satisfaction	Turnover Intentions
Job Satisfaction	Pearson Correlation	1	-.606**
	Sig. (2-tailed)		.000
	N	245	245

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 2: There is a statistically significant inverse relationship between organizational commitment and turnover intentions of front-line retail managers in the auto parts industry.

Hypothesis 2 is supported. As indicated in Table 12, total organizational commitment and turnover intentions was significantly correlated ( $r = -.74, p < .01$ ), indicating there is a statistically significant inverse relationship between organizational commitment and turnover intention.

Table 12

*Results of the Pearson's r Correlation Between Organizational Commitment and Turnover Intentions*

		Turnover Intentions	Organizational Commitment
Turnover Intentions	Pearson Correlation	1	-.738**
	Sig. (2-tailed)		.000
	N	245	245

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Hypothesis 3:** The “affect” measure on the LMX scale will be statistically significant and inversely related to turnover intentions of front-line retail managers in the auto parts industry.

Hypothesis 3 is supported. As indicated in Table 13, LMX-Affect dimension and turnover intentions was significantly correlated ( $r = -.34, p < .01$ ), indicating there is a statistically significant inverse relationships between the leader-member exchange affect dimension and turnover intention.

Table 13

*Results of the Pearson's r Correlation Between LMX - Affect and Turnover Intentions*

		LMX Affect	Turnover Intentions
LMX Affect	Pearson Correlation	1	-.341**
	Sig. (2-tailed)		.000
	N	245	245

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Hypothesis 4:** The “loyalty” measure on the LMX scale will be statistically significant and inversely related to turnover intentions of front-line retail managers in the auto parts industry.

Hypothesis 4 is supported. As indicated in Table 14, LMX-Loyalty dimension and turnover intention was significantly correlated ( $r = -.18, p < .01$ ), indicating there is a statistically significant inverse relationship between the leader-member exchange loyalty dimension and turnover intention.

Table 14

*Results of the Pearson’s r Correlation Between LMX - Loyalty and Turnover Intentions*

		Turnover Intentions	LMX Loyalty
Turnover Intentions	Pearson Correlation	1	-.179**
	Sig. (2-tailed)		.005
	N	245	245

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Hypothesis 5:** The “contribution” measure on the LMX scale will be statistically significant and inversely related to turnover intentions of front-line retail managers in the auto parts industry.

Hypothesis 5 is supported. As indicated in Table 15, LMX-Contribution dimension and turnover intentions was significantly correlated ( $r = -.44, p < .01$ ), indicating there is a statistically significant inverse relationship between the leader-member exchange contribution dimension and turnover intention.

Table 15

*Results of the Pearson's r Correlation Between LMX - Contribution and Turnover Intentions*

		Turnover Intentions	LMX Contribution
Turnover Intentions	Pearson Correlation	1	-.443**
	Sig. (2-tailed)		.000
	N	245	245

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Hypothesis 6:** The “professional respect” measure on the LMX scale will be statistically significant and inversely related to turnover intentions of front-line retail managers in the auto parts industry.

Hypothesis 6 is supported. As indicated in Table 16, LMX-Professional Respect dimension and turnover intentions was significantly correlated ( $r = -.43, p < .01$ ), indicating there is a statistically significant inverse relationship between the leader-member exchange professional respect dimension and turnover intention.

Table 16

*Results of the Pearson's r Correlation Between LMX – Professional Respect and Turnover Intentions*

		Turnover Intentions	LMX Respect
Turnover Intentions	Pearson Correlation	1	-.432**
	Sig. (2-tailed)		.000
	N	245	245

\*\*Note. Correlation is significant at the 0.01 level (2-tailed).

Research Question 7 asked how job satisfaction, organizational commitment, and leader-member exchange dimensions (affect, respect, contribution, and professional respect) combine to explain turnover intentions. The researcher hypothesized (hypothesis 7) that job satisfaction will have the strongest relationship with front-line retail managers in the auto parts industry turnover intentions, followed by organizational commitment, and leader-member exchange (LMX). The question and hypothesis was explored with the multiple regression analysis.

Table 17 presents the three primary parts of regression output: (a) model summary, (b) ANOVA table, and (c) coefficient tables. The model summary and the ANOVA summary indicate that the overall model of the six independent variables significantly predict turnover intentions of front-line retail managers. The adjusted squared multiple correlation was significantly different from zero ( $F(6,238) = 52.24, p < .001$ ), and 55.7% of the variation in turnover intention was explained by the set of independent variables. However, review of the beta weights in the coefficient table specify that only two variables, job satisfaction  $\beta = -.162, t(238) = -2.66, p = .008$ ; and organizational commitment  $\beta = -.592, t(238) = -9.25, p = .000$ , significantly contributed

to the model. The beta value shows the result that organizational commitment has more effect on turnover intentions than job satisfaction; therefore, hypothesis 7 cannot be supported.



Table 17

*Multiple Regression Analysis Predicting Turnover Intentions With Selected Variables (N = 245, Front-Line Retail Managers)*

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.754 <sup>a</sup>	.568	.557	.722	.568	52.235	6	238	.000

a. Predictors: (Constant), LMX Respect, Job Satisfaction, LMX Loyalty, LMX Contribution, Organizational Commitment, LMX Affect

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.583	6	27.264	52.235	.000 <sup>a</sup>
	Residual	124.223	238	.522		
	Total	287.806	244			

a. Predictors: (Constant), LMX Respect, Job Satisfaction, LMX Loyalty, LMX Contribution, Organizational Commitment, LMX Affect

b. Dependent Variable: Turnover Intentions

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.844	.328		20.888	.000
	Job Satisfaction	-.201	.076	-.162	-2.659	.008
	Organizational Commitment	-.883	.095	-.592	-9.246	.000
	LMX Affect	-.035	.077	-.030	-.457	.648
	LMX Loyalty	.033	.062	.026	.527	.599
	LMX Contribution	.061	.094	.040	.643	.521
	LMX Respect	-.132	.089	-.106	-1.485	.139

a. Dependent Variable: Turnover Intentions

**Additional Findings:  
Part-time vs. Full-time Managers and Generational Groups**

**Part-Time vs. Full-Time Managers**

Additional analysis between part-time and full-time managers was conducted by the researcher by doing a split file and conducting a similar testing by job status to see if there is a relationship between job satisfaction, organizational commitment, leader-member exchange (LMX), and intent to turnover.

Part-time employment is becoming a substantial part of the retail workforce, particularly because of schedule flexibility and reduced labor and benefits costs. Several researchers started investigating the role of job status in attitudes and performance in different industries (Martin & Sinclair, 2007; Thorsteinson, 2003); yet there is a paucity of retail research comparing work-related attitudes such as job satisfaction, organizational commitment, and turnover intention between front-line part-time and full-time retail managers. Thus it is imperative to examine whether there may be differences in important organizational outcomes of part-time and full-time managers.

The Pearson's  $r$  correlation was used to measure the strengths of relationship between a pair of variables. The results for full-time managers (see Table 20) and part-time managers (see Table 21), are summarized in Table 18.

Table 18

*Results of Statistical Analysis of the Research Hypotheses by Job Status*

Research Hypothesis	Full-Time Managers Results n = (207)	Part-Time Managers Results N = (38)
H1. There is a statistically significant inverse relationship between front-line retail managers in the auto parts industry job satisfaction and turnover intentions.	r = -.62, p = .000 Supported	r = -.57, p = .000 Supported
H2. There is a statistically significant inverse relationship between front-line retail managers in the auto parts industry organizational commitment and turnover intentions.	r = -.72, p = .000 Supported	r = -.76, p = .000 Supported
H3. The “affect” measure on the LMX scale will be statistically significant and inversely related to front-line retail managers’ turnover intentions.	r = -.29, p = .000 Supported	r = -.45, p = .005 Supported
H4. The “loyalty” measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	r = -.104, p = .136 Not Supported	r = -.52, p = .001 Supported
H5. The “contribution” measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	r = -.38, p = .000 Supported	r = -.62, p = .000 Supported
H6. The “professional respect” measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	r = -.38, p = .000 Supported	r = -.60, p = .000 Supported

### **Organizational commitment and job satisfaction.**

The literature review reveals that the findings regarding the level of commitment of full-time versus part-time employees have been inconsistent and contradictory (Conway and Briner, 2002; Lee and Johnson, 1991; Sinclair and Martin, 1999). Some studies support that part-timers are more committed to their company (Jacobsen, 2000; Martin and Peterson, 1987; Sinclair and Martin, 1999), some report that part-timers are less committed (Lee and Johnson, 1991; Martin and Haffer, 1995; Morrow et al. 1994; Marchese and Ryan, 2001), and some recent studies report no differences in organizational commitment caused by work status (Maynard et al., 2006; Thosteinsson et al., 2003; Kalleberg, 1995; Krausz et al., 2000; McGinnis and Morrow, 1990), as cited in Giannikis and Mihail (2008).

Studies comparing job satisfaction across part-time and full-time employees also show contradictory findings, as part-time employees have been found to be more satisfied (Eberhardt & Shani, 1984; Fenton O'Creevy, 1995; Fields & Thacker, 1991; Jackofsky & Peters, 1987; Roberts, Glick, & Rothchford, 1982; Sinclair et al., 1999; Wotruba, 1990); less satisfied (Hall & Gordon, 1973; Miller & Terborg, 1979); and equally satisfied with their jobs as compared to full-time employees (Krausz, 2000; Logan et al., 1973; Steffy & Jones, 1990; Vecchio, 1984), as cited in Conway and Briner (2002).

The performed analysis and results from this study demonstrated that job status did have an overall substantial effect on the selected variables. The results show that both full-time and part-time managers have similar, highly negative correlations in organizational commitment ( $r = -.72$  and  $r = -.76$ , respectively) and job satisfaction ( $r = -.62$  and  $r = -.57$ , respectively) to turnover intentions ( $p < .01$ ).

These results are parallel with a study done by Giannikis and Mihail (2008) using Meyer and Allen's (1991) "Three Component Model of Commitment," revealing that the full-time and part-time employees differ on all of the three components of commitment. However, these findings are not consistent with the study done by Thorsteinson (2003), where results indicated that there was little difference between full-time and part-time employees in job satisfaction, organizational commitment, and intentions to leave.

The findings for both full-time and part-time managers underscored the importance of organizational commitment in retaining managers and the appropriate use of intention to leave as the dependent variable because of the link to actual turnover (Griffeth et al., 2000). It is also important to pay attention to job satisfaction in relationship to turnover intention, and the results remind us that it is important to understand the need for both full-time and part-time managers to increase their job satisfaction if they are to be retained in the workforce.

#### **Leader-Member exchange.**

Leader-member exchange dimensions were also significantly negatively correlated with turnover intention for part-time managers:

- LMX-Affect ( $r = -.45, p < .01$ ),
- LMX-Loyalty ( $r = -.52, p < .01$ ),
- LMX-Contribution ( $r = -.62, p < .001$ ),
- LMX-Respect ( $r = -.60, p < .01$ ).

It is interesting to note that part-time managers have higher correlations than full-time managers on all the studied variables. Only three of the leader-member exchange dimensions were significantly correlated with turnover intentions for full-time managers:

- LMX-Affect ( $r = -.26, p < .01$ ),
- LMX-Contribution ( $r = -.38, p < .01$ ),
- LMX-Respect ( $r = -.38, p < .01$ );
- LMX-Loyalty to turnover intention revealed no significant effect ( $r = .10, p > .14$ ).

For a summary of the differences in the job status of full-time and part-time managers' results, see Table 19.

Table 19

*Summary of Empirical Evidence for Job Status Differences in the Studied Variables*

Variable	Findings
Job Satisfaction	Full-time > Part-time
Organizational Commitment	Part-time > Full-time
LMX-Affect	Part-time > Full-time
LMX- Loyalty	Part-time only *
LMX-Contribution	Part-time > Full-time
LMX-Professional Respect	Part-time > Full-time

\*Note. LMX-Loyalty to turnover intention revealed no significant effect for the full-time managers.

Table 20

*Full-Time Managers' Correlations of Independent and Dependent Variables*

		Correlations <sup>a</sup>						
		Job Satisfaction	Organizational Commitment	LMX Affect	LMX Loyalty	LMX Contribution	LMX Respect	Turnover Intentions
Turnover Intentions	Pearson Correlation	<b>-.615**</b>	<b>-.724**</b>	<b>-.285**</b>	<b>-.104</b>	<b>-.376**</b>	<b>-.383**</b>	1
	Sig (2-tailed)	.000	.000	.000	.136	.000	.000	
	N	207	207	207	207	207	207	207

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

a Job Status = Full-Time

Table 21

*Part-Time Managers' Correlations of Independent and Dependent Variables*

		Correlations <sup>a</sup>						
		Job Satisfaction	Organizational Commitment	LMX Affect	LMX Loyalty	LMX Contribution	LMX Respect	Turnover Intentions
Turnover Intentions	Pearson Correlation	<b>-.573**</b>	<b>-.762**</b>	<b>-.445**</b>	<b>-.521**</b>	<b>-.621**</b>	<b>-.600**</b>	1
	Sig (2-tailed)	.000	.000	.005	.001	.000	.000	
	N	38	38	38	38	38	38	38

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

a Job Status = Part-Time

The researcher has not been able to find any work on relationships and related differences between part-time and full-time retail managers' LMX dimensions and the studied variables in this research. The findings of this study will be important by determining which dimensions of LMX relationship quality are of primary importance for part-time and full-time managers in predicting turnover intention. As such, the purpose of this study is to provide evidence, if only preliminary, as to the differential predictors of the four dimensions of LMX relationship quality (Liden & Maslyn, 1998), as well as to the turnover intention of front-line part-time and full-time managers in the retail industry.

### **Generational Groups**

The face of the workforce is changing rapidly, and for the first time in history, we have four different generations represented in the workforce; employees are working side by side with people who are as young as their children and as old as their parents (Zemke, Raines, & Filipczak, 2000). The four generations currently in the work environment are:

- Traditionalists, born between 1925 and 1945;
- Baby Boomers, born between 1946 and 1964;
- Generation X, born between 1965 and 1980; and
- Generation Y, born between 1981 and 2002.

Understanding the differences that exist among generations will create a better workplace; therefore, organizations that strive to manage their workforce by responding to their needs will create an inviting work climate which will retain employees from all four generations and attract new ones. Hence, the researcher explored if there were any



relationships between job satisfaction, organizational commitment, and LMX to turnover intentions with the different generations represented in the sample.

The Pearson's  $r$  correlation (Table 22) was used to measure the strengths of relationship between each group (Baby Boomers, Gen X, and Generation Y) to turnover intentions based on their job satisfaction, organizational commitment, and leader-member exchange dimensions (affect, loyalty, contribution and professional respect). The Traditionalist responses were excluded from the analyses due to the small and unrepresentative sample size ( $n = 4$ ). For a summary of the generational differences, see Table 23.

Table 22

*Results of Generation Groups (Baby Boomer, Generation X and Generation Y)  
Correlations of Independent and Dependent Variables*

Research Hypothesis	Baby Boomer (n = 64)	Generation X (n = 107)	Generation Y (n = 70)
H1. There is a statistically significant inverse relationship between front-line retail managers in the auto parts industry job satisfaction and turnover intentions.	r = -.61 ** p = .000 Supported	r = -.51** p = .000 Supported	r = -.71** p = .000 Supported
H2. There is a statistically significant inverse relationship between front-line retail managers in the auto parts industry organizational commitment and turnover intentions.	r = -.74** p = .000 Supported	r = -.71** p = .000 Supported	r = -.80** p = .000 Supported
H3. The “affect” measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	r = -.37** p = .002 Supported	r = -.37** p = .000 Supported	r = -.29* p = .016 Supported
H4. The “loyalty” measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	r = -.27** p = .031 Supported	r = -.23** p = .019 Supported	r = -.041** p = .737 Not Supported
H5. The “contribution” measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	r = -.42** p = .001 Supported	r = -.44** p = .000 Supported	r = -.48** p = .000 Supported
H6. The “professional respect” measure on the LMX scale will be statistically significant and inversely related to front-line retail managers in the auto parts industry turnover intentions.	r = -.50** p = .000 Supported	r = -.45** p = .000 Supported	r = -.42** p = .000 Supported

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Table 23

*Summary of Empirical Evidence for Generational Differences in the Studied Variables*

Variable	Findings
Job Satisfaction	Gen Y > Baby Boomers > Gen X
Organizational Commitment	Gen Y > Baby Boomers > Gen X
LMX-Affect	Baby Boomers & Gen X > Gen Y
LMX- Loyalty	Baby Boomers > Gen X
LMX-Contribution	Gen Y > Gen X > Baby Boomers
LMX-Professional Respect	Baby Boomer > Gen X > Gen Y

## **CHAPTER FIVE: DISCUSSION, CONCLUSIONS, LIMITATIONS AND RECCOMENDATONS**

### **Summary of the Study**

The purpose of this study is to show there is a relationship between job satisfaction, organizational commitment, leader-member exchange (LMX), and intent to turnover of front-line retail managers in the auto parts industry.

The literature indicates that high employee turnover is recognized as a key concern in business, and, in particular, within organizations in the retail industry that have higher than average employee turnover rates when compared with other industries (Good et al., 1996). With the high rates and cost of employee turnover in retail, turnover intention is a crucial business issue to be researched. Front-line retail managers' turnover can be so costly that organizations and their leaders will begin to take measures to improve retention. The result of this study will help determine the magnitude of these variables on the development of strategies to improve retention. This study was unique in that it focused on a different employee group (front-line retail managers) in the auto parts retail industry. It was also unique in that it combined a group of independent variables that had not been previously researched in a single study and determined how they relate to turnover intentions.

The purpose of this correlational study was to explore the various relationships, and the results of Pearson Correlation proved that there was a significant negative correlation between front-line retail managers in the auto parts industry and job satisfaction, organizational commitment, leader member exchange dimensions (affect, loyalty, contribution and professional respect), and turnover intention.

## Discussion of the Main Findings

### Organizational Commitment

In this study, organizational commitment had a significantly negative and higher correlation ( $r(245) = -.74, p < .001$ ) than job satisfaction ( $r(245) = -.61, p < .001$ ) with turnover intention for front-line retail managers in the auto parts industry. The results of this study underscore previous studies that emphasized the predominant role of organizational commitment in the turnover process. The study by Aryee et al. (1991) showed a negative correlation between organizational commitment and turnover intention. Several other studies have shown the link between commitment and employees' intent to quit (Meyer & Allen, 1991; Somers, 1995). Igbaria and Greenhaus (1992) reported that among management information systems personnel, the most immediate determinants of turnover intentions were lack of job satisfaction and lack of commitment of to the organization. Firth et al. reported in their study of 173 retail salespeople that the major impact in reducing employees' intention to quit came from a sense of commitment to the organization ( $\beta = -.49$ ) and from a sense of job satisfaction ( $\beta = -.41$ ). Therefore, employees with high level of organizational commitment are less likely to intend to quit than employees who are less committed.

### Job Satisfaction

The negative significant correlation found in this study between the measure of job satisfaction and turnover intentions ( $r = -.61$ ) indicates that the higher the job satisfaction of a person, the lower his or her intentions to quit the job. The obtained findings are in conformity with the findings of Tett and Meyer, 1993; Lee and Mowday,

1987; Hellman, 1997; and Mowday et al. 1982, who found a significant negative correlation between job satisfaction, turnover intentions, and actual turnover.

### **Leader-Member Exchange Dimensions**

This study examined the effect of the four LMX dimensions of affect, loyalty, contribution, and professional respect to turnover intention. Overall, the results of this study provided support for the impact of all four dimensions. Just as Linden et al. (1997) argued that leaders and followers that enjoy multiple relational dimensions (affect, contribution, loyalty, and professional respect) may reap greater benefits than those whose relationships are based on a single dimension, it is highly plausible that followers who assess the exchange with their leaders to be high of affect, contribution, loyalty, and professional respect, also tend to express less turnover intention. Ulh-Bien, Graen, and Scandura (2000) highlighted the importance of the quality of relationship between leader and member and its implications for human resources. They state that organizations do not work in isolation; therefore, human resource focus should be realigned toward the right people, at the right place, at the right time, and with the right relationships (p. 144).

### **Discussion of the Additional Findings**

#### **Part-Time and Full-Time Managers**

This current study yields some insightful findings and makes several important contributions to the field of human resources and organizational behavior literatures. A very interesting result of this study shows that part-time managers had higher negative correlation to turnover intentions on all four dimensions (affect, loyalty, contribution, and professional respect) than full-time managers. Previous theories have suggested that the

organizational experiences of part-time employees □ believed to be less included in the workplace as compared to full-time employees □ would have a reduced effect on attitudes (Katz & Kahn, 1978; Morrow et al., 1994). However, according to Miller and Terborg (1979), part-time workers may feel less satisfaction because they feel less a part of the organization, therefore supporting the results of this study that part-time managers are less satisfied than full-time managers.

As shown in Table 18, there is a significant difference between the auto parts retail part-time managers and full-time managers on job satisfaction, organizational commitment, and turnover intention. These results are contrary to the findings of Thorsteinson's 2003 meta-analysis indicating that there was little difference between full-time and part-time employees on job satisfaction, organizational commitment, intentions to leave, and other facets of job satisfaction.

Findings of this study also have an important implication for human resource practitioners in the retail industry in regards to the theory of leader-member exchange. First, the findings point to the fact that organizations should not focus solely on full-time managers to increase the quality of their LMX relationships, but that they need to include part-time managers in the process as well. For part-time managers, LMX-Contribution was the strongest negative correlation ( $r = -.62$ ), suggesting that the contribution of their work to meet the supervisor's goal is their most important LMX dimension. This is followed by LMX-Professional Respect ( $r = -.60$ ), which is based on the part-time manager's perception of the degree to which their leader has built a reputation within or

outside the company. The manager perceives the leader's ability to excel in their line of work as important, and the leader meets the manager's expectations by doing so.

A surprising result of the LMX-Loyalty ( $r = -.52$ ) dimension was found only for part-time managers, and non-significant for full-time managers ( $r = -.104$ ,  $p = .136$ ). This finding suggests that the full-time manager's loyalty to their leader is not an important determinant to turnover intention. The last dimension is the part-time manager's LMX-Affect ( $r = -.45$ ), which refers to the mutual liking the part-time managers have with their leaders. According to Liden and Maslyn (1998), this is primarily based on their interpersonal attraction rather than on work values (p. 625). Therefore, managers who enjoy high levels of affect with their leaders are less likely to have turnover intention because the manager's relationship is based on friendship with his or her leader. They will try to work out issues that may arise first, and, if the issues are resolved, their turnover intentions will be minimized.

### **Generation Cohorts**

The results show that organization commitment correlated higher than job satisfaction for all three members of the generation cohorts. This finding also supports Mathieu and Zajac (1990) and Mowday et al.'s (1982) findings that a highly committed individual has a strong desire to maintain membership in their organization. Twenge (2010) summarized the best findings on generational differences and work values, showing that GenMe (also known as "Gen Y") employees are actually more satisfied with their jobs, and want more job security, than older generations.



Kowske, Rasch, and Wiley (2010) presented a comprehensive analysis of job satisfaction items and found that overall, GenMe reported higher job satisfaction than Gen X, and expressed less desire to leave their jobs. Shelton and Shelton (2005) conducted a study of 1200 Generation Xers' career satisfaction/expectations and suggested that it is important to understand the need of this generation to increase job satisfaction and keep them in the workforce. They also emphasized that organizational commitment is crucial to success in today's workplace.

Additional findings in this study indicate a lack of loyalty for Generation Y, revealing a non-significant effect to turnover intention. This finding is consistent with previous research in how younger employees may have a harder time forming strong relationships (Lyness & Thompson, 2000). This may, in part, relate to Generation Y's belief that no one respects and appreciates them because they are young, and that they do not get the treatment they deserve from many of their older coworkers and managers (Gursoy et al., 2008). According to Gursoy, Maier, and Chi (2008), Generation Y employees (also referred to as "Millennials") are not very loyal and are more likely to keep their career options open, since they are still young and do not have the same responsibilities, such as mortgage payments and/or raising a family, of the Baby Boomers and Generation X.

One area in which the various generations tend to share a common goal is related to the need for respect. It has been noted that mutual respect has been linked to retention (Kupperschmidt, 2006), and the results of moderate negative correlations were found in

all three generations, with Baby Boomers having the highest negative correlation ( $r = -.50$ ), followed by Generation X ( $r = -.45$ ), then Generation Y ( $r = -.42$ ).

Gursoy, Maier, and Chi (2008) and Meister and Willyerd's (2010) findings indicate that Generation Y, or Millennials, are in search of role models. They value professional development and seek mentors to show them the ropes, are committed to developing new skills, and want to work for organizations where they have coaches and mentors to learn from on the job. This supports this study's findings regarding the LMX professional respect dimension.

Millennials tend to work best when there is personal contact, strong leadership, and direction. Numerous researchers have suggested that the relationships subordinates have with their supervisors are one of, if not the most, important determinants of a subordinate's behaviors and attitudes (e.g. Manzoni & Barsoux, 2002; O'Driscoll & Beehs, 1994), and have often been studied via leader-member exchange (LMX) theory, as cited in Harris (2004).

### **Contribution to Academia and Practitioners**

This study has both academic and practitioner applications. Contributions involving job satisfaction, organizational commitment, leader-member exchange, and turnover intentions apply both to academics and managers.

#### **Academic Contribution**

This research indicated that factors such as job satisfaction, organizational commitment, and leader-member exchange relationships were related to turnover intentions. The findings contribute to the existing literature by adding new, relevant, and

significant information on the variables studied. The results of this study also revealed that organizational commitment has a strong impact on turnover intentions for all three generations (Baby Boomer, Generation X, and Generation Y).

Given the increasing role part-time employees are playing in retail organizations and the fact that organizational decisions and managerial actions are often focused solely on full-time employees, it is appropriate that the findings of this study address the question of whether there are significant differences between part-time and full-time retail managers regarding job satisfaction, organizational commitment, and leader-member exchange and turnover intentions.

The sample of this study is from the auto parts retail industry, which employs a large number of part-time employees. The results of this study revealed that when compared to full-time managers, part-time managers are more committed and less likely to have turnover intentions. They also have higher correlations on all of the LMX dimensions than their full-time counterparts.

### **Practitioner Contribution**

The findings of this study suggest some important advice for retail organizations on how to retain their front-line managers. The results of this research show that job satisfaction, organizational commitment, and leader-member relationships are antecedents to front-line auto parts retail managers' turnover intentions.

This study found a significant negative relationship between job satisfaction and turnover intentions, showing that job satisfaction plays an important role in influencing the turnover intention of front-line auto parts managers. Organizations in the auto parts

industry should provide a supportive and safe work environment, and should recognize their managers' performance and achievements. Managers satisfied with their jobs and work situation perform their work with full interest, loyalty, and have low intent to quit the organization.

As noted by Mowday et al., (1982), commitment is the “relative strength of an individual's identification with and involvement with the organization” in terms of goals and values. This is important because prior studies have shown committed employees to be less likely to leave an organization (Allen & Meyer, 1990, Hom & Griffeth, 1995; Mowday et al.). Therefore, it is essential that retailers and human resources managers pursue a commitment strategy by clearly stating to front-line managers the goals and values of the organization, as well as their role and contribution to business operations. Such a strategy will help in the development of a committed and loyal workforce.

Sujanski and Ferri-Reed (2009) stressed the importance of communication to ensure the success of Millennials. “The idea of giving constant feedback may seem exhausting or unnecessary to the average manager, but it's exactly what Millennials say they need. Taking the time to give more feedback keeps your employees striving to their best and provides the information Millennials need for personal development” (p. 104). This is important within the context of LMX theory, which suggests that is desirable for leaders to develop positive exchange relationships with their subordinates. Feedback from the leader is more likely to have a positive impact on a subordinate's outcomes. This concept is supported by a study by Kacmar, Witt, Zivnuska, and Gully (2003),

which showed that members in high-quality relationships benefited from more frequent communication.

In terms of Generation Y's LMX loyalty dimension, this study revealed no significant effect on turnover intention. It is apparent that Gen Y managers do not have high-quality LMX relationships, and are the most vulnerable to leave an organization. Top management and human resource leaders should encourage and provide leadership training for all their managers that emphasizes the importance of effective interpersonal and human relation skills, as this would be a practical way in which to improve the levels of (LMX) high-quality exchange relationships. Such training would also improve the loyalty dimension of Generation Y, thus reducing their turnover intent.

### **Conclusions**

Organizational commitment had the strongest direct influence on turnover intentions when compared with any of the independent variables. This influence is more evident when compared with job satisfaction, because organizational commitment focuses on the attachment to the organization and is assumed to be a more permanent state, while job satisfaction is temporary and emphasizes the performance of tasks and job duties. This is a key concept in the study of organizational commitment, as the more highly committed an employee is to the goals and values of an organization, the more likely the employee will remain with the organization and exert effort toward achieving their goals.

This study has provided greater understanding about the relationship between the tested independent variables and turnover intention. The results of this study would assist

human resource practitioners and upper management of organizations to formulate specific strategies particularly in the areas identified as having a direct effect on turnover intention. The organization should develop a strategy to obtain a satisfied and committed workforce through the development and application of appropriate human resource policies; for example, training and career development, promotion opportunities, and compensation to reduce managers' turnover intention. In particular, it is recommended that during the selection and recruitment processes, organizations provide a true picture and practical information to potential employees. Through such practice, potential employees who receive this information about the organization they are about to join may strengthen their feelings of commitment to the organization.

In addition, this study demonstrated that job status did have substantial effects overall on the selected dependent variables. The results show that for full-time and part-time managers, organizational commitment and job satisfaction are similarly and highly negative correlated with turnover intentions. As a practical application, these findings provide organizations with a profile of the committed and satisfied full-time and part-time manager. In the context of the demanding retail industry, this profile can be used in the retention process, with the aim of identifying and implementing human resource policies and practices that may influence or be related to organizational commitment, job satisfaction, and turnover intentions.

Finally, findings for all three generational cohorts indicated that the LMX dimensions of professional respect and contribution were correlated higher than the affect and loyalty dimensions, suggesting that turnover intentions are likely to be influenced by

work-related behaviors (contribution) and social exchange between the leader and member (professional respect).

The LMX-loyalty dimension revealed no effect on turnover intention for Generation Y, and both Baby Boomer and Generation X had the lowest correlations of LMX-Loyalty to turnover intentions as well. This can be attributed to the concept that older managers are supposed to have more experience in their work and do not need the supervision of their leaders, but rather respect their leader's knowledge of the job.

The managers in the auto parts industry possess a specific level of knowledge and skills. Generation Y, the new entrants to the workforce, are in search of role models because they value professional development and seek mentors to show them the ropes. Thus, based on the LMX contribution and professional respect dimension, the more exchanges that take place between the leader and members of Generation Y, the more the Generation Y members will learn about the skills and knowledge of the leader. Over time, this information is retained and the Generation Y members' professional respect for the leader is more likely to increase. In addition, the contribution to the job and the work-related behaviors from this exchange may also impact the LMX relationships formed.

### **Limitations**

This study has several limitations. First, the study uses convenience sample and is confined to one particular company in the retail industry. To extend the generalizability, it is now relevant to explore the application of the model across industries. Additionally, the study was conducted in a specific sector of the retail

industry, specifically in the auto parts sector. Due to the varying natures of retail companies (such as department stores, which include men, women's, and children clothing); specialty stores (which concentrate on a limited range of merchandise, such as jewelry, furniture, and pets supplies); and discount/mass merchandisers, different and additional paths might be hypothesized. Replications among managers of these different retailers would be illuminating in cross-validating the results of this study. Second, the sample consisted of only retail managers; therefore, other employee groups (e.g., full-time and part-time hourly personnel) should be studied in future research. Third, the questionnaires were distributed in the states of Nevada and Utah; hence, their representation might not be generalizable to other areas of the United States. Fourth, this limitation is related to the current U.S. economic situation. Managers might have an intention to leave their organization, but due to economic reasons □ especially with the high unemployment in United States at 9.6% in the month of August, 2010 (Bureau of Labor Statistics, 2010) □ job security is more important to them at this time. If a study were to be conducted during booming economic times, the results might be different.

### **Recommendations for Future Research**

Turnover intention is an important and large topic, and there is ample room for literature and future research upon the subject. The independent variables in this study (job satisfaction, organizational commitment, and leader-member exchange (LMX) dimensions) are clearly not the only variables that influence turnover intentions. Therefore, future research is recommended on many other variables to help fill the voids in the literature.



First, the cost of replacing a manager can be quite substantial. This holds true for a long-tenured manager. In Mitchell's (1981) study, tenure was found to be correlated in turnover intentions on a sample of managerial personnel; hence, future studies could also include this variable into the hypothesized model.

Second, it is recommended that a study of this nature be conducted in a broader geographic area for turnover intention studies. Results may vary in different geographic areas; therefore, expanding the studies nationally could determine any geographical differences in turnover intentions.

Third, studies should be conducted on various employment levels to determine key determinants of turnover intentions for employees groups, such as hourly employees and mid-level management (district managers). Findings would likely differ among the varying employment groups.

Fourth, the LMX-MDM is a relatively new measure that allowed this study to examine dimensionality, as well as overall quality of LMX relationships. The results of this study lead to a number of avenues for future research, and it would be helpful for future studies to investigate this study's relationships in other samples in order to provide evidence or lack of evidence related to the external validity of the results. Additional LMX-MDM studies employing different samples will help show if the results of this study are the same for other groups. In particular, samples from the hospitality industry would provide generalizability insights.

Fifth, future researchers should examine other variables. In this study, job satisfaction and organizational commitment have been shown to be related to turnover

intention. However, there are a number of other variables that may be of interest in the workplace, such as organizational citizenship behavior, organizational culture, and empowerment.

Sixth, another avenue for future research relates to full-time and part-time managers and the LMX dimensions. All four dimensions were shown to be strong and negatively related to turnover intentions for part-time managers. The full-time managers' dimension of loyalty was not supported, and the affect dimension predicted a low correlation. Thus, there is ample room for future propositions.

Finally, Generation Y is projected to increase by 75% between 2010 and 2020, whereas the number of Traditionalists and Baby Boomers in the workplace is forecasted to reduce by as much as 68% over the same period (Mlodzik & De Meuse, 2010). This study is just another step towards an understanding of generational differences and similarities among auto parts retail managers' job satisfaction, organizational commitment, leader-member exchange relationships, and turnover intentions.

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## **APPENDICES**

## **APPENDIX A**

### **1-Item Global Job Satisfaction Measure**

*1-Item Global Job Satisfaction Measure (Wanous et al., 1997)*

1. Considering everything, I am satisfied with my job.

**APPENDIX B**

**9-Item Organizational Commitment Measure**



*Adapted from the 9 –Item Organizational Commitment Measure (Mowday, Steers, and Porter, 1979)*

1. I am willing to put in a great deal of effort beyond that normally expected in order to help the company be successful.
2. I speak positively of my company to my friends as a great company to work for.
3. I would accept almost any types of job assignment in order to keep working for this company.
4. I think that my value and the company's values are very similar.
5. I am not proud to tell others that I am part of this company (**reverse scoring**).
6. This company really inspires the very best in me in a way of job performance.
7. I am extremely glad that I chose this company to work for over others I was considering at the time I joined.
8. I really don't care about the fate of this organization (**reverse scoring**).
9. For me this is the best of all possible organizations for which to work.

## **APPENDIX C**

### **Multidimensional (MDM) Scale of Leader-Member Exchange**

*Adapted from the Multidimensional (MDM) Scale of Leader-Member Exchange (Liden & Maslyn, 1998)*

**Affect**

1. I like my supervisor much as a person
2. My supervisor is the kind of person one would like to have as a friend.
3. My supervisor is a lot of fun to work with.

**Loyalty**

1. My supervisor defends my work action to a superior, even without complete knowledge of the issue in question.
2. My supervisor would not defend me to others in the organization if I made an honest mistake (**reverse scoring**).

**Contribution**

1. I am willing to apply extra efforts, beyond those normally required, to meet my supervisors' work goals.
2. I sincerely work at my best for my supervisor.

**Professional Respect**

1. I am impressed with my supervisor's knowledge of his or her job.
2. I respect my supervisor's competence on the job.
3. I admire my supervisor's professional skills.

## **APPENDIX D**

### **2-Items Turnover Intentions**

*Adapted from the 2 - Items Turnover Intentions (Mobley et al., 1978)*

1. I don't often think of leaving my job (**reverse scoring**).
2. Considering everything, I will most likely leave this company within the next year.

**APPENDIX E**

**Employee Opinion Survey**

## Employee Opinion Survey

This survey is design to get your feedback regarding your work experiences at your company. There is no right or wrong answers; we need your personal opinion. All responses are confidential and reported only in summary format.

**Please circle your response to each statement using the following scale:**

- |                        |   |
|------------------------|---|
| Strongly disagree..... | 1 |
| Disagree .....         | 2 |
| Neutral.....           | 3 |
| Agree .....            | 4 |
| Strongly Agree .....   | 5 |

	<b>Strongly Disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Neutral</b> <b>3</b>	<b>Agree</b> <b>4</b>	<b>Strongly Agree</b> <b>5</b>
1. Considering everything, I am satisfied with my job.	1	2	3	4	5
2. I am willing to put in a great deal of effort beyond that normally expected in order to help the company be successful.	1	2	3	4	5
3. I speak positively of my company to my friends as a great company to work for.	1	2	3	4	5
4. I would accept almost any types of job assignment in order to keep working for this company.	1	2	3	4	5
5. I think that my value and the company's values are very similar.	1	2	3	4	5
6. I am not proud to tell others that I am part of this company.	1	2	3	4	5
7. This company really inspires the very best in me in a way of job performance.	1	2	3	4	5
8. I am extremely glad that I chose this company to work for over others I was considering at the time I joined.	1	2	3	4	5

9. I don't often think of leaving my job.	1	2	3	4	5
10. I really don't care about the fate of this company.	1	2	3	4	5
11. For me, this is the best of all possible companies for which to work.	1	2	3	4	5
12. I like my supervisor much as a person.	1	2	3	4	5
13. My supervisor is the kind of person one would like to have as a friend.	1	2	3	4	5
14. Considering everything, I will most likely leave this company within the next year.	1	2	3	4	5
15. My supervisor is a lot of fun to work with.	1	2	3	4	5
16. My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question	1	2	3	4	5
17. My supervisor would not defend me to others in the organization if I made an honest mistake.	1	2	3	4	5
18. I am willing to pay extra efforts, beyond those normally required, to meet my supervisor's goals.	1	2	3	4	5
19. I sincerely work at my best for my supervisor.	1	2	3	4	5
20. I am impressed with my supervisor's knowledge of his/her job.	1	2	3	4	5
21. I respect my supervisor's competence on the job.	1	2	3	4	5
22. I admire my supervisor's professional skills.	1	2	3	4	5



### Demographic Questions

This final section contains items regarding your personal characteristics. These items are very important for statistical purposes. No individual data will be reported.

#### THANK YOU!

1. What is your job status?      Full-time \_\_\_\_\_      Part-time \_\_\_\_\_

2. I am best described as a:

Traditionalist      born between 1925 - 1945      \_\_\_\_\_

Baby boomer      born between 1946 - 1964      \_\_\_\_\_

Generation X      born between 1965 - 1980      \_\_\_\_\_

Generation Y  
(Millennial)      born between 1981 - 2002      \_\_\_\_\_

**APPENDIX F**  
**Informed Consent Letter**

Dear Manager,

You have been invited to participate in a study being conducted by Carlos Jon at Argosy University, Southern California to determine the relationship of job satisfaction, organizational commitment, leadership and turnover intentions.

**What you will do in this study:** You will be asked to complete a questionnaire. This involves answering a series of questions. The survey is your opportunity to express your views on the topics of overall job satisfaction, organizational commitment, intentions to quit and your supervisor.

**NOTE: "Supervisor" means the person you report to directly.** If you worked for more than one supervisor, pick the one you report to most of the time and respond to the statements as they fit that person. Please keep this in mind when completing the survey.

**Time required:** The study will take approximately 5 minutes to complete

**Risks:** There are minimal risks for participation in this study. There is no right or wrong answers in this survey. I want to know your personal opinion. This research study is important in business management's understanding of job satisfaction, commitment, supervisor-employee relationship and turnover.

**Benefits:** It is hoped that your participation will help researchers and business practitioner's learn more about how these variables impact retention. Further use of the results in this study will be used to enhance your organization's leadership and human resources initiatives.

**Confidentiality:**

All information provided will remain confidential and will only be reported as group data with no identifying information. All the information gathered from the study, will be kept in a secure location and only those directly involved with the research will have access to them. After the research is completed, the information will be destroyed after a period of a year.

**Participation and withdrawal:**

Your participation in this study is voluntary. You may withdraw from the study at any time without penalty and this will not affect your current or future relations with Argosy University, Southern California. You may withdraw by telling the experimenter that you no longer wish to participate and the study will be stopped.

**Researcher Contact:**

If you have any further questions after participating from this study, please contact me at [REDACTED] or email me at [REDACTED].

**Whom to contact about your rights in this experiment:**

This study is conducted under the supervision of Dr. Jack Phadungtin from the Argosy University, Orange County, and Department of Business. He can be contacted at [REDACTED] or at [REDACTED], or you can contact the Chair of Argosy University, Southern California Institutional Review Board at 6021 South Lewis Street, Orange CA, 92868 or (714)620-3625

Respectfully,

Carlos Jon

**Agreement:** After reading through the purpose and nature of this research study, I understand that I am free to withdraw at any time without any penalty. Completing the enclosed survey and sending this to the researcher constitutes my consent to voluntarily participate in the research study.

## **APPENDIX G**

### **Studies with Organizational Commitment and Job Satisfaction**

First, Shore and Martin (1989) study results showed that organizational commitment was more strongly related than job satisfaction with turnover intentions for the bank tellers, but not the professionals. The latter sample consisted of 94 professional staff in 15 departments of a large Midwestern hospital, and the first sample consisted of 85 tellers in 11 branches of a large Midwestern bank. The hypotheses were evaluated by comparing (1) the relative correlation of job satisfaction and organizational commitment with the two outcome measures; and (2) the relative contribution of each predictor to the explained variance of each outcome measure using multiple regression (similar to the analyses process used for this study). Organizational commitment had a significantly higher correlation ( $r = .76$ ) than job satisfaction ( $r = .60$ ) with intention to stay for the tellers.

Second, Moynihan, Boswell, and Boudreau (2000) conducted research to examine the relationships of job satisfaction and three dimensions of organizational commitment (i.e., affective, continuance, and normative) on the intention to leave, job search activity, performance, and leadership effectiveness of executives. Job satisfaction and the commitment dimensions were hypothesized to negatively predict the retention-related variables.

The results showed that job satisfaction ( $\beta = -.89, p < .01$ ) and continuance commitment ( $\beta = -.17, p < .01$ ) were significant predictors of intention to leave; while affective and normative commitment were not significantly related (Moynihan et al., 2000).

Finally, Jahangir, Akbar, and Begum's 2006 study results obtained from structural equation modeling indicate that procedural justice, job satisfaction, and organizational commitment are significantly and negatively related to employee's turnover intention.

The data were collected from 204 top and middle employees of a private telecommunications company. To measure employee's organizational commitment, the items employed were collected from the scale developed by Mowday et al. (1979); and to measure employee turnover intention, the items were collected using the Mobley et al., 1979 scale (Jahangir et al., 2006).

The mean score for organizational commitment was 2.80, indicating a low level of organizational commitment, and the mean score for turnover intention was 4.23, indicating that these employees highly intended to leave the organization. The job satisfaction and turnover intention were found to be negatively and significantly correlated (Jahangir et al., 2006).

### **Studies with Leader-Member Exchange**

First, Wilhelm, Herd, and Steiner (1993) investigated the discrepancies, or conflict, between the attributions of leaders and members as a function of LMX quality and explored the relations between attributional conflict, subordinate job satisfaction, perceptions of equity, and turnover intentions. Data for the study were provided by 141 supervisor-subordinate dyads from the managerial ranks of a large manufacturing organization.

Assessments of LMX quality were obtained using a 7-item scale based on the original LMX measure developed by Danserau et al., (1975). The measures for job satisfaction, equity and turnover intentions were obtained from subordinates. Overall job satisfaction was assessed using the short form of the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England and Lofquist, 1967). A 3-item measure from the Michigan Organizational Assessment Questionnaire (Camman, Fichman, Jenkins and Klesh, 1979) was used to measure turnover intentions (Wilhelm et al., 1993). Regression analysis were performed and LMX quality significantly predicted turnover intentions ( $\beta = -.34$   $p < .001$ ).

Second, Harris, Wheeler, and Kacmar (2009) examined the moderating impact of empowerment on the relationships between leader-member exchange (LMX) quality and the self-rated outcomes of job satisfaction and turnover intentions, as well as supervisor-rated outcomes of job performance and organizational citizenship behaviors. Two samples were used, and surveys were mailed to the alumni of a private Midwestern university (333 participants) and to the full-time employees of a state agency (244 participants).

In sample 1, LMX relationship quality was measured via subordinate responses to Scandura, Graen, and Novak's (1986) 7-item measure; and in sample 2, the Liden and Maslyn (1998) 12-item multidimensional LMX scale was used to measure exchange quality. To measure turnover intentions, the study used Seashore, Mirvis, & Cammann's (1982) 3-item scale (Harris et al., 2009).

Prior to testing the hypotheses, the researchers conducted a confirmatory factor analyses (CFA) on both samples in an effort to establish the discriminant validity of their measures. Establishing discriminant validity was especially important for sample 1, given that all of the data came from the same source. For sample 2, the researcher's goal was to demonstrate that all the independent variables that came from the same source showed discriminant validity from one another, and that the dependent variables that came from the same source were also distinct from one another (Harris et al., 2009).

For the purpose of this study and the use of the multidimensional LMX scale, the results for sample 2 will be summarized. A hierarchical moderated regression analyses was used for the results, and it showed that LMX was negatively and significantly related to turnover intentions ( $\beta = -.28, p < .01$ ). The results found that LMX relationships mattered for employees with low LMX exchange because of its association with turnover intentions, and it provides support for the purpose of this study.