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The Correlation Between Job Satisfaction and Turnover Intention in Small Business

Jane Ann Reukauf
Walden University

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Walden University

College of Management and Technology

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Jane Ann Reukauf

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Review Committee

Dr. Scott Burrus, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Arnold Witchel, Committee Member, Doctor of Business Administration Faculty

Dr. Janet Booker, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2017

Abstract

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by

Jane Ann Reukauf

MBA, Northcentral University, 2000

MS Ed, Canisius College 1979

BA, State University of New York at Buffalo, 1976

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October, 2017

Abstract

Employee turnover has been responsible for the failure of many small businesses in the United States. Business leaders do not always understand the reasons employees choose to leave an organization. This correlational study, grounded in Herzberg's 2-factor theory, examined the relationship between intrinsic employee job satisfaction, extrinsic employee job satisfaction, and employee turnover intention among employees in small businesses. Participants included 129 employees of a small business in Western New York. The Minnesota Satisfaction Questionnaire and Turnover Intention Survey were used to collect the data. The multiple regression analysis significantly predicted extrinsic employee turnover intentions, $F(3, 103) = 25.687, p = .001, R^2 = .428$, and while extrinsic motivation was a predictor, intrinsic motivation was not.

Recommendations for future research include focus on specific extrinsic and intrinsic categories in additional contexts. Implications for social change include small business owners understanding the motivation behind employee turnover, which may result in reduced costs to the company, keeping experienced employees, reduced errors made by inexperienced new hires, and increased productivity because there is not a learning curve for tenured employees.

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Dedication

This dissertation is dedicated to my parents, Betty and Roy Reukauf. My father, while serving in the United States Navy during WWII, wrote to his brother advising him to stay in school. He explained that school is so important in a person's life and the learning can never be taken away. This philosophy was ingrained in our family. It has guided me throughout life and has inspired me to complete the road to my doctorate. Although neither of my parents is here to join me in this accomplishment, I know that they are cheering me on from above. They are truly my guardian angels and the reason I continued to pursue my doctorate.

Acknowledgments

I would like to thank my parents for demonstrating strong faith and a strong work ethic, which I embraced. This helped me through the tough times during the process of completing this degree. It carried me through the long nights, the time I had to forego spending time with them so that I could work on my dissertation, and the frustration of rewriting time and time again. I love you so very much, and miss you every day!

I would like to thank my family for always being there for me. My brothers Craig and Dan, sister Mary Beth, and their spouses have always encouraged my pursuit of further education. My nieces and nephews couldn't wait to call me "Doctor".

Thank you to my friends who stood by me during this educational process and understood when I couldn't spend time with them because I had to work on my "paper". They cheered me on and pushed me to "get it done". I look forward to spending more time together because life is too short and we need to enjoy it while we can.

Finally, I want to thank Dr. Arnold Witchel who was always encouraging. He is the one who really motivated me to pursue this degree. Even when times were very difficult, he was always supportive and motivating. Ken Chamberland, a classmate, was my cheering squad. I really appreciated the phone calls to check in and the willingness to help me make it happen. Dr. Scott Burrus helped me to be accountable and to bring everything to completion so I can proudly say that I have successfully accomplished my goal!

Without all these incredible people in my life, I would not be where I am today. I owe them all a debt of gratitude.

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Section 1: Foundation of the Study

The purpose of this study was to obtain data to examine the relationship between employee job satisfaction, employee job dissatisfaction, and turnover intent in small businesses. Scholars have examined the costs associated with employee turnover, which affects business profitability; however, few studies focused on the reason employees leave an organization (Das, 2012). The findings of the study may provide insight into why employees are considering leaving the organization. This information may be the catalyst for changes in an organization to support a reduction in turnover, resulting in an increase in profitability.

Background of the Problem

Neglect of monitoring employee turnover within an organization can reduce the ability of the organizational leaders to control the costs of employee turnover (Guilding, Lamminmaki, & McManus, 2014). Employee turnover is costly for an organization, especially small businesses (Inabinett & Ballaro, 2014). Cappelli and Keller (2013) stated the cost of employee turnover may average one and half times the employee's total annual compensation package, depending on the employee level. Employee turnover is one reason a company may fail (Joshi & Ratnesh, 2013).

Turnover intentions has been a subject of interest to managers and researchers (Lee, Burch, & Mitchell, 2014). Although there has been much research on the topic of employee turnover, suggestions to improve employee retention have been minimal (Maertz & Boyar, 2012). There is limited research on employee retention within small and medium sized organizations (Katou, 2012). I intended to add to the subject of employee turnover intention in small businesses by examining the relationship between employee job satisfaction, employee job dissatisfaction, and turnover intent.

Problem Statement

Employee turnover intention has been a concern for all businesses, especially in the 21st century (Long & Thean, 2013). Employee replacement costs range from 90 – 100% of an employee's annual salary (Wilson, 2012). The general business problem is that business owners often are unable to retain employees, which negatively impacts company profits (Yongbeam, 2013). The specific business problem is that some small business owners do not understand the relationship between motives of their employees' (a) job satisfiers (b) job dis-satisfiers, and employee turnover intentions.

Purpose Statement

The purpose of this quantitative correlation study was to examine the relationship between motives of small business owners' employees' job satisfaction and employee turnover intention. The independent variables are employee job satisfiers [(a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement, and employee job dis-satisfiers [(a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations] (Ozguner & Ozguner, 2014). The dependent variable is turnover intention. The targeted population subsisted of a small business located in Western New York. The implications for positive social change include the ability to understand relationships between employee job satisfaction, job dis-satisfiers, and turnover intention. The study results may provide business owners and leaders information relevant to employee turnover reduction and reducing costs of turnover.

Nature of the Study

Qualitative, quantitative, and mixed methods are the three types of research methods (Bowman, 2014). Qualitative research is a means of exploring and understanding through

interaction with participants, not to test hypothesis (Hesse-Biber, 2016). A quantitative study is numeric driven and not effective at understanding the meaning of individual experiences and behaviors resulting from a qualitative research approach (Myers, 2013). Frels and Onwuegbuzie (2013) stated that a mixed-method research approach allows a scholar a means of balancing the results from data-driven research and results from human interaction research. The outcome of a mixed-method approach is more informative and provides a higher level of completion of the findings than qualitative or quantitative research methods singularly (Frels & Onwuegbuzie, 2013). The goal of this study was to examine to what extent, if any, a relationship exists between variables; therefore, I used a quantitative research method.

Correlational, quasi-experimental, descriptive, and experimental are four types of quantitative research designs (Pearl, Brennan, Journey, Antill, & McPherson, 2014). Experimental includes manipulation, control, and random selection (Delost & Nadder, 2014). Descriptive research involves the researcher observing the behaviors and recording the behaviors as they occur. Quasi-experimental research collects data over time, not just at one given timeframe (Delost & Nadder, 2014). Experimental, descriptive, and quasi-experimental research designs were not appropriate for this study because there is no manipulation or control of the research, observing and recording the behavior is not part of the research data collection, and the collection of the data for this study is within a short time frame. The relationship between two or more variables is characteristic of correlational studies (Farrelly, 2013). I used a correlational research design for this study.

Research Question

What is the relationship between small business owners' employees' job satisfiers [(a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f)

opportunity for growth and advancement], and employee job dis-satisfiers [(a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations], and employee turnover intention?

Hypotheses

(H01): There is no statistically significant relationship between motives of small business owner's employee's job satisfiers [(a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement], employee job dis-satisfiers [(a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations], and turnover intention.

(Ha1): There is a statistically significant relationship between motives of small business owner's employee's job satisfiers [(a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement], employee job dis-satisfiers [(a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations], and turnover intention.

Theoretical Framework

The theoretical framework that was the foundation of this study is Herzberg's two-factor theory. The theory of motivation, developed by Herzberg in 1959, is an explanation of the factors, hygiene and motivation, which could affect an employee's job satisfaction or dissatisfaction. Herzberg (1968) identified motivators (intrinsic factors) and hygiene (extrinsic factors) and incorporated the following as key constructs underlying the theory for job satisfiers (a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement, and job dis-satisfiers (a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations.

Herzberg's motivation theory, based on intrinsic and extrinsic constructs, is a determinant in turnover intent (Frey, Bayón, & Totzek, 2013).

As Herzberg's two-factor theory applied to this study, I expected the independent variables (job satisfiers and dis-satisfiers) measured by the Minnesota Satisfaction Questionnaire (MSQ) to measure the correlations between turnover intentions (measured by Intent to Measure Turnover Survey). Previous scholars have examined the applicability of Herzberg's two-factor theory and employee turnover intention with several organizations. Flint, Haley, and McNally (2013) found that turnover intent increased when employees became dissatisfied with company policies and treatment of employees by their supervisors. A similar study by Ma (2013) supported a correlation between employee job satisfaction, employee job dissatisfaction, and turnover intent within a call center environment. Fitzpatrick, Campo, and Gacki-Smith (2014) found job dissatisfaction was a top reason emergency nurses intended to leave their position. Even though scholars have not focused specifically on small businesses, one can draw on previous scholarly results applying Herzberg's two-factor theory (satisfiers and dis-satisfiers) and employee turnover intention. It is feasible to assume that the independent variables (job satisfiers and dis-satisfiers) measured by the MSQ may predict employee turnover intention in a small business (see Figure 1).

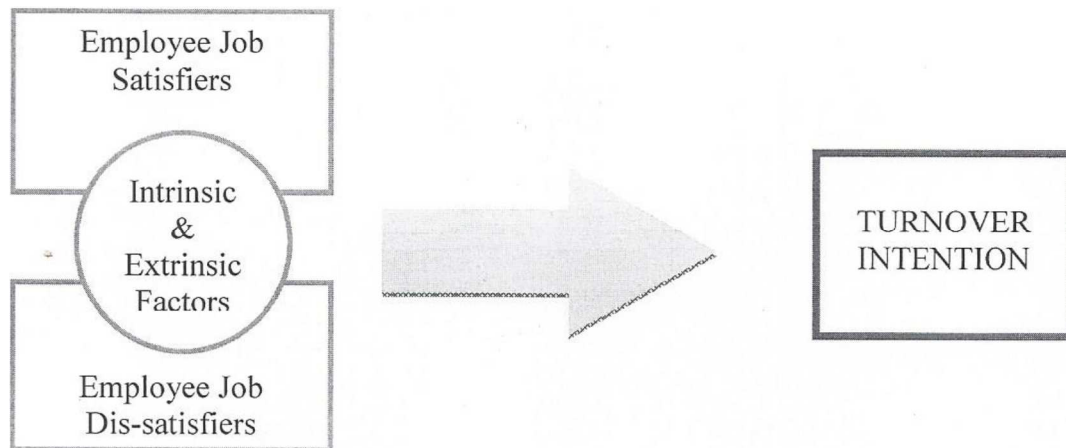


Figure 1: Graphical model of Herzberg's two-factor theory as it applies to examining turnover intention.

Operational Definitions

The purpose of an operational definition section is to provide clarity for the reader and decrease misunderstanding. Scholarly sources provide the definitions for this study.

Job satisfaction: Job satisfaction is positive feelings an employee has toward his or her job (Sailaja & Naik, 2016).

Turnover intention: Turnover intention is consideration to voluntarily leave an organization (Issa, Almad, & Gelaidan, 2013).

Assumptions, Limitations, and Delimitations

All studies include assumptions, limitations, and delimitations. It is important for researchers to be cognizant of each of these factors and reduce the negative impact on the studies. Awareness and mitigation of assumptions, limitations, and delimitations may increase the validity of the findings of the studies.

Assumptions

Assumptions are beliefs that are accepted as true without having theoretical support of the truth (Schoenung & Dikova, 2016). The first assumption is that the participants answered the questions truthfully. Ensuring confidentiality of the data may increase the truthfulness of the responses. The second assumption is that a correlational quantitative study was the best research method for this study. Examining the correlation between independent variables and a dependent variable in this study aligns with a correlational quantitative study. The third assumption is that the results may be generalizable to the situations of other small businesses. The variables chosen for the study are common; therefore, the study results may be similar to those found in other small businesses in Western New York.

Limitations

Limitations are weaknesses in the study that are often out of the control of the researcher (Bernard, 2013). One company, within one country, was the focus of this study. The criteria may result in a small sample size. The potential for skewed results is greater with smaller samples. This study is only a snapshot of a specific time with a specific employee pool. From the study I suggested recommendations for further study, which may examine other businesses and employee populations.

The company I worked for was the basis of the pool of participants, which may have resulted in bias. I did not directly explain the purpose of the questionnaires to the participants, monitor participation in the study, or physically observe employees completing the questionnaires. There was no identifiable trait to match the answers with the employee who completed the questionnaire. I did not see the questionnaires until I collected them at the end of 1 week, the participation timeframe. The advantage of surveying the company I worked for was that management and I can discuss the findings and consider options to reduce turnover intention with a greater understanding. Knowledge of the participant pool, the business organization, and resources that are available were advantages for discussion with management about the results of the study.

Delimitations

Delimiting factors define the boundaries and scope of the study (Bernard, 2013). Delimiting factors are in control of the research. Examples of delimiting factors include the choice of variables, the selected theory, and the population chosen for the study. I chose employee job satisfiers, employee job dis-satisfiers, and turnover intent and the variables of this study. I did not choose other variables that may contribute to turnover intent. I selected

Herzberg's two-factor theory as the theoretical framework for this study. Herzberg's theory is only one theory that may apply to the study. The results may differ using another theoretical framework. The population for this study was a small business within Western New York. Another study pool may yield different results or may not generalize to other industries or businesses.

Significance of the Study

Small business owners are seeking ways to reduce turnover costs to remain sustainable (Inabinett & Ballaro, 2014). One of the highest costs to an organization is employee attrition. The cost of replacing low-level staff can cost 16-21% of the annual employee's wages according to Arnaiz and Verseman-Morrison (2014). Higher-level positions may cost an organization a greater percentage of employee wages than lower level staff (Mitrovska & Eftimov, 2016). The results of the survey used for this study may benefit small business owners and managers in planning strategies to reduce voluntary turnover. Reducing turnover will potentially increase company profitability.

Contribution to Business Practice

This study contributes to business practice in that it may provide a practical model for understanding better the relationship between motives of their employees' (a) job satisfiers (b) job dis-satisfiers, and employee turnover intentions. A predictive model can help support small business owners in predicting turnover intentions and to be able to change certain policies, procedures, and the work environment to reduce turnover. Reducing turnover may increase the profitability of the company.

Implications for Social Change

The implication for positive social change includes the potential to provide significant knowledge to small business leaders who seek to minimize employee turnover and increase profitability. Maximizing profits may increase the ability for an organization to remain sustainable. Profitable small businesses invest in the community, increasing the ability for positive social changes (Muller, Vermeulen, & Glasberger, 2012). When an organization is profitable, the organization employs people. Employed people put money back into the local economy through spending money on products and services and investing. As purchasing increases, the local economy grows, more businesses prosper, and more people become employed (Tavani, 2013). The economic cycle continues to evolve. Reducing turnover intent has the potential to affect the local economy and social aspects of the community positively.

A Review of the Professional and Academic Literature

Employee retention is essential to the sustainability and growth of an organization (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Understanding the factors that play a role in an employee's consideration of leaving an organization is important to addressing economic and social costs to an organization (Qazi & Shafique, 2015). Hunt (2014) linked a lack of job satisfaction to employee turnover intention. Utilizing evidence-based information is critical to developing retention strategies that reduce turnover intention (Harrison & Gordon, 2014).

The purpose of this literature review was to provide context and analysis for the research question guiding this study: What is the relationship between small business owners' employee job satisfiers, employee job dis-satisfiers, and employee turnover intention? Literature reviews are critical to supporting the research question that is brought up in a study but is still

unanswered (Jacobs, 2013). Attention to discussing and resolving questions in a literature review is of more importance than the telling of a story (Pollock & Bono, 2013).

Online database searches were the primary sources for the literature review. The literature review includes peer-reviewed journal articles, government sources, dissertations, and books. I used Walden University's electronic databases including ProQuest Central, Business Source Complete, Thoreau Multi-Data Base, and Academic Search Complete. I used electronic databases from Bryant & Stratton College and the University of Buffalo at New York including SAGE Premier, EBSCO, and JSTOR. I also searched dissertations from Walden University and other colleges and universities, Google Scholar, Society for Human Resource Management's (SHRM) website, and the Bureau of Labor Statistics' website. A RSS feed from Google Scholar generated additional current scholarly articles. The search process generated more than 400 sources, of which I included 107 in the literature review. The sources included 104 peer-reviewed journal articles, 1 dissertation, 1 business and government website, and 1 seminal book. As shown in Table 1, 91 references out of 107 (85%) were published within the last 5 years, and 104 references out of 107 (97%) were peer-reviewed. Key identifying words for the searches are: employee job satisfiers, employee job dissatisfaction, turnover intentions, turnover, Herzberg, Herzberg's two-factor theory, attrition, retention, employee motivation, and retaining employees.

Table 1

Source Identification Table

Total	◀5 years	▶5 years	Peer Reviewed	Non-peer Reviewed
107	16	91	104	3

There are seven subsections to the literature review. The first subsection is a review of Herzberg's two-factor theory and an expansion of the theoretical framework of the study. Subsection 2 includes rival studies to Herzberg's motivation-hygiene theory. The third subsection includes a discussion of the measurement of the constructs (turnover intention, employee satisfaction, and employee job dissatisfaction). The fourth subsection includes a review of the literature of the constructs. The fifth subsection is a review of the studies which include Herzberg's motivation and hygiene theory. A summary concludes the literature review as identification of key points and as an introduction to Section 3.

The purpose of this quantitative correlational study was to examine the relationship between small business owners' employee job satisfiers, employee job dis-satisfiers, and employee turnover intentions in small businesses in the United States. The central hypothesis of the study is there is no statistically significant relationship between motives of small business owners' employee job satisfiers (a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement, employee job dis-satisfiers (a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations, and turnover intention. Herzberg's two-factor theory approach to motivation is the theoretical framework for this study and the foundation for examining other theories in the literature review. The focus of this section is to examine literature pertaining to employee job satisfiers, employee job satisfiers, and employee turnover intentions.

Herzberg's two-factor theory is the theoretical framework of this study and guides the examination of the research constructs and variables. This section of the study examines the literature on the independent variables (employee job satisfiers and employee job dis-satisfiers)

and the dependent variable (employee turnover intentions). The review includes sources within the United States but will incorporate some relevant sources from around the world because employee turnover is a primary concern of businesses due to the impact on profitability (Mishra, Mishra, & Grubb, 2015).

Herzberg's Two-Factor Theory

Herzberg's two-factor theory, also known as motivation-hygiene Theory, is the foundation theory for the examination of the relationship between job satisfaction, job dissatisfaction and the potential for an employee to leave a small business. Herzberg's theory is widely known and accepted (Malik & Naeem, 2013). In 1959, Herzberg first studied employee attitude related to job satisfaction and job dissatisfaction (Herzberg, Mausner, & Snyderman, 1959). This study led Herzberg to develop the motivation-hygiene theory, which introduces a list of contributing factors to employee attitudes about their jobs.

Herzberg (1968) continued his quest to understand employee attitude related to job satisfaction and dissatisfaction. Herzberg developed the two-factor theory, identifying motivators (intrinsic factors) and hygiene (extrinsic factors). Herzberg identified the following key constructs underlying his theory for job satisfiers: (a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement. Herzberg identified the following key constructs underlying his theory for job dis-satisfiers (a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations (Ozguner & Ozguner, 2014). Motivational factors, also referred to as satisfiers, described motivation and dissatisfiers are hygiene factors (Herzberg, 1974). Herzberg's two-factor theory is the theoretical framework for the study and will be the main theory for comparative analysis. Job satisfiers are important for increasing motivation, which

leads to greater productivity (Chaudhury, 2015). Job dis-satisfiers are not motivational, but lacking job satisfiers leads to job dissatisfaction (Chaudhury, 2015).

Understanding the meaning behind the results of Herzberg's two-factor theory based analysis is important. Herzberg's study of engineers and accountants in Pittsburgh, Pennsylvania in the late 1950s revealed that factors causing job satisfaction are different from factors causing job dissatisfaction (Herzberg, 1964). An absence of factors resulting in job satisfaction does not necessarily mean job dissatisfaction; rather it means no job satisfaction. An absence of factors resulting in job dissatisfaction does not necessarily mean job satisfaction; rather it means no job dissatisfaction. An employee may be dissatisfied even when the intrinsic results are good. Good intrinsic results do not necessarily equate to an employee being satisfied. The same conclusion applies to extrinsic factor results; poor responses do not necessarily mean the employee is dissatisfied (Kulchmanov & Kaliannan, 2014).

Herzberg (1974) concluded that motivators influence long lasting employee performance results, which is in contradiction to hygiene factors that lead to short-term employee performance and attitudes about the job. The primary source of employee job satisfaction correlates to job satisfaction and job dissatisfaction correlates to work content (Herzberg, 1974). An escalation of employee concerns resulting from hygiene factors imposes a risk for business managers (Herzberg, 1974). Sustainability of a theory is an important consideration for a researcher. Herzberg's two-factor theory remains as one of the most prominent foundations for studies of performance and motivation (Jarkas, Radosavljevic, & Wuyi, 2014). Applicability and sustainability of Herzberg's theory reinforced my decision to use this theory for this study (see Figure 2). The graphical model depicts various aspects that may impact how employees feel about their jobs.

Factors Affecting Job Attitudes	
Leading to Dissatisfaction	Leading to Satisfaction
<ul style="list-style-type: none"> • Company policy • Supervision • Relationship w/Boss • Work conditions • Salary • Relationship w/Peers 	<ul style="list-style-type: none"> • Achievement • Recognition • Work itself • Responsibility • Advancement • Growth

Figure 2. Graphical model of Herzberg's two-factor theory as it applies to employee dissatisfaction and satisfaction.

Rival Theories

Many scholars have conducted studies that resulted in contrary findings from those of Herzberg. Wiley (1997) conducted one of the prominent studies contradicting Herzberg's findings that Herzberg's two-factor theory was valid regardless of gender, age, occupational level, and background. Wiley questioned 460 (326 full-time workers, 133 part-time workers) people in various industries, including manufacturing, utilities, services, government, retailing, and health care. The findings were that pay and job security were the highest motivators. The Wiley study included additional contradictory results from Herzberg: motivational factors change over a person's life, demographics play a role in a person's motivation, full and part-time employees considered job-related factors differently, and pay rated the most important motivator for all age groups.

I chose Herzberg's two-factor theory rather than Maslow's hierarchy of needs theory to examine the problem of employee turnover intentions in small businesses in the U.S. because

Herzberg's theory is a continuation of Maslow's theory. Herzberg took Maslow's theory a step further by examining stimulators that meet the employees' needs as identified by Maslow's theory. Herzberg's two-factor theory aligns with Maslow's hierarchy of needs theory (Tilekar & Pachpande, 2014). Maslow created a pyramid to represent the various stages a person may go through to reach self-actualization.

Maslow's theory of hierarchy of needs is one of the most highly recognized motivation theories (Md & Nurullah, 2014). Maslow developed his theory based on people reaching self-actualization through completion of each of five stages corresponding to human needs (Maslow, 1943). The five stages include (a) physiological needs: basic needs of survival such as food and water, (b) safety needs: security and stability, (c) social: love and belonging, (d) self-esteem: respect and recognition, and (e) self-actualization: realization of potential (Cao, et al., 2013). Maslow's hierarchy of needs theory assumes that all people behave in the same way (Nain, 2013). Maslow led the way for further scholarly study in various fields including psychology (Jackson, et al., 2014). In a study of salespeople conducted by Issa, Almad, and Gelaidan (2013), the results supported Maslow's theory of an employee's need to meet physiological needs (food, shelter) before seeking other needs such as acceptance, love, and self-esteem.

Figure 3 depicts the application of Maslow's hierarchy of needs theory to employee engagement. Level 5 is the survival mode. At this stage, an employee is working for financial reasons with limited or no loyalty to the job or the company. Stage 4 is the security stage when an employee is not fully engaged in the current work situation and is seeking a new opportunity. Stage 3 is ambivalence, when the employee is nearly engaged in the work environment; however, there are elements of the job and work environment that are not acceptable. Stage 2 is full engagement in all aspects of the employment. The self-actualization is Stage 1; the time

when an employee extends outside of their needs and reached out to other to mentor and inspire others. Stages 4 and 5 have the potential for higher turnover based on Maslow's hierarchy of needs pyramid (Maslow, 1943) because the employee is missing the essential elements for job satisfaction; therefore, the employee continues to seek a new opportunity.

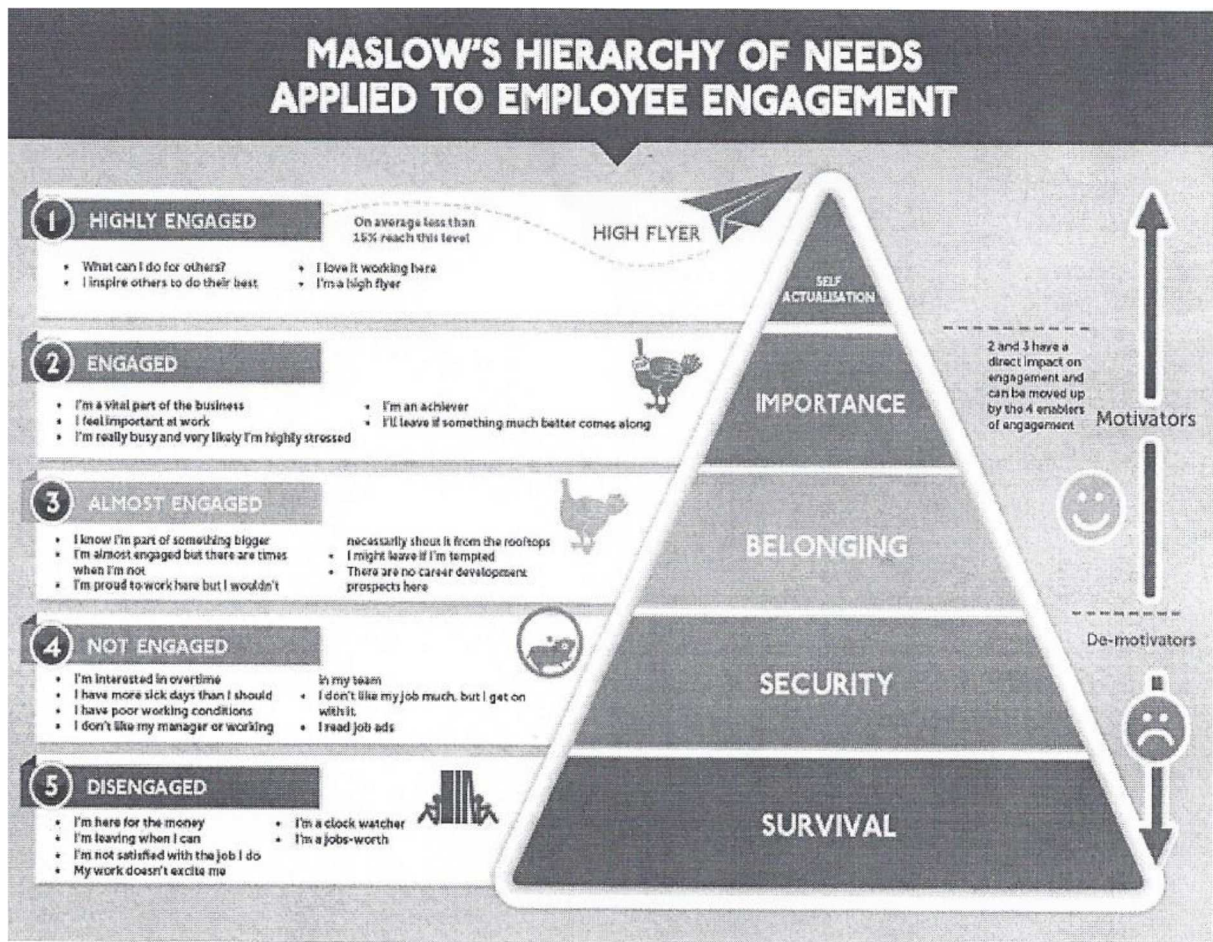


Figure 3. Graphical model of Maslow's theory as it applies to employee motivation and engagement.

There are scholars who support Maslow's hierarchy of needs theory. Taormina and Gao (2015) tested the notion of satisfaction at a lower level of a hierarchical structure leads to a prediction of satisfaction at the next level of the pyramid. Taormina and Gao (2015) supported validation of Maslow's theory.

Milheim (2012) analyzed satisfaction of students attending online classes. The conceptual framework used for the study was Maslow's hierarchy of needs. Milheim (2012) chose Maslow's theory because of Maslow's research on the impact of motivation on the learning experience. The study supported Maslow's hierarchy of needs theory and suggested that Maslow's theory could have universal adaptation.

There has also been criticism of Maslow's theory by many scholars based on Maslow's methods, philosophy, and pyramid of hierarchy (Bouzenita, & Boulanouar, 2016). Maslow's theory is missing the behavioral elements, which explain the primary and secondary reinforcers that explain the stage progressions (Harrigan, 2015).

Nemati (2013) believed that there is a need to modernize Maslow's theory. Nemati made three additions to Maslow's theory, allowing the theory to be meaningful today: epistemology, log, and eros (Nemati, 2013). Nemati demonstrated assimilation of additional aspects to the motivation theory in Figure 4:

Metaneeds of article authors	Metaneeds of Maslow	Proposed level
Unrealistic optimism Omniscience Omnipotence Invulnerability	Wholeness (unity) Perfection (balance & harmony) Completion (ending) Liveliness (spontaneity) Uniqueness (individuality) Playfulness (ease) Autonomy (self-sufficiency)	Eros or freedom
.....	Simplicity (essence) Egocentrism Truth (reality) Meaningfulness (values)	Log
.....	Justice (fairness) Beauty (rightness of form)	epistemology

Figure 4. Graphical model of Nemati's updated version of Maslow's hierarchy of needs theory.

Vroom (1964) expanded on Herzberg's motivational theory by claiming that people are consciously motivated to make choices based on what they believe the outcome of the behavior will be. Vroom based the expectancy theory on the idea that people believe their actions will result in effective performance, with an outcome of receiving rewards (HemaMalini, & Washington, 2014). The expectancy theory follows a consequential formula: expectancy, effort results in high performance; instrumentality, performance is a requirement of successful outcomes; and valence, an analysis of goals and outcomes (Hsu, Shinnar, & Powell, 2014).

Vroom's theory, expectancy theory, encourages employers to reward employees for performance based on the employee deserving the reward and wanting the designated reward (HemaMalini, & Washington, 2014). When employees do not feel satisfied, following Vroom's theory, one may speculate that employee job satisfiers and employee job dis-satisfiers may cause employees to consider leaving an organization. Managers have the opportunity to make changes to ensure employees achieve the three stages of the expectancy theory, potentially reducing turnover.

Earlier studies include Locke (1976), in which he stated that there is an overlap between the human needs and factors, while Herzberg claimed there is no parallel relationship between human needs and factors. Locke believed that intensity should be the standard measurement of motivation, not as Herzberg claimed (frequency). To reinforce his thinking, Locke stated that a factor that occurs infrequently may have a higher level of dissatisfaction than a factor that occurs frequently. Locke noted that there is a difference between a person's needs and a person's values. Herzberg did not consider individuality in developing his theory.

The relationship between intrinsic and extrinsic factors and turnover intention was analyzed in a study involving employees within manufacturing organizations in Lagos State and Ogun State of Nigeria (Olowookere, Adekeye, Adejumo, Agoha, & Sholarin, 2016). The study confirmed the hypotheses that intrinsic factors are negatively related to turnover intention, while extrinsic factors are positively related to turnover intention. The authors suggested that companies that increase intrinsic factors in the workplace will reduce turnover.

Mottaz (1985) studied intrinsic rewards and extrinsic organization rewards on job satisfaction. Mottaz found a strong predictor of job satisfaction when intrinsic rewards aligned with extrinsic rewards. For example, an employee takes on a new task and receives reassurance from supervision. Another contradictory result of this survey disputed Herzberg's claim that hygiene factors do not impact job satisfaction. The study conducted by Mottaz found that only at low-level positions within an organization did extrinsic factors such as benefits and pay aligned with job satisfaction. Higher-level positions within an organization were more interested in intrinsic rewards as the employee's professional experience increased. Magee (2015) stated that gender and age influence the way people view intrinsic and extrinsic rewards, which predict job satisfaction.

Maidani (1991) replicated Herzberg's study with engineers and accountants in private and public organizations in Florida. In contradiction to Herzberg, Maidani's study found both motivators and hygiene factors to be sources of job satisfaction. Maidani did agree with Herzberg that motivators are major reasons for job satisfaction.

Measurement

Measuring employee job satisfaction and employee dissatisfaction is important for business management to develop initiatives to reduce turnover. Selecting the appropriate

measurement tool for a study is essential to the validity of the results. Many measurement tools have been developed and validated. A problem with measuring job satisfaction is that the results are not always representative of true job satisfaction (Khalilzadeh, Giacomo, Jafari, & Hamid, 2013). It is common for surveys to measure multiple constructs along with job satisfaction, which supports the need for a revised instrument in consideration of time and participants (Khalilzadeh et al., 2013).

Researchers typically use facet or global surveys to measure employee job satisfaction (Gulosino, Jones, & Franceschini, 2016)). A faceted approach is meant to measure specific job criteria resulting in a specific behavior (Gulosino, Jones, & Franceschini, 2016). A global survey approach measures job satisfaction based on the job as a whole (Gulosino, Jones, & Franceschini, 2016). FacesScale and the Job in General Scale (JIG) are examples of instruments used to measure a global survey approach. The MSQ and the Job Descriptive Index (JDI) are examples of instruments used to measure a faceted approach. This study will measure specific job criteria, so the FacesScale and JIG are not good choices for the measurement instrument.

I selected the MSQ as the tool to collect the job satisfaction data for the survey. I used the shortened version of the Turnover Intention Scale (TIS) to measure turnover intention. To reduce the time it takes to answer the questionnaires without losing the integrity of the study, I chose to use the shortened version of the TIS (TIS-6). The MSQ and TIS-6 met the criteria of the purpose of this study, and enabled the hypothesis to be tested.

Spector (1985) developed a survey based on Herzberg's motivation-hygiene theory. Spector's questionnaire measures the constructs of Herzberg's theory. The internal consistency reliability of Spector's measure instrument is .91 from a 2,870-sample size using Cronbach's

coefficient alpha (Spector, 1985). The instrument, Job Satisfaction Survey (JSS), contained 36 questions measuring nine facet scales. Although Spector's instrument measures the constructs this survey will measure, I rejected the Job Satisfaction Survey (JSS) because there are too many questions for respondents to answer, and the population for this survey has limited time. Also, the JSS demonstrates validity for qualitative studies; this study used a quantitative method (Batura, Skordis-Worrall, Thapa, Basnyat, & Morrison, 2016), although recently the JSS has proven to be valid for all type of organizations (Wozencroft & Hardin, 2014).

Muya, Katsuyama, Ozaki, and Aoyama (2014) developed a survey tool to measure job satisfaction of nurses. The 38-question survey was the first of its kind to measure "positive emotions toward work" and "perceived significance in the workplace." Muya et al. (2014) were able to demonstrate the tool's concurrent and construct validity. I chose not to use this measurement tool because there is nearly double the number of questions in comparison to the MSQ. The population I surveyed has limited time to complete the survey, so fewer questions to analyze job satisfaction is important.

Job Descriptive Index (JDI), and the augmented version, the Job Diagnostic Survey (JDS), evaluates job satisfaction in the big view, not the individual factors of job satisfaction (Castanheira, 2014). The JDI measures five facet scales. The intent of this study is to analyze job satisfaction factors. There may be an adverse impact on validity and study results when constructs are not available to measure (Barry, Chaney, Piazza-Gardner, & Chavarria, 2014). Therefore, the JDI and JDS measuring tools are not appropriate for this study. The MSQ was an appropriate choice for this study.

Turnover Intention

The purpose of applying the dependent variable (turnover intention) in a research study of other constructs (independent variables) is to analyze the predictability of employee turnover while under the influence of the independent variables. Researchers typically measure turnover intention by adding a few questions on to the end of an instrument as part of a research study using a Likert 5-point scale (Chovwen, Balogun, & Olowokere, 2014; Hofaidhllaoui & Chhinzer, 2014). Another option researchers use to collect turnover intention information is offering specific options for questions involving intention to leave the organization such as (a) undecided, (b) until retirement, (c) until a better opportunity is presented, (d) as soon as possible, and (e) will be leaving within the year to move out of the area (Finster, 2013). An alternative option researchers choose to collect data on turnover intention is asking the participants to choose Yes or No to questions involving long and short-term turnover intentions Callegaro, Murakami, Tepman, & Henderson, 2015).

I opted to add the Turnover Intention Scale shortened version to the MSQ as the instrument offered to the participants to collect job satisfaction and turnover intention data. The TIS-6 questions utilized a Likert 5-point scale. The Likert 5-point scale allowed easy data collection. The TIS-6 and Likert 5-point scale allowed the participants to respond to the questionnaire quickly. Since participants completed the questionnaires during work time, time was of the essence.

Employee Job Satisfaction: Independent Variable

Job satisfaction is a highly researched topic. The concept that satisfied employees, which extended beyond pay, originated from research in the 1930s (Girma, 2016). One of the main reasons job satisfaction is the focus of researchers is because of its link to employee turnover (Li,

Lee, Mitchell, Hom, & Griffeth, 2016). Job satisfaction is a recent term because in prior centuries a person's occupation was determined by a parent's occupation and not by a person's desire to work for a particular company (Olusegun, 2013). There are many definitions of job satisfaction. Chughati and Perveen (2013) offered a simple definition of job satisfaction: it is how an employee feels about the job. Ünal (2013) defined job satisfaction as an employee's attitude about the entire job structure. Basak (2014) supported Ünal's definition and added that internal and external factors determine an employee's job satisfaction. Shukla and Singh (2016) simplified the definition of job satisfaction by stating it is an employee's degree of content with his/her job. Castanheira (2014) supported similar definitions by viewing job satisfaction as an employee's view of all aspects of the job. Personal feelings and the outward demonstration of those feelings is another definition of job satisfaction (Masum, Azad, Hoque, Beh, Wanke, & Arslan, 2016). The degree to which employees are satisfied with the aspects of work defines job satisfaction (Basirudin, Basiruddin, Mokhber, Rasid, Zamil, 2016).

Although there may be differences in definitions of job satisfaction, there remains a central theme of personalization of feelings by the employee. Job satisfaction is not a precise science; however, job satisfaction is evident when employees demonstrate their highest level of skill (Che Nawi et al., 2016). Karabina (2016) offered a definition of employee satisfaction that incorporates Herzberg's two-factor dimensions, feelings of satisfying and dissatisfying in relationship to the job.

Employee satisfaction is critical to the sustainability of an organization (Girma, 2016; González, Sánchez & López-Guzmán, 2016). Increased employee job satisfaction leads to increased customer satisfaction; ultimately leading to greater potential for organizational profitability and tenure (Che Nawi et al., 2016). Leaders of organizations set goals for the

organization, which are critical to increasing the longevity of the organization. Job satisfaction is an essential part of the goal setting.

Various sources correlate to employee job satisfaction. There have been studies conducted on the factors that impact job satisfaction. The studies demonstrate that many factors affect the perception of an employee's satisfaction with the job. Basak (2014) concluded that internal and external factors, including gender, management style, and organizational culture, impact job satisfaction. An increase in employee job satisfaction correlates to intrinsic factors (Ileri, 2016). Rukh, Choudhary, and Abbasi (2015), in a study conducted in a Pakistan manufacturing organization, found job satisfaction has a strong correlation with demographic, financial and non-financial factors. Arshadi and Damiri (2013) analyzed responses from employees from an Iranian drilling company and found a strong relationship between stress on the job and turnover intention ($r=0.45$, $p<0.01$). A simple adjustment to a job may be enough to change an employee's job satisfaction increase (Pagán, 2013).

Managers can decrease turnover intention through analyzing the causes of employee stress and initiating actions to reduce the stress. It is beneficial to an organization to increase employee job satisfaction and decrease employee turnover. Employees who feel conflicted about which job responsibility they are to handle at any given time results in a lack of job satisfaction, which often results in turnover intention (Conant, 2017). Studies, including one conducted by Kalifa, Ololo, and Tafese (2016), concluded that the longer an employee works for an organization, the less the employee considers leaving the organization.

Professionals within an organization have the opportunity to decrease turnover intention by increasing job satisfaction. Practices initiated and demonstrated by human resource professionals within an organization correlate to turnover intention in the Singapore childcare

industry (Pek-Greer, Wallace, & Al-Ansaari, 2016). Study results showed a correlation between human resource practices with job satisfaction support the need of organizational policies and procedures to be employee-centric. Human resource practices, including pay, training, and benefits influence employee job satisfaction and intent to leave an organization (Williams & Owusu-Acheampong, 2016). Yon, Kim, Ko, and Park (2016) studied the impact of various leadership roles within an organization on employee job satisfaction within IT organizations in Korea. Results of this study support the relationship between human resource practices and leadership to employee job satisfaction. The information from these studies can assist human resource professionals in their strategic approach.

Organizational cultural plays a role in employee satisfaction. Employees may choose to leave the organization if the employees are not committed to the employer. A study of health care workers in Nepal found that cultural fit within an organization may be as an important indicator of turnover intention as job satisfaction (Batura et al., 2016).

Employee job satisfaction has been the topic of many studies. There is overwhelming support by researchers for a positive correlation between a high level of employee job satisfaction to a low level of turnover intent. Employee job satisfaction is only one construct that researchers consider when studying turnover intention.

Employee Job Dissatisfaction: Independent Variable

Researchers often study job satisfaction; however, job dissatisfaction is also an important construct to research. Some studies support employee job dissatisfaction's direct correlation to turnover intention. Sheraz, Wajid, Sajid, Quershi, and Rizwan (2014) analyzed the impact of job stress on an employee's job satisfaction and its correlation to turnover intention. The study

(Sheraz et al., 2014) found a direct correlation between high employee job stress to job dissatisfaction leading to a higher level of turnover intention.

The nursing profession is going through changes. The lack of positive image of the nursing profession, fear of losing a job, inability to participate in decision making, and strict work hour regiment were found to be correlated with employee job satisfaction in the nursing profession leading to turnover intention (Kvist, Voutilainen, Mäntynen, & Vehviläinen-Julkunen, 2014). In South Africa, nurses were leaving rural employment to join organizations in urban areas and developing countries where pay was higher. To reduce the exiting, the Republic of South Africa implemented the Occupational Specific Dispensation (OSD) to increase pay for nurses in the public sector. Khunou and Maselesele (2016) conducted a study of the effect of using OSD to motivate nurses to stay in public facilities. The results of this study support Herzberg's motivation theory because OSD did not address both motivation and hygiene factors, ultimately leading to turnover.

Management has control over many of the factors that cause employee job dissatisfaction. How management becomes aware of these factors so that they can improve practices to reduce employee job dissatisfaction is the issue. However, there may be factors that management cannot control. In a study of teachers in Australia, study results indicated that there is a strong relationship between job dissatisfaction and turnover intention (Bowles & Arnup, 2016). Resilience, a construct in the study, also was a strong predictor of turnover intention. The researcher concluded that management may have control over decreasing job dissatisfaction and increasing job satisfaction; however, resilience is a personal factor, which is not changed through management intervention (Bowles & Arnup, 2016).

Turnover Intention – Dependent Variable

Human resource professionals struggle with employee retention (Edet, Benson, & Williams, 2017). Turnover intention is the probability that an employee will choose to leave an organization identified by specific time periods (Chao, Jou, Liao, Kuo, 2015). Voluntary turnover is an inherent part of running a business. Turnover directly impacts the profitability of a business (Harrison & Gordon, 2014); therefore, it is understandable why managers are concerned about turnover. Considering Small Business Administration (SBA) researchers claimed that only one-half of new small businesses survive after five years, it is essential that management makes necessary changes to increase sustainability (US Department of Labor Statistics, 2014). If business leaders in small organizations can understand factors leading employees to consider leaving the organizations, there is the potential for business leaders to reduce turnover through a change in business practices. This study focuses on whether employee job satisfaction and employee job dissatisfaction correlate to turnover intentions.

Not all turnover is considered a problem. There are employees who are not a cultural fit, do not have the skill set to perform the work, or do not have the motivation to work. Ahmed and Kolachi (2013) stated that turnover allows for new employees to enter the organization, bringing new ideas. However, turnover can negatively impact profitability and return to stakeholders (Ahmed & Kolachi, 2013).

Some researchers question whether turnover intention is an indicator of actual turnover. A study of U.S. federal agencies cautioned managers not to assume that turnover intention and turnover are positive correlational constructs (Cohen, Blake, & Goodman, 2015). Through this study, the researchers concluded that only telecommuters, workload satisfaction, and pay

satisfaction, of the 12 significant variables, have a direct correlation between turnover intention and turnover (Cohen, Blake, & Goodman, 2015).

The business climate continues to evolve. There is more competition on a global scale. It is critical for leadership in organizations to understand why employees intend to leave as well as why employees actually leave (Salman, Abdullah, & Saleem, 2016).

There could be different reasons employees consider versus act upon leaving an organization. Employees may choose to leave an organization for personal reasons including the employee's values, work-life balance, or health condition. (Fashola, Akanni, & Ajila, 2016). Employees may also choose to leave because of perceived issues within an organization including pay, benefits, employee treatment, internal politics, job responsibilities or leadership (Fashola, Akanni, & Ajila, 2016). Perception and life status may play a critical role in turnover intention.

Job Satisfaction and Turnover Intention

Job satisfaction and turnover intention are the subjects of many researchers. Turnover continues to be a major obstacle for organizations (Wang, Wang, Xu, & Ji, 2014). The sustainability of an organization is contingent upon employee job satisfaction (Mir & Rainayee, 2016). There is a correlation between job satisfaction and employees' commitment to the organization (Nwokolo & Anyamene, 2016). Tarigan and Wahyu Ariani (2015), in a study of employees within a manufacturing firm in Indonesia, claimed there is a direct correlation between an employee's job satisfaction and turnover intention. Batura et al. (2016) studied the relationship between employee job satisfaction and turnover intention in the healthcare industry. The results of Batura et al.'s survey supported the results of Tarigan and Wahyu Ariani.

When an employee is not satisfied with the job or organization, the employee has a greater chance of leaving the organization (Kim & Park, 2014). In a study of U.S. military officers, researchers supported a correlation between turnover intention and non-work-related factors (Huffman, Casper, & Payne, 2014). Huffman, Casper, and Payne (2014) also found a correlation between turnover and a reduction in job satisfaction. A study conducted by Saeed, Waseem, Sikander, and Rizwan (2014) of 200 employees within the same organization, supported a strong negative relationship, ($\beta = -.422$), ($p = 0.000$), between job satisfaction and turnover intention. A study of long-term care nurses (Kuo, Lin, & Li, 2014) indicated a strong relationship between increased job satisfaction and decreased turnover intention. A total of 173 long-term care nurses participated in the study by Kuo, Lin, and Li (2014) with a high relationship between job satisfaction and negative prediction of turnover intention, intentions ($b = -.36$, $P < 0.001$). Abusive leadership negatively impacts job satisfaction and turnover intention (Palanski, Avey, & Jiraporn, 2014).

To reduce turnover intention, employees need to feel satisfied with their jobs and the organization. Sheraz, Wajid, Sajid, Quershi, and Rizwan (2014) studied more than 200 professional workers in Pakistan. The study concluded that there is a negative correlation between job satisfaction and turnover intent. This result is consistent with the results of a study of higher education in Thailand (Salam, 2017). It is important for managers to discover what makes employees satisfied on the job and implement initiatives to increase job satisfaction. There are many variables that may impact an employee's job satisfaction level. Gender and age have an impact on the strength of the correlation between job satisfaction and turnover intention; however, this trend appears to be declining (Magee, 2015).

Not all studies have shown a strong relationship between job satisfaction and turnover intention. Swider, Boswell, and Zimmerman (2011) indicated that multiple factors influence turnover intention. Swider, Boswell, and Zimmerman (2011) focused on how job search influences turnover intention. Their findings do support the relationship between job satisfaction and turnover intention; however, the research also supports a relationship between external job opportunities and turnover intention (Swider, Boswell, & Zimmerman, 2011).

Some researchers criticize studies that claim job satisfaction has a direct correlation to turnover. Liu, Mitchell, Lee, Holtom, and Hinkin (2012) conducted their study on a multi-level view of job satisfaction over time because completed studies found variances in job satisfaction results, which were unexplainable. The research, conducted in a recreation and hospitality firm, found that only when analyzing multiple variables can job satisfaction and turnover results be reliable (Liu, et al., 2012).

There are many reasons employees are satisfied with their jobs including increased wages, rewards, reduced working hours without reducing pay, and good working conditions (Skukla & Sing, 2016). Satisfied workers may be responsible for reduced attrition rates. Management practices and company policies may also increase job satisfaction and contribute to lower turnover rates. In a study of Texas business schools, Bell, Sutanto, Baldwin, and Holloway (2014) found that contrary to Herzberg's motivation-hygiene theory, women were not more dissatisfied because their salaries were less than their male counterparts. Herzberg's theory would predict that salary, as an extrinsic factor, increases job dissatisfaction when the salary is less than a peer group.

Herzberg's Two-Factor Theory in Research

Herzberg's two-factor theory has been the foundation theory of many research studies. Herzberg's two-factor theory, also known as motivation-hygiene theory, is a resource for an organization to evaluate factors which influence an employee's job satisfaction and decisions regarding turnover (Smith & Shields, 2013). Current research supports motivational theories that differentiate between intrinsic motivators and extrinsic motivators (Catania & Randall, 2013). A study of influential factors on employee motivation within financial institutions in Kazakhstan by Kulchmanov and Kaliannan (2014) supported the validity of Herzberg's two-factor theory. Kulchmanov and Kaliannan (2014) surveyed employees of the two largest financial institutions concluding that employees are not satisfied if their basic needs are not met and will not attempt to increase the level of job satisfaction; therefore, job satisfaction is "not satisfied" but "not dissatisfied." Results of these studies have varied; however, there appears to be more support of Herzberg's motivation-hygiene theory than contradiction.

Many studies are using Herzberg's motivation-hygiene theory conducted in the academic world. Larkin, Brantley-Dias, and Lokey-Vega (2016) surveyed K-12 online teachers in southeast U.S. The analysis indicated that the teachers were satisfied with their positions and planned to stay with the organizations for the long term. Kim (2013) studied childcare teachers to determine if there was a correlation between job satisfaction and turnover intent. Kim's study found a stronger correlation between job satisfaction and turnover intent than the study conducted by Larkin, Brantley-Dias, and Lokey-Vega (2016). In a study of physical education teachers who worked with special education children, results supported Herzberg's theory that employee job dissatisfaction directly relates to consideration to leave the organization (Ješinová, Spurná, Kudláček, & Sklenaříková, 2014). There is a higher turnover rate for teaching

professionals working in special education because of burnout (Ješínová, Spurná, Kudláček, & Sklenaříková, 2014), which may explain the high-level of correlation between employee job satisfaction and turnover intent. In a study of how the implementation of curriculum impacts turnover of teachers in Africa, results confirmed that Herzberg's motivation-hygiene theory is accurate for the explanation for teacher turnover because of job dissatisfaction (Lumadi, 2014). Teachers in a private sector university in district Peshawar were surveyed to assess the validity of Herzberg's motivation-hygiene theory (Islam & Ali, 2013). The teachers demonstrated satisfaction with motivators including achievement, recognition, work itself, responsibility, and advancement; with work and achievement being the strongest. The study is supportive of Herzberg's theory relative to motivation factors; however, it contradicted the hygiene factors of the theory. Islam and Ali (2013) found that co-workers, supervisors, and working conditions were responsible for employee job satisfaction instead of resulting in employee job dissatisfaction. The researchers believe that social-cultural differences could be the reason the hygiene factors contradicted Herzberg's theory. Further research may determine if the grade level of the teacher, location of the profession, or type of teaching influences the strength of the correlation.

The medical field, specifically the nursing profession, has been the subject of research for decades. Derby-Davis' (2014) research, founded on Herzberg's two-factor theory, studied the relationship between job satisfaction and turnover intent of faculty members in nursing bachelor and master level college programs. The results demonstrated a strong correlation between the motivation-hygiene factor and intent to stay: $F(4, 94) = 13.196, P < .00$. The results from a study of nurses in Iran indicated that 35% of female nurses in Iran were considering leaving their organization because of stress (Mosadeghrad, 2013). The study concluded that occupational

stress has a positive correlation to turnover intentions (Mosadeghrad, 2013). Woolworth (2016), in a quantitative correlation study using Herzberg's motivation-hygiene theory of teaching, nurses recommended managers understand that improving job satisfaction is important to retaining qualified professionals, improve teaching, and reducing costs. It is important for leaders in the medical field to understand the reasons behind turnover intentions and reduce to potential for turnover intentions to become turnover within the organization. A significant correlation between intrinsic and extrinsic work factors and turnover intention was demonstrated in a study conducted at hospitals within New South Wales, which supports Herzberg's theory (Wilson, 2015).

Davis (2013) used Herzberg's two-factor theory as the basis of his study involving customer service agents, which concluded that the dominant factor determining job satisfaction and turnover is compensation. Davis (2013) claimed job dissatisfaction results in employee turnover, which supports Herzberg's two-factor theory. Increased incentives, a form of compensation, is a primary contributor to company loyalty and reduced turnover (Mamdani & Minhaj, 2016). In the study by Mamdani and Minhaj (2016), 154 employees of fifteen banks in Karachi, Pakistan responded to a survey. Employees were willing to leave an organization if they did not feel the incentives, both monetary and non-monetary, were not sufficient, according to the results of the study. The results support Herzberg's theory that job satisfaction, in this case, incentives, impacts turnover intentions.

In a study supporting Herzberg's theory that increased job satisfaction leads to higher employee retention, the motivation of social workers was examined (Smith & Shields, 2013). Smith and Shields (2013) concluded that Herzberg's motivation-hygiene theory continues to be a viable study of job satisfaction. Smith and Shields (2013) found that variety and creativity, both

motivational factors, were the primary job satisfiers. Smith and Shields (2013), suggested that Herzberg's conceptual framework may need modification to support a robust understanding of current trends. The recommendation from Smith and Shields (2013) supported continued research into Herzberg's theory and the relationship between job satisfaction, dissatisfaction, and turnover intention.

A study of 200 employees in private and non-private sector organizations in Nigeria measured the relationship between perception of job stress, organizational justice, and changing of jobs on turnover intention (Chovwen et al., 2014). The study revealed a strong relationship, both independently and singularly, of the constructs to turnover intention (Chovwen et al., 2014). The researchers concluded that there was a higher correlation to job stress, organizational justice, and changing of jobs for men than there are women and employees in the private section versus employees working in the public sector (Chovwen et al., 2014).

Several studies exist that the strength between an employee's expectation of the job and the actual job determine the strength of the relationship between job satisfaction and turnover intention (Ryan, Healy, & Sullivan, 2012). Various studies indicate which, if any, of Herzberg's list of job attitudes relate to turnover intention. Some studies do not agree with Herzberg's theory and others support the theory. However, Herzberg's conclusions continue to be the foundation of motivational policies and practices within organizations (Nakhate, 2016).

Transition

In Section 1, I outlined the purpose of this quantitative correlation study, which was to examine the relationship between motives of small business owners' employees' job satisfaction and employee turnover intention. I explained the background of the problem and the importance

to small businesses and society. I outlined the hypotheses for the study and the framework that formed the foundation of the study.

In the literature review, I presented a comprehensive summary of the theory behind the study and opposition theories. Included in this section are studies to further clarify the relationship between the constructs. Also included in the literature review is a summary of supporting research and contradictory research for the foundation theory of the study.

Section 2 includes information about the study implementation including, the role of the researcher, the participants, the research method and design, and the sampling requirements. This section also includes the process of data collection and the analysis of the data. Section 2 also comprises identification of the instruments chosen for the data collection.

Section 3 includes an analysis of the findings. A detailed discussion relating the findings to small businesses and social change implications will also be part of Section 3. This section offers recommendations for action and further study, personal reflection about the Doctor of Business process, and a concluding statement regarding the study.

Section 2: The Project

I examined the relationship between motives of small business owners' employees' job satisfaction and employee turnover intention. Data analysis may assist small business owners in reducing turnover costs. Reducing turnover costs may increase profitability and sustainability for small business owners.

Purpose Statement

The purpose of this quantitative correlation study was to examine the relationship between motives of small business owners' employees' job satisfaction and employee turnover intention. The independent variables are employee job satisfiers [(a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement], and employee job dis-satisfiers [(a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations] (Ozguner, & Ozguner, 2014). The dependent variable is turnover intention. The targeted population subsisted of employees of a small business located in Western New York. The implication for positive social change includes the ability to understand relationships between employee job satisfaction, job dis-satisfiers, and turnover intention. The study results may provide business owners and leaders information relevant to employee turnover reduction and reducing costs of turnover.

Role of the Researcher

As a researcher in a quantitative correlation research study, I collected the data from a small business within Western New York. I analyzed the data. To provide credible findings, obtained through data analysis, requires preconceived outcomes and biases be put aside (Šimundić, 2013). A complete acknowledgment of the researcher's personal knowledge of the topic allows for transparency to the data collection process and permits validity to the findings.

The integrity of the data is the priority. Verifying the accuracy was primary to the findings. I determined the relevancy of the data gathered and from that data provides inferences for the entire population.

I do not have any direct reporting relationship with the participants. I ensured that all participants received equal and with fair treatment throughout the process, following the principles outlined in the Belmont Report. The Belmont Report identifies the following principles: respect for participants, beneficence, and justice (U.S. Department of Health and Human Services, 1979).

The SPSS Company of America created the statistical software, SPSS, which I used to analyze the data (Sebjan, & Tominc, 2014). I explained the testing process and how the analysis was the appropriate choice for this study. I accounted for the interpretation of the results by generalizations from the data analysis. Based on the results, I determined that the null hypothesis was rejected. I concluded with a summary of the results and offer recommendations for further study.

Participants

The participants for this doctoral study were full-time and part-time interviewers (approximately 150 depending on the day) in a small business, specifically a call center. I signed a data use agreement (see Appendix B) with the subject institution, allowing me access to the employee population through a survey distributed by the senior contact center manager. The hardcopy survey included a cover page to explain the purpose of the study, logistics to complete the survey, and what to do with the survey upon completion. I chose a hardcopy survey over online survey because the employees did not have access to the technology to complete an online survey during work hours. There is no difference in response rates for the two types of surveys

(Dodou & Winter, 2014). Employees had the option to complete the questionnaire or not complete the questionnaire. Participation was voluntary.

Participants were not required to sign a consent form (Ritchie et al., 2013); however, they were provided an informed consent explaining the purpose of the study in detail. Employees had the choice of completing the survey during their scheduled work time or outside of work. Participating employees expected that I abided by all legal mandates and remain ethical throughout the process (Wertheimer, 2015).

Research Method and Design

Researchers use research problems and questions to align the appropriate research method and design for the study (Zachariadis, Scott, & Barrett, 2013). A quantitative correlational study was the research method of this study. Data collected from two validated questionnaires provided the information for analysis to test the hypothesis.

Research Method

The two most common types of research are quantitative and qualitative. Quantitative studies use hypothesis testing. Qualitative studies involve researching the answers to predetermined questions. Qualitative research relies on visual and verbal cues (Masue, Swai, & Anasel, 2013). Quantitative research claims that data alone cannot explain the complexity of research studies (Masue et al., 2013). I selected a quantitative research approach to this study.

Quantitative studies consist mainly of data analysis through various sources: data driven observation, scientific research, and close-ended questions (Carroll & Rothe, 2010). Quantitative studies test existing theories (Ünal, 2013) and capable of reaching more participants than other study designs and provides more information to test the hypotheses (Wouters, Maesschalck, Peeters, & Roosen, 2014). In contrast, qualitative studies consist mainly of case studies, open-

ended questions, experiential information, and personal accounts. Qualitative studies create theories (Venkatesh et al., 2013). Evaluating data using a qualitative approach to research will explain a theory rather than quantify the phenomenon (McCusker & Gunaydin, 2015). A qualitative research method was not appropriate for this study because this study involved a statistical analysis of existing data.

Qualitative and quantitative research approaches can be complementary to each other. Both research methods are valid when used properly (Hoe & Hoare, 2012). Mixed methods approach incorporates qualitative and quantitative research approaches together to provide a thorough evaluation of the topic (Venkatesh et al., 2013).

A quantitative method, using a correlational framework, is the best method to achieve the study's objective because a theory already exists. This method allows the researcher to analyze existing data to determine the correlation ratio for each factor and the validity of the hypotheses. Correlation is the most common means of determining whether a relationship exists between variables (Rumrill, 2004).

This study was dependent on data to support or reject a correlation between factors, not to establish a new theory. Therefore, the quantitative method was the best research method for this study. A correlation design was the basis for this study because the study involved an evaluation of employee job satisfaction, employee job dissatisfaction, and turnover intention and their possible correlation.

Research Design

A correlation research design allows for evaluation of variables, which may affect the outcome. Data drives a correlation study. A correlation study is an examination of potential relationships between variables (Basar, & Sigri, 2015). Quratulain and Khan (2015) supported

the use of surveys responded by participants to measure variables in a correlation research design. A quantitative method incorporates scientific methods measured numerically to explain social phenomena. This study involved the relationship between variables. The relationship between two or more variables is the basis of a correlational study (Mekonnen, 2013). Therefore, a correlational design was most appropriate for this study.

Population and Sampling

The population for this study was the entire employee population of a small business located in Western New York. The employee population included approximately 160 full-time and part-time phone interviewers. Employee count varied slightly based on number of terminations and new hires. I chose the subject business because it was the company I previously worked for and the management was seeking information about potential turnover within the organization and the reasons for the turnover intent.

I used a nonprobability sampling type because there was no way of knowing who would choose to participate in the survey (Acharya et al., 2013). This study involved the selection of a predefined population, which is the strength of a purposive sampling method (Maxwell, 2013). Increasing the understanding of a specific population, in this study, the employees of a contact center is the goal of nonprobability sampling (Uprichard, 2013). I engaged convenience sampling because this form of sampling is appropriate when the sample population is conveniently available to the researcher (Mukhtar, 2015). Advantages of convenience sampling include ease of administration and costs are limited (Etikan, Musa, & Alkassim, 2016).

I used G*Power 3 software to determine the appropriate sample size for this multiple regression study. The number of respondents required for this survey according to G*Power 3.1 software (Faul, Erdfelder, Buchner, & Lang, 2009) analysis was a range from 68 to 107.

Analysis of multiple regression studies evaluating the variance of the independent and dependent variables require statistical power, alpha level, and effect size, which a priori sample does (Field, 2013). The priori power analysis assumed a medium effect size of .15 ($f^2 = .15$) and $\alpha = .05$ to achieve a power of .80 and .95 (see Figure 5).

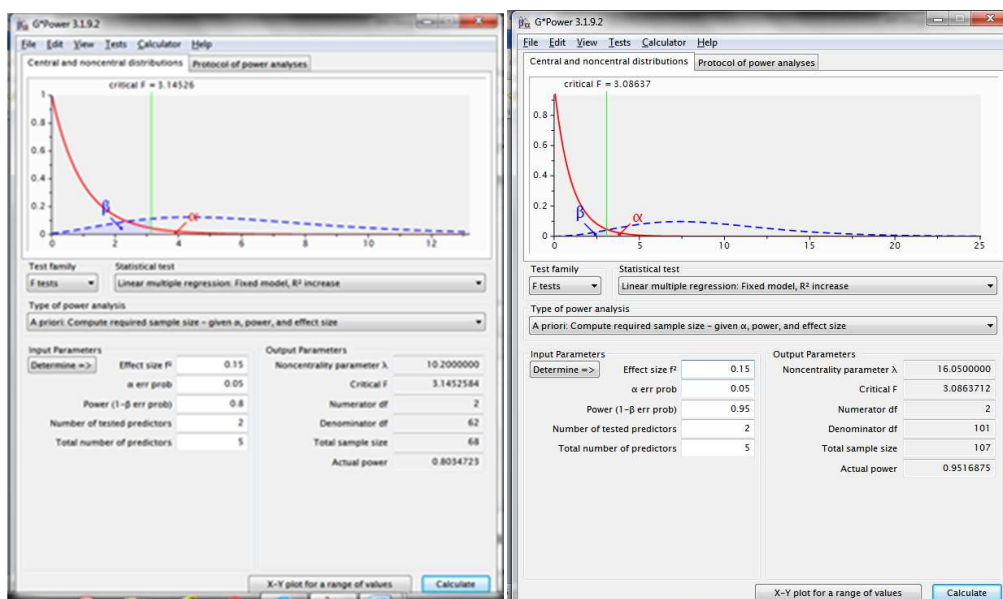


Figure 5. Graphical model of G*Power analysis to determine sample size.

Ethical Research

When humans are part of the study, it is commonplace for the researcher to obtain approval from an ethical approval committee prior to data collection (Gelling, 2016). Institutional review board (IRB) is responsible for determining if the study is a viable research study and if the study will involve human beings (Cugini, 2015). The IRB is also concerned with the informed consent form meeting all regulations and ethical standards (Cugini, 2015). I submitted a request to Walden's IRB for approval to collect data and continue with the research. Approval by Walden's IRB ensured that all ethical standards were compliant. Walden's IRB approval number for the final study is 02-28-17-0252939.

All participants in this study received an informed consent form (see table of contents and Appendix E). The informed consent form included the purpose of the study, the confidentiality of the participants, how the data would be collected and, the use of the data collected, and the contribution to business and society. There were no incentives offered to employees for participating in the study.

Participants had the opportunity to participate or not in the study. The questionnaire did not have any means of identifying the person who completed the form or the organization that participated in the study. The questionnaires and the consent forms were placed in the employee lunchroom for access to all employees. Participants placed completed questionnaires in an envelope with no identifying marks and then the envelope was placed into a locked box. At the end of 1 week, I collected all envelopes containing the questionnaires to analyze the results. A secured site will maintain the data for 5 years prior to destruction.

Data Collection Instruments

The instruments for data collection included the MSQ short form created by Weiss, Dawis, England, and Lofquist (1967) and the shortened version of the TIS, TIS-6, (Cohen, 1999). There was no alteration to either of the short form questionnaires for use in this study. The MSQ measures an employee's job satisfaction and job dissatisfaction. The TIS-6 measures a person's intent to leave or stay with an organization (Bothma & Roodt, 2013). Permission to reproduce and use questionnaires for noncommercial research is available in Appendix C and D.

I chose the MSQ because of its universal acceptance as a valid research instrument and the user-friendly format (Abugre, 2014). I selected the 20-question version of MSQ offered to the participants to reduce the time of taking the questionnaire without loss of validity. Abugre (2014) concluded that the MSQ long and short form do not vary in their reliability. The MSQ

utilizes the Likert-type scale with scores of 1 to 5, with 1 being not satisfied and 5 being extremely satisfied. The maximum points available is 100, correlating to being highly satisfied. Researchers have used the MSQ in studies throughout the world (Abugre, 2014; Elom & Egba, 2015; Pan, Shen, Liu, Yang, & Wang, 2015).

The MSQ evaluates three categories of employee satisfaction: intrinsic, extrinsic, and general (Table 2). The general category includes both intrinsic and extrinsic employee satisfaction. There are twice as many intrinsic factors (12) evaluated compared to extrinsic factors (6). This study measured the degree that intrinsic and extrinsic satisfaction correlates to turnover intention.

Table 2

<i>MSQ Satisfaction Scales</i>		
Intrinsic Satisfaction	Extrinsic Satisfaction	General Satisfaction
Ability Utilization	Advancement	Coworkers
Achievement	Company policies & practices	Working Conditions
Activity	Compensation	
Authority	Recognition	
Creativity	Supervision Human Relations	
Independence	Supervision Technical	
Moral Values		
Responsibility		
Security		
Social Services		
Social Status		
Variety		

Internal validity is verification that the questionnaire can predict the research outcome. In this study, internal validity was confirmation that the MSQ short form and the TIS predict job satisfaction. Construct validity, also known as performance, is the method of assessing the validity of the two instruments. Studies by Abugre (2014) and Buitendach and Rothmann (2009) supported the acceptability of construct validity of the MSQ. External validity measures generalization of the results to populations outside of the study population (Lancsar & Swait,

2014). Masvaure, Ruggunan, and Maharaj (2014) verified external validity in their study of job satisfaction, work engagement, and intrinsic motivation in a mining company. In Masvaure, Ruggunan, and Maharaj's (2014) study, the Cronbach alpha coefficients ranged from 0.54 to 0.90, thus indicating that the MSQ was reliable.

Bothman and Roodt (2013) verified the validity and reliability ($\alpha=.80$) of the TIS, short version, as a predictor of turnover and a measurement of turnover intention. The results of Borthman and Roodt's (2013) survey included a score of $M=5.14$, $SD=1.26$ for employees who resigned versus $M=4.13$, $SD=1.28$: $t(170) = 5.20$; $p<0.001$ (two-tailed), which demonstrates the predictive validity of the TIS-6's ability to predict turnover. Borthman and Roodt (2013) verified the sustainability of the results over a four-year period with equally supportive results of the validity of the TIS-6 to predict turnover intention (Borthman & Roodt, 2013).

The questionnaires and the consent forms were placed in the employee lunchroom for easy accessibility. Employees placed completed questionnaires into an envelope with no identifying marks and then into a locked box. At the end of one week, I collected all envelopes containing the questionnaires to analyze the results. I uploaded the data into SPSS for analysis and I kept a copy of the data and results on a USB drive for accessibility.

Data Collection Technique

The director of human resources of the small business received a letter requesting permission to survey the employees of the Buffalo, New York call center. The company's name will remain anonymous at the request of the company's senior level manager. All hourly employees within the designated location had the opportunity to participate in the study.

The questionnaires were placed in a convenient location for the employees. I did not distribute the questionnaires so that there was no appearance of bias or concern that I would

identify the participants. A letter accompanied the blank questionnaires explaining the purpose of the study, how to complete the questionnaires, offered the option of not participating in the study, confirmed the confidentiality of their participation, and discussed the use of the results (see Appendix E). The business where the study took place does not have the ability to provide online survey capabilities. The inability to collect data through online surveys may have hindered the effectiveness of the data collection (Roberts & Allen, 2015).

The employees were allowed time throughout their shift to complete the questionnaires; however, they were also allowed to take the surveys home to complete. By completing the surveys during work hours or at home, there was greater opportunity for employees to complete the surveys. By the end of the week, I collected all completed questionnaires were in the locked box. I input the data into SPSS. Deletion of the data from the computer took place upon transfer of the data to a jump drive. I will keep the jump drive, password protected, in a locked file cabinet in the home office for 5 years.

Data Analysis

The research question that is the foundation of this study is: What is the relationship between small business owner's employee's job satisfiers [(a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement], and employee job dis-satisfiers [(a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations], and employee turnover intention? The hypotheses of this study is:

Null Hypothesis (H_0): There is no statistically significant relationship between motives of small business owner's employee's job satisfiers [(a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement], employee job

dis-satisfiers [(a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations], and turnover intention.

Alternative Hypothesis (*Ha1*): There is a statistically significant relationship between motives of small business owner's employee's job satisfiers [(a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement], employee job dis-satisfiers [(a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations], and turnover intention.

One software tool option for data analysis is SPSS. Brezavscek, Sparl, and Znidarsic (2014) recommended the use of SPSS for studies involving a correlation analysis. This study was a correlation; therefore, I chose SPSS as the data analysis tool for the multiple linear regression analysis. A multiple linear regression analysis is appropriate for the examination of the correlation between multiple predictor variables and a dependent variable (Chen, Li, Wu, & Liang, 2014; Field, 2013; Nathans, Oswald, & Nimon, 2013). I did not choose a bivariate linear regression analysis because this analysis is appropriate for studies of one variable's effect on another variable (Green & Salkind, 2013). I did not choose a Pearson correlation because this analysis is appropriate for determining the relationship between one variable and another (Chen, 2015). Other statistical analysis choices were not suitable because they did not examine the correlations between multiple predictor variables and a dependent variable.

Assumptions include (a) linearity, (b) normality, (c) presence of outliers, (d) multicollinearity, and (e) homoscedasticity (Green & Salkind, 2013). I used a scatterplot to validate the assumptions. Bootstrapping was the method used if any violations of assumptions occur.

Missing data refers to unanswered questions on the survey (Fink, 2013). I examined each of the completed questionnaires to search for missing data. Reviewing the questionnaires was the data cleaning process I used to detect questionable or invalid responses. There are various reasons a person will choose not to answer specific questions. Examples of why a respondent does not respond to a question may include the respondent does not feel the question pertains to them, forgot to answer the question, or does not understand the question. Missing data will result in the elimination of the survey because I chose to include only surveys that have all questions answered. The sample population was large enough that the elimination of surveys should not negatively impact the study.

Study Validity

The definition of validity of a study is whether the test device measures what the test device means to measure. There are many forms of validity. Criterion, construct and content validity are subjective evaluations by experts of tests or tools (Aravamudhan, & Krishnaveni, 2016). The difference in the forms of validity is the assessment process and results. Experts evaluate validity by duplicating the test to ensure it tests what the design meant for it to test (Aravamudhan, & Krishnaveni, 2016). Content validity is a process of examining the simulator's components (Aravamudhan, & Krishnaveni, 2016). The ability of the simulator to differentiate the components or experiences is content validity (Aravamudhan, & Krishnaveni, 2016). An objective measurement of validity is construct validity, which measures the difference between expertise and novice (Aravamudhan, & Krishnaveni, 2016).

Convergent validity is measuring the correlation between related variables by using multiple measures to show a relationship (Duppong Hurley, Lambert, Epstein, & Stevens, 2015). In social research, statistical analysis validity addresses the statistical significance of the

relationship between hypothesized and dependent variables (Abowitz & Toole, 2010). The dependent variables in this study include employee job satisfaction and employee job dissatisfaction. The independent variable is turnover intent.

This study is a quantitative study. Characteristics of quantitative studies include data verses text and methods, which are stimulus based (Yin, 2014). This study relied on internal validity as defined by Chung, Wu, Ziea, Ng, Wong, & Wu (2015), which is whether the results are without bias and are trustworthy. The larger the sample size, the greater the chance the study is internally valid (Chung et al., 2015).

I used SPSS statistical tool. SPSS is capable of computing numerous parametric and nonparametric statistics and includes multiple tools (Green & Salkind, 2014). I used the predefined validation rules to ensure that the variables are not out of minimum and maximum ranges. I used SPSS because the large number of entries makes it difficult to verify visually the data is valid as entered.

Transition and Summary

The purpose of this quantitative correlation study was to examine the relationship between motives of small business owners' employees' job satisfaction and employee turnover intention. Understanding the factors that impact turnover intentions will help managers of small businesses to change policies and practices to increase employee job satisfaction and reduce employee job dissatisfaction.

Section 2 includes information about the study implementation including, the role of the researcher, the participants, the research method and design, and the sampling requirements. This section also includes a discussion about the collection of the data, including the process, and the analysis of the data.

I used SPSS statistical software to analyze the data from the participants. The participants included all employees of a small call center who voluntarily participate in the study. A quantitative research method and a correlations research design formed the basis of this study. The MSQ and the short form of the Turnover Intention Scale were the instruments the participants will respond to for the data collection.

Section 3 includes a presentation of the findings. This section also includes the findings applicability to small business and society. Further research recommendations and thoughts precede the conclusion of the study.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this quantitative correlation study was to examine the relationship between motives of small business owners' employees' job satisfaction and employee turnover intention. The independent variables are employee job satisfiers: (a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement; and (f) opportunity for growth and advancement; and employee job dis-satisfiers: (a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations (Ozguner & Ozguner, 2014). The dependent variable was employee turnover intention. The model predicted turnover intention, $F(3, 103) = 25.687, p = .000, R^2 = .428$. The $p(.000)$ value indicated 42.8% of variance in turnover intention accounted for the intrinsic job satisfaction and extrinsic job satisfaction (predictor variables). Extrinsic job satisfaction was a predictor of turnover intention, whereas intrinsic motivation was not.

Presentation of the Findings

In this subheading, I present the reliability of the variables (Table 3) and testing of the assumptions, provide descriptive statistics, present inferential statistics, offer an interpretation of the findings based on the theoretical framework, and formulate a concluding summary. I conducted bootstrapping with 2000 samples to explicate any influences due to assumption violations. When applicable, bootstrapping 95% confidence intervals are presented.

Table 3

Reliability Statistics for Study Constructs

Variables	Cronbach's Alpha
Extrinsic job satisfaction	.845
Intrinsic job satisfaction	.800
Turnover Intention	.957

Test of Assumptions

I analyzed the assumptions of multicollinearity, normality, linearity, outliers, homoscedasticity, and independence of residuals. The potential of influence of assumption violations is addressed by using bootstrapping with 2,000 samples.

Multicollinearity. I analyzed multicollinearity by evaluating the correlation coefficients among intrinsic job satisfaction and extrinsic job satisfaction (predictor variables). The results were small to medium. The analysis indicated that there was no violation of the assumptions of multicollinearity. A tolerance level is generally considered to be greater than 0.1 for all variables. The correlational coefficients are displayed in Table 4.

Table 4
Correlation Coefficients Among Study Predictor Variables

Variable	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction
Extrinsic job satisfaction	1.00	.770
Intrinsic job satisfaction	.770	1.00

N = 107

Outliers, normality, linearity, homoscedasticity, and independence of residuals. I verified the existence of outliers through a histogram (Figure 6). Turnover Intention indicated no outliers. Intrinsic job satisfaction indicated three outliers: 7, 100, and 103. Extrinsic job satisfaction indicated two outliers: 4, and 100. The identified outliers had no effect on the results of the study.

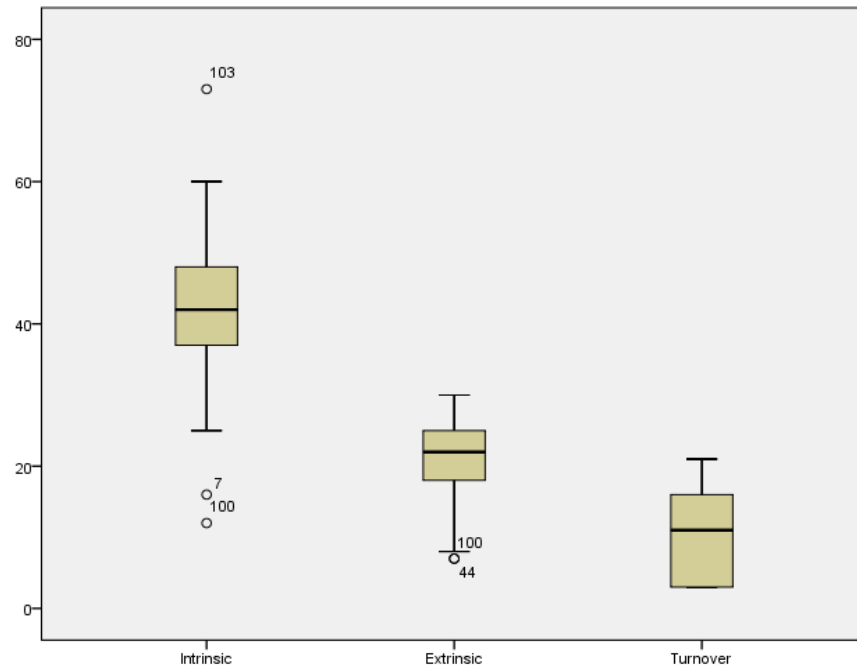


Figure 6. Histogram of outliers.

Figure 7 is a scatterplot between residuals and predicted values. The scatterplot is not in perfect alignment since not all the indicators fall directly on the line. The lack of perfect alignment indicates an existence of heteroscedasticity (residual variance). To overcome the potential of assumption violations, I implemented bootstrapping with a sample size of 2,000.

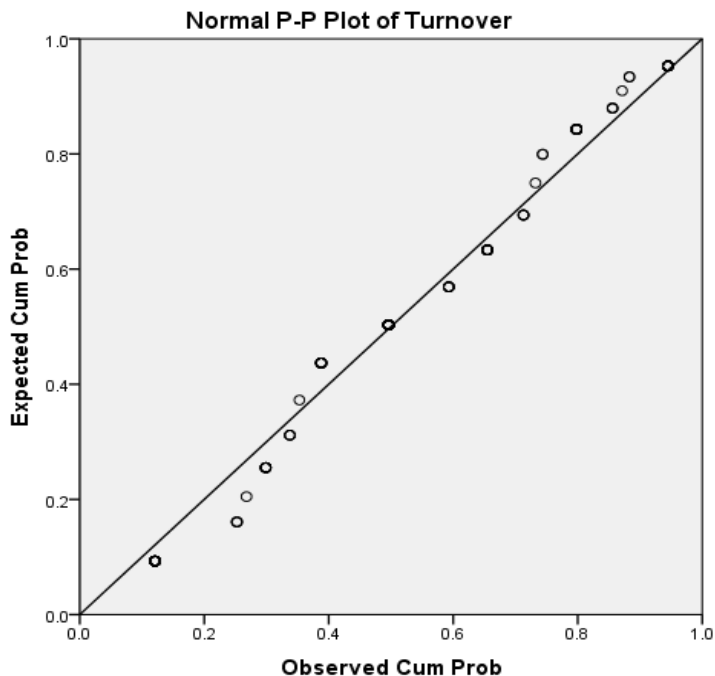


Figure 7. Normal probability (P-P) of the regression standardized residuals.

Heteroscedasticity is demonstrated by Figure 8. The scatterplot indicates existence of residual variance. I countered the impact of assumption violations with the use of a 2,000-sample bootstrapping.

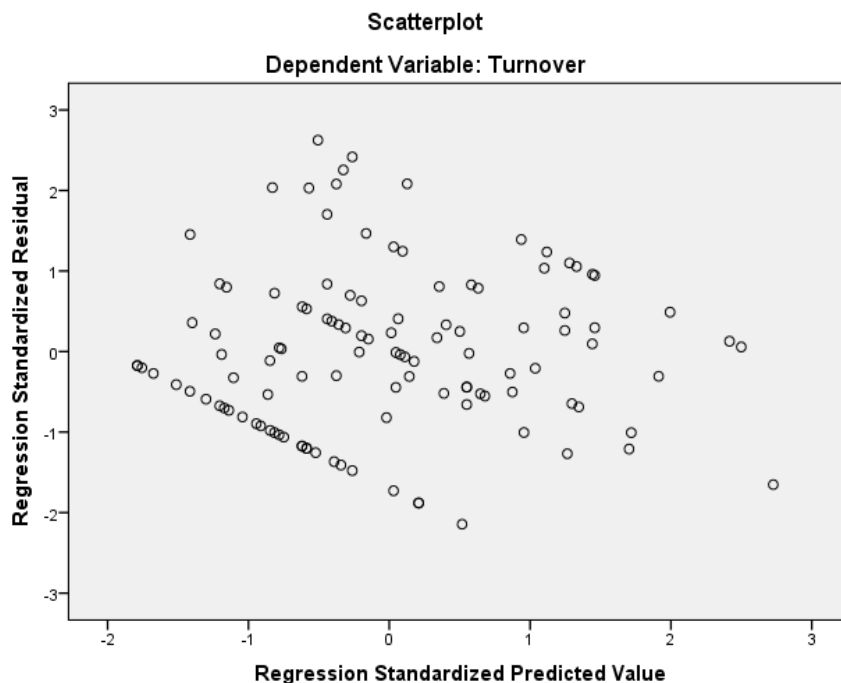


Figure 8. Standardized residuals scatterplot.

Descriptive Statistics

A total of 129 surveys were collected. I excluded 15 surveys because of missing data. This did not negatively impact the results. A total of 114 surveys were used for analysis. Table 4 is a representation of the descriptive statistics of the gender variable. There were three surveys eliminated in the descriptive analysis of gender because of missing data. This did not negatively impact the results. There were 126 results from the gender question analyzed. Baseline demographic variables are represented in Table 5. The analysis included bootstrapping at a 95% confidence level, with a 2,000-sample size.

Table 5
Descriptive Statistics for Demographic Variable (Gender). N = 126

Variable	Frequency	Percent
Gender	Female	82
	Male	44
	Total	126
Missing	99.00	3
Total		129
		100.0

Table 6
Means and Standard Deviations for Predictor and Criterion Variables

		Statistic	Bias	Std. Error	Bootstrap 95% Confidence Interval		
					Lower	Upper	
N	Valid	Extrinsic	114	0	0	114	114
		Intrinsic	114	0	0	114	114
		Turnover	114	0	0	114	114
Mean	Extrinsic	20.7544	.0089	.4983	19.7807	21.7542	
	Intrinsic	42.2983	.0012	.82222	40.7195	43.9469	
	Turnover	10.8684	-.002	.5428	9.8248	11.9912	
Std. Deviation	Extrinsic	5.43430	-.03857	.32242	4.74225	6.02590	
	Intrinsic	8.98367	-.07133	.77710	7.49162	10.49323	
	Turnover	6.04776	-.04307	.26942	5.44776	6.52406	

Table 7
Coefficients^a

	Unstandardized Coefficients	Std. Error	Beta	t	Sig.	Correlations			
						B	Zero-order	Partial	Part
	(Constant)	27.779	2.419	11.482	.000				
1	Extrinsic	-.630	.129	-.572	-.4895	.000	-.646	-.434	.365
	Intrinsic	-.074	.079	-.110	-.932	.354	-.536	-.091	.069
	Gender	.01097	1.008	-.082	-1.089	.279	-.008	-.107	.081

Presumptive Results

The purpose of this study is to examine the relationship between two independent variables (intrinsic job satisfaction and extrinsic job satisfaction) and the relationship with the

dependent variable (turnover intention). The null hypothesis was that there was no statistically significant relationship between the independent variables and turnover intent. The alternative hypothesis was that there is a statistically significant relationship between the independent variables and turnover intent. I analyzed the data to determine if the assumptions of multicollinearity, outliers, normality, homoscedasticity, and independence of residuals were satisfied. I rejected the null hypothesis because the p value = .000 indicated that the results did not happen by chance. Because of the strength of this overall model, the regression predicts turnover intention. Extrinsic motivation was negatively correlated with turnover intention, while intrinsic and gender were not significantly correlated. Extrinsic motivators include pay, job security, and fringe benefits. Although the characteristics of the model were unexpected, I rejected the null hypothesis.

Applications to Professional Practice

Business leaders may use the results of this study to focus on the reasons an employee chooses to leave an organization. If leaders have a good understanding of why employees leave, turnover may be reduced through action by the leaders to change the concerns of the exiting employees. There are many reasons, not just job satisfaction or job dissatisfaction, that impact an employee's decision to leave an organization (Nwobia & Aljohani, 2017). The more an organization understands what factors influence an employee's reason to leave their job, the better the opportunity for the organization to reduce turnover, which leads to reduced costs.

Implications for Social Change

There are positive implications for social change gained through this study, although, the analysis did not affirm the hypothesis. Employees may not be considering leaving an

organization; however, it does not mean that employees are satisfied with their job. The cost of turnover supports the need for business leaders, especially in small businesses, to examine what factors cause employees not to be satisfied with their jobs. Once determined, business leaders can make decisions that will improve employee job satisfaction. These decisions have the opportunity to (a) increase retention, (b) provide advancement opportunities, (c) reduce turnover costs, (d) increase morale, (e) retain employee knowledge, (f) fill succession plans, (g) reduces unemployment and (h) increase productivity.

Reducing turnover has an impact on more than the business. Turnover reduction affords a business to invest more money into the business, which may include increased salaries and better benefits. As employees earn more money, they have more dispensable income to invest into the community in the form of purchasing more tangible products. This investment creates a cyclical economic boost.

Satisfied employees may be a company's best advertisement. Employees who are happy with their job and the company they work for may encourage others to apply to the company. Employees who are satisfied with their jobs may talk about their jobs and companies with friends and family. This conversation sends a positive message to the community, potentially leading to increased business sales and acquisition of services. The possibilities may be immense by keeping a workforce happy and engaged.

Recommendations for Action

For organizations to be sustainable, it is critical employers consider turnover a priority (Salam, 2017). Many researchers have claimed that there is a correlation between job satisfaction and turnover intention (Alshammari, Al Qaied, Al-Mawali, & Matalqa, 2016). The findings of this study may offer business leaders the opportunity to evaluate why employees may not be satisfied

with their job or organization. Business leaders may want to look at pay, management, work environment, policies, and benefits to ensure employees are satisfied with their job so that turnover is controlled. A depiction of a scatterplot between residuals and predicted values is represented by a scatterplot. Business leaders may not have focused on the importance of employee job satisfaction. Highlighting the importance of employee job satisfaction and its relationship to expenses may avert costs due to turnover.

This study only examined employee intention to leave an organization. It does not examine actual turnover. A study to examine actual turnover within the surveyed organization may indicate a different relationship between job satisfaction and turnover. Further study of particular aspects of job satisfaction, including pay, benefits, work environment, management, and policies, may indicate a specific aspect of job satisfaction, which may lead to turnover. This information would afford the business leaders to make appropriate changes to increase job satisfaction, ultimately reducing turnover.

The studied organization reports to a Canadian office, responsible for the direct customer management side of the business. The corporate office, located in the United States is responsible for all aspects of the market intelligence and advisory services for the global corporation. The results of this study would be beneficial for the leadership within the Canadian office. The findings may be applicable to the two call centers located in Canada. The business leaders have the opportunity to make changes, as necessary, that will improve the Western New York call center, which may improve employee satisfaction and reduce turnover.

I shared the results of this study with the vice president of human resources for the direct customer management segment of the larger organization. I included the hypothesis and null hypothesis so that there is a foundation for the basis of the study. I offered recommendations for

next steps. When opportunities present themselves, I will discuss my study to further support the value of research, especially regarding employee satisfaction, employee dissatisfaction, and turnover intention.

Business leaders, understanding the evaluation process, may be able to replicate the survey in various locations. Comparison of results may indicate a problem within the direct customer management segment of the company, a company-wide problem, or it may be isolated to the Western New York location. Sharing of the results within the entire organization may help the organization to gain a further understanding of the employment issues and rectify them before they negatively impact the organization. With success, the organization may become a champion of the survey process to gain understanding of issues with the organization and promotes ways to overcome the issues to improve profitability and enhance sustainability.

Recommendations for Further Research

This study focused only on one segment of a larger entity. I recommend a study of the entire direct customer management entity of the larger corporation. This will allow the data to be sorted by the entire group, by country, and by individual call center. The results will help the business leaders determine if a particular location is in need of change or if an issue is prevalent throughout the entity. It is easier to determine action if the scope of the issue is known.

I recommend additional studies involving call centers. Western New York has a large concentration of call centers. I would encourage business leaders from the studied organization to jointly engage in surveying employees and comparing, at a high-level, results. Western New York businesses are interested in remaining economically sustainable, and with shared conversation about a topic that may reduce costs would be advantageous to the region. The study

could be Western New York call centers and also facilitate a study of call centers in a larger geographic and industry specific areas.

This study results focused on the broad extrinsic and intrinsic categories as they relate to turnover intention. I recommend that studies be conducted to focus on specific extrinsic and intrinsic categories, especially if there is a concern that one or more of these areas may be a concern. The small business that was used for this survey, has an issue with turnover. Since the employees do turnover, I recommend that this study be replicated at a later date to compare the results to this survey, since the characteristics of the model were unexpected. An additional study of the same population may yield different results. I recommend considering different instruments to collect the data, which may provide a different result. The more specific information business leaders are able to learn about the employees, the better the opportunity for the business leaders to effectively improve the work environment. Employees who are satisfied are less likely to leave the organization (Salam, 2017).

There are many published studies about employee satisfaction and turnover intention. I encourage the business leaders of the studied organization to review results of many of these studies to understand how the results of this study compare with other similar studies. Is this organization unique or is there commonality? What recommendations were suggested by other researchers relative to the topic? The more the business leaders know and understand, the greater the opportunity for success.

I am a former employee of the studied organization. It may be beneficial for someone who is not associated with the organization to facilitate a study similar to this study. Employees may have felt that they could not answer truthfully because I was previously a member of the

management team and they feared I would discuss individual responses with the business leaders, even though there are no identifying characteristics.

There are a lot of opportunities for further study of this topic. The relationship between employee job satisfaction and turnover has been studied extensively. However, there is always a new population to study, new industry to evaluate, or another geographic location to research. I encourage business leaders to review available research and stay current with the latest findings.

Reflections

Participating in the DBA Doctoral Study program at Walden University was extremely challenging at times and at other times it was smooth sailing. The most difficult issue for me was the time I was not able to spend with family and friends because of due dates and the need to progress the dissertation process. Learning APA formatting was a huge learning curve since, as a former English teacher, I was programmed to use adjectives, descriptive sayings, and elaborate on the topic so as to stretch the word count. APA is the opposite. It took me several submissions before I was comfortable writing as a researcher. The end result was rewarding.

Employee satisfaction and turnover is an important part of my business life. I am a professional in the human resources field and am passionate about balancing the needs of the employees with the sustainability of the organization. This study allowed me the opportunity to examine a workplace I am familiar with and provide the leadership team valuable information that may change their results in a positive manner. What really surprised me was the results of the study. I would not have anticipated that the results were both in opposition to most research on this topic and also what I thought the results would indicate. The results reminded me that assumptions are not always the most reliable.

The DBA process was more than achieving a degree. I was very fortunate to gain some very valuable friendships along the way. I was encouraged by one of the finest professors I have had the fortunate to know. He advised me to complete this process, not give up, and upon achieving my doctorate to continue my research to add to the scholarly world. I also gained a friend and colleague who has been very supportive and together we will share our learning to help the world be better. I did not expect to develop a friendship through an online educational experience. This study provided greater opportunity beyond a degree.

Summary and Study Conclusions

Turnover is a major issue for organizations, especially small businesses. The cost of turnover may result in the failure of an organization. Business leaders may be oblivious to the reasons behind turnover. If business leaders can determine why employees are considering leaving the organization before they actually leave, there is an opportunity to change the result.

Call centers are notorious for high turnover. Depending on the type of services the employees of call centers offer, the cost of rehiring, training, and bringing value to the organization, the cost may be substantial. Call centers strategically locate their facilities in areas that have a large candidate pool with required skills. Many call center positions require the same type of skills of the employees. Therefore, competition between organizations for candidates may be intense. This reinforces the need to control employee turnover.

The results of the study did not support the theoretical framework offered by Herzberg, Mausner, and Snyderman (1959). Herzberg, Mausner, and Snyderman claimed that job dissatisfaction had a direct relationship to turnover. The findings of the study did not significantly demonstrate that intrinsic job satisfaction and extrinsic job satisfaction were predictors of turnover intention. The results were not what I predicted. I am not sure if this is a

unique phenomenon or possibly the response to the specific characteristics of the organization. Either way, the results may provide valuable discussion amongst the business leaders, resulting in positive changes within the organization.

It is essential that organizations understand turnover statistics and the costs surrounding the loss of employees. It is not expected that turnover will be zero; however, containing the elements that result in turnover may drastically improve the ability of an organization to remain sustainable and competitive. Retaining desired employees must be a priority of business leaders. Studies, such as this one, can be talking points to best practices. The result may be a future that no longer requires a priority focus on employee satisfaction and turnover.

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Appendix A: Participant Consent Form

CONSENT FORM

You are invited to take part in a research study about employee satisfaction. The researcher is inviting all employees of the Buffalo Contact Center of Greenwich Associates to be in the study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is being conducted by a researcher, Jane Ann Reukauf, who is a doctoral student at Walden University. You might already know the researcher as a former Human Resource Business Partner, but this study is separate from that role.

Background Information:

The purpose of this study is to examine the relationship between job satisfaction and the potential of employees leaving an organization.

Procedures:

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

- Read the Informed Consent to ensure you understand the purpose of the study, the invitation to participate, and contacts if you have questions. You may keep the Informed Consent Form.
- Complete the 2 questionnaires (Minnesota Satisfaction Survey and Turnover Intention Scale). Together, the two surveys will take about 5 minutes to complete.
- Once completed, please put the 2 surveys in the envelope you have been provided. **To ensure confidentiality, please do not make any additional marks on the surveys except for blackening the answers to the questions.**
- Seal the envelope.
- Place the sealed envelope in the lockbox outside Melissa Riley’s office (Sr. Contact Center Manager).

Here are some sample questions: responses range from Very Satisfied to Very Dissatisfied. The beginning part of the question is the same for each question – On my present job, this is how I feel about...

- the way my job provides for steady employment
- my pay and the amount of work I do
- the working conditions

Voluntary Nature of the Study:

This study is voluntary. You are free to participate or not to participate. No one at Greenwich Associates will treat you differently if you decide not to be in the study. If you decide to be in the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Being in the Study:

Being in this study would not pose risk to your safety or wellbeing.

The study's potential benefits include understanding why employees want to leave an organization and what factors cause an employee to be satisfied or dissatisfied.

Payment:

There is no payment of any type for participation in this study.

Privacy:

Reports coming out of this study will not share the identities of individual participants. Details that might identify participants, such as the location of the study, also will not be shared. Even the researcher will not know who you are. The researcher will not use your personal information for any purpose outside of this research project. Data will be kept secure by the use of password protection and anonymous surveys which do not indicate any personal identifiable factors. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions

You may ask any questions you have now. Or if you have questions later, you may contact the researcher via janeann.reukauf@waldenu.edu. If you want to talk privately about your rights as a participant, you can call the Research Participant Advocate at my university at 612-312-1210. Walden University's approval number for this study is 02-28-17-0252939 and it expires on February 27, 2018.

Please keep this consent form for your records.

Obtaining Your Consent

If you feel you understand the study well enough to make a decision about it, please indicate your consent by returning a completed survey. To protect your privacy, no consent signature is requested.

Appendix B: Invitation to Participate in Research Study

**YOU ARE INVITED TO PARTICIPATE IN A
RESEARCH STUDY ON EMPLOYEE JOB
SATISFACTION/DISSATISFACTION AND TURNOVER
INTENTION**

As a participant in this study, you will be asked to complete 2 questionnaires, which will take about 5 minutes.

There will be no name attached to the completed questionnaires and the results will be reported as a group

Participation is Voluntary

Responses are Confidential

Questionnaires are available in the breakroom.

Completed questionnaires are to be placed in the lockbox outside the Senior Contact Center Manager's office (Melissa Riley) by Friday, March 11th.

For more information about this study please contact the researcher:

Jane Ann Reukauf – janeann.reukauf@waldenu.edu*

*Jane Ann Reukauf is no longer affiliated with Greenwich Associates and the research is not affiliated with the company.

The study has been reviewed and approved by the Research Ethics Review Board, Walden University.

Appendix C: Company Agreement

Greenwich Associates
c/o Karen Bell

February 6, 2017

Jane Ann Reukauf,

Based on my review of your research proposal, I give permission for you to conduct the study entitled The Correlation Between Job Satisfaction and Turnover Intention in Small Business within Greenwich Associates. As part of this study, I authorize you to collect data through the survey of employees in the Buffalo Contact Center. Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include: allowing flyers to be placed throughout the center announcing the research study, providing an area for the questionnaires to be available to employees, and providing an area for a lockbox for collection of surveys. We reserve the right to withdraw from the study at any time if our circumstances change.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,



Karen Bell
Vice President, Human Resources
416-496-7146

Walden University policy on electronic signatures: An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically. Electronic signatures are regulated by the Uniform Electronic Transactions Act. Electronic signatures are only valid when the signer is either (a) the sender of the email, or (b) copied on the email containing the signed document. Legally an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. Walden University staff verify any

electronic signatures that do not originate from a password-protected source (i.e., an email address officially on file with Walden).

Appendix D: Minnesota Satisfaction Questionnaire

minnesota satisfaction questionnaire

(short-form)

Vocational Psychology Research

UNIVERSITY OF MINNESOTA

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The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not satisfied with.

On the basis of your answers and those of people like you, we hope to get a better understanding of the things people like and dislike about their jobs.

On the next page you will find statements about your present job.

- Read each statement carefully.
- Decide how satisfied you feel about the aspect of your job described by the statement.
Keeping the statement in mind:
 - if you feel that your job gives you more than you expected, check the box under "Very Sat." (Very Satisfied);
 - if you feel that your job gives you what you expected, check the box under "Sat/" (Satisfied);
 - if you cannot make up your mind whether or not the job gives you what you expected, check the box under "N" (Neither Satisfied nor Dissatisfied);
 - if you feel that your job gives you less than you expected, check the box under "Dissat." (Dissatisfied);
 - if you feel that your job gives you much less than you expected, check the box under "Very Dissat." (Very Dissatisfied).
- Remember: Keep the statement in mind when deciding how satisfied you feel about that aspect of your job.
- Do this for all statements. Please answer every item.

Be frank and honest. Give a true picture of your feelings about your present job.

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about . . .	Very Dissat.	Dissat.	N	Sat.	Very Sat.
1. Being able to keep busy all the time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The chance to work alone on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The chance to do different things from time to time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The chance to be "somebody" in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The way my boss handles his/her workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The competence of my supervisor in making decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Being able to do things that don't go against my conscience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The way my job provides for steady employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The chance to do things for other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The chance to tell people what to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The chance to do something that makes use of my abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The way company policies are put into practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. My pay and the amount of work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The chances for advancement on this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The freedom to use my own judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The chance to try my own methods of doing the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The way my co-workers get along with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The praise I get for doing a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The feeling of accomplishment I get from the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Very Dissat.	Dissat.	N	Sat.	Very Sat.

3

Note: Gender question added (not part of MSQ):

Please identify your gender by checking appropriate GENDER: _____ Male _____ Female

Appendix E: Turnover Intention Scale

This survey asks you to consider 1 question and 2 statements relating to your intention to leave your organization. Read each statement carefully and then choose a number from 1 to 7 based on the rating scale below that best applies to you and your feelings.

Rating Scales

- For question 1, choose a number from the choices below that best applies to the question: 1 = Not At All Likely; 3 = Somewhat Likely; 5 = Quite Likely; 7 = Extremely Likely

- For questions 2 and 3, choose a number that best applies to each of the 2 statements: 1= Strongly Disagree; 2 = Disagree; 3 = Slightly Disagree; 4 = Neither Agree nor Disagree; 5 = Slightly Agree; 6 = Agree; 7 = Strongly Agree

Tip: Be as honest and accurate as you can be.

Please answer the following questions:

1. How likely is that you will actively look for a new job in the next year?

- 1=Not at all likely
- 3=Somewhat likely
- 5=Quite likely
- 7=Extremely likely

2. I often think about quitting.

- 1= Strongly Disagree
- 2= Disagree
- 3= Slightly Disagree
- 4= Neither Agree nor Disagree
- 5= Slightly Agree
- 6= Agree
- 7= Strongly Agree

3. I will probably look for a new job next year.

- 1= Strongly Disagree
- 2= Disagree
- 3= Slightly Disagree
- 4= Neither Agree nor Disagree
- 5= Slightly Agree
- 6= Agree
- 7= Strongly Agree

Appendix F: Certificate of Completion for Protecting Human Research Participants

