Leadership, Perceptions, and Turnover Intentions: Why Stay?

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Abstract

The purpose of the quantitative correlational study was to highlight the variable relationships between tenure, perceptions, job satisfaction, and turnover intentions for a sample consisting of individuals working for managers who were previously peers. The study incorporated a quantitative correlational structure and the rationale for choosing the structure for the initiative was to aid in the analysis of sample data gathered using Likert-type surveying tools regarding the variables chosen for the initiative. The findings, through conducting statistical analysis, highlighted significant correlation between job satisfaction and turnover intentions and significant correlation between perceptions of managers and job satisfaction, which were both in line with previous research but also highlighted a disconnect from previous research by depicting no significant correlation between tenure and the other variables assessed. Unlike previous findings, tenure depicted insignificant correlation to job satisfaction and turnover intentions. The primary differentiating characteristic of the research was the clear delineation between hiring practices and the sample population that consisted of employees who work for a former peer.

Introduction and Background

Understanding organizational leadership strategies necessitates individualized research constructs, as each organization differs with unique characteristics that diminish employee satisfaction and increase turnover intentions. Retention of personnel is pivotal in the success of organizations and complacency regarding retention of quality employees impairs operations (Chhabra & Mishra, 2008, p. 50). Some of the issues associated with turnover intentions include diminished productivity, increased absenteeism, and low customer satisfaction (Levin & Kleiner, 1992). To correct the issues with turnover intentions, leaders develop and implement strategies to improve relationships with employees (Brundage & Koziel, 2010). Unfortunately, without proper research, analysis, and understanding of ethics, leadership principles, moderating variables, and organizational culture leaders could implement ineffective strategies, thereby increasing skilled employees' intent to turnover employment (Dixon & Hart, 2010).

Repercussions associated with improperly addressing perceived issues within an organization that stem from increased turnover include costs associated with hiring, training, and outfitting new employees with the necessary tools and knowledge to perform daily tasks efficiently (Chhabra & Mishra, 2008). Instead of a leader-oriented view of the mechanisms affecting turnover intentions of employees, the focus was to build on the research of Craig and Gustafson (1998) regarding employee perceptions of leaders' integrity.

Costs associated with turnover affect other elements of an organization including the disruption to current employees and increased advertising costs to find qualified employees to fill vacancies (Iqbal, 2010). Especially susceptible, are firms employing skilled entry-level employees necessitating industry specific skills obtained through lengthy training programs and outfitting newly hired employees with expensive tools to complete daily tasks. Unlike sales, administration, or telecommunication positions, firms hiring field technicians expend exorbitant resources to ensure field staff is competent to complete both dangerous and costly installations in customers' homes, businesses, and abroad. To ensure field staff is capable of completing tasks correctly and efficiently, firms employ lengthy training programs for field staff that cover pertinent information regarding installations.

Previous research highlighted variable relationships that attribute to turnover, but gaps existed in the available literature regarding management's effect on turnover, which is the vein of leadership study that needed further research to address ways that organizations and management could reduce employee intent to turnover employment. Beyond the confines of the organization is how external stakeholders perceive an organization and high turnover can decrease customer, current shareholder, and potential investor perceptions of an organization, as well (Back, 2007). Outweighing the initial costs associated with hiring, training, and outfitting an individual employee are the long-term costs associated with the collective social perception of an organization with high turnover and poor employee relations (Back, 2007). From a large-scale perspective, the previously mentioned phenomenon was common in expansionary initiatives by organizations that attempt to globalize operations but lose stakeholder confidence because of factors such as poor treatment of employees or other stakeholders (Fisher & Lovell, 2009). Premeaux (2008) addressed the recent shift in leadership and organizational focus to consider the greatest good that benefits society the most from a utilitarian perspective.

On a smaller scale, Wheeler, Gallager, Brouer, and Sablynski (2007) discussed the opinion that job fit is a contributing factor in job satisfaction and perceptions of workers, which are issues in a promote-from-within structure when turnover of line-level employees is high. The differentiating characteristics of a promote-from-within structure are important to the research because of the industry and organization chosen to conduct the field research uses a promote-from-within structure to fill first-level management vacancies. One of the phenomena important to addressing the hiring structure of the firm is the possibility of underdevel-

oped or underperforming individuals taking on a management role because top talent leaves an organization prior to promoting into a first-level management role (Cocheo, 1998). Another view by Chan (2006) is that external candidates have greater opportunity for promotion beyond the first-level management role, as internal candidates have a low probability of advancing within an organization beyond the first-level management position because of job fit and experience misalignment with organizational objectives.

Wheeler et al. (2007) discussed the importance of job fit similar to the assertions of Chan (2006), and shared the perspective of how managers from external applicant pools are more successful at the first-level management level in the ability to promote beyond the first-level management role within an organization. Contrary to the view of Wheeler et al. (2007) and Chan (2006), Sonnonberg (1994) discussed the relationships between employees and managers in the context that ethical decisions and the success of leaders are irrelevant regardless of job fit (p. 14). The perception noted in recent literature suggesting ethical leadership is necessary and attributable to performance in the workplace thereby making managers moral leaders, which is applicable to this research presentation (Collins, 2006, p. 19).

Theoretical Framework

Understanding of leadership strategies was at the fore in the research with the formulation of strategies to limit costly turnover in the service industry attributable to moderating variables affect turnover intentions of line-level employees. Transformational leadership strategies incorporate leadership techniques that mitigate negative perceptions of leaders and increase employee buy-in by empowering employees with the necessary tools and knowledge to complete work efficiently and on his or her own (Bass, 1985). The foundation of the research centered on transformational leadership strategies presented by Bass (1985) by highlighting the importance of knowledge, people management and a movement from traditional top-down organizational leadership styles to flatter organizational models. Building from the transformational leadership base Wheeler et al. (2007), discussed the importance of job fit and job satisfaction, considered an important element in decreasing turnover intentions (Sarker et al., 2003).

Chhabra and Mishra (2008) made the recommendation to switch from recruitment to retention strategies to retain top talent and to promote from within an organization, which is a strategy to ensure first-level managers understand the organizational culture, processes, and competencies. Even though the preceding elements are important, other sources regarding leadership highlight how top talent usually leaves an organization prior to promotion, which means that underperforming individuals tend to fill management roles in a promote-from-within structure (Chan, 2006). Conversely, issues arise from seeking external candidates to fill first-level management roles including candidates lacking knowledge regarding internal capacities, length of time to train external candidates, and length of time to recruit from external applicant pools (Cocheo, 1998).

The role of the promote-from-with structure played in the research was to highlight the interactions with a former peer with line-level employees and the issues that can arise with the perception that the first-level manager was not making ethically sound decisions regarding daily operating constraints. The perception of the leader's decisions combined with moderating variables including job satisfaction and tenure was the interac-

tion of interest regarding the effect to employees' intent turnover employment. In other research with different organizational variables attributing to the discoveries, correlations address how independent variables affect turnover intentions (Dixon & Hart, 2010).

Focusing the direction of the research to an organization in the service industry with skilled and knowledgeable workers added another facet to the discoveries by Pettijohn et al. (2008) regarding the sales industry and ethical behavior of managers, how the behaviors affected employee perceptions, and turnover intentions. The ideas proposed by Goldman and Tabak (2010) were important to the research, because of the description of how an organization can increase job satisfaction by fostering an ethical climate in the workplace. The concept of a positive ethical climate played a significant role in reducing turnover intentions according to previous leadership research conducted regarding employee turnover intentions (Goldman, Tabak, 2010).

The idea of an ethical climate and the correlation to a leader's ethical decision-making is something an organization must ingrain as a core competency (Belak, Duh, Mulej, & Stukelj, 2010). Incorporation of transformational leadership strategies is in-line with the concept of empowerment, increasing buy-in from subordinates, and the concept supports the decision-making process in making sound and ethical decisions to increase employee job satisfaction and decrease turnover intentions (Hart, 2005). To understand the ramifications of using a promote-from-within structure in an industry with high turnover of talent increases the chances of promoting an individual not suited for a first-level management position, which could increase the probability that the individual will make ethical errors regarding decisions that will affect the organization and employee satisfaction. The aforementioned issue with errors in ethical judgment may attribute to an increase in turnover intentions, as prior research discoveries highlight (Pettijohn et al., 2008).

Organizational leadership must understand the ramifications of the decisions to incorporate a promote-from-within structure at the first level within an organization and the possible direct correlation to the costly turnover of skilled workers (Chhabra & Mishra, 2008). Without a thorough understanding of the limitations surrounding the decision to promote-from-within to first-level management positions, an organization can incur unneeded costs associated with continually building a talent bench that will continue to turnover and increase costs (Chhabra & Mishra, 2008). Conversely, the issues with recruiting, hiring, and training external candidates for first-level management offers issues as well. Specifically, the amount of time needed to find a qualified candidate, lack of knowledge regarding the processes and lack of cultural awareness that an internal candidate will possess, which means hiring from external applicant pools also poses issues (Cocheo, 1998). Ultimately, a thorough understanding how the two hiring structures affect knowledge regarding leadership strategies and ethical decision-making is the premise of the research and builds on the early research of Craig and Gustafson (1998) regarding job satisfaction and employee perceptions of manager integrity.

Study Method and Design

The purpose of the quantitative correlational research study was to determine if correlation existed between the independent variables perceptions of ethical behavior, tenure, job satisfaction and the dependent variable turnover intentions. The

general problem led to focusing the research to an organization and industry with high turnover at the line-level. The general problem addressed was that the cost associated with hiring, training, and supplying necessary tools and knowledge to newly hired employees adds strain to an organization and identification of variables attributing to turnover are critical for organizations to address (Chhabra & Mishra, 2008, p. 50).

Correlations Between	Are said to be
.8 and 1.0	Very strong
.6 and .8	Strong
.4 and .6	Moderate
.2 and .4	weak
.0 and .2	Very weak

Table 1 Interpretation of Pearson Correlations

Focusing the research was the decision to look at relationships between line-level workers and first-level managers in instances the managers were previously peers and then promoted into a management role. Previous leadership research did not show a clear delineation between hiring practices or the affect on workers perception of managers. The hypothesis testing included an analysis of the relationships between the independent variables. A combination of the independent variables was analyzed against the dependent variable turnover intentions. Four distinct questions were posed that focused the research to the variable relationships outlined in the research model with the perception of the independent variables overlapping and demonstrating correlation to turnover intentions.

According to Creswell (2005), correlational designs are useful in measuring the degree of association between variables, which was the focus of the current research proposal and linear relationships played a significant role in selecting the correlational design (Burns & Grove, 2005). Unlike quantitative, qualitative methods are exploratory and inductive, which was less pertinent to the research, as the quantitative method chosen for the research helped identify trends and relationships between variables (Creswell, 2005; Leedy & Ormrod, 2005). The surveying tools chosen for the research stem from previous leadership research specifically addressing ethics for the Perceived Leader Integrity Scale survey (PLIS) and job satisfaction for the General Job Satisfaction Scale survey (GJS) (Craig & Gustafson, 1998; Kiefer et al., 2005). The demographic questions (5) included a question regarding tenure with the organization, which is another important independent variable for the research.

Population

Because of the limitations of time, organizational constructs, and availability of subjects willing to participate in the study, the general population of the study consisted of participants within one service organization in Northern California. The geographical constraints limited the study to include participants from Northern California, reaching from coastal towns through the central valley. Even though the organization chosen for the study had locations scattered throughout the United States the decision to conduct a convenience/census sample of the population scattered throughout Northern California hinged on the previously mentioned constraints.

Category	Frequency	Percentage
Male	41	100%
Female	0	0%

Table 2 Gender (N = 41)

Conducting a convenience sample and limiting the geographic area to Northern California locations meant the surveying packets could be delivered in person and discussed with each potential participant (Creswell, 2005). The sample population included forty-one highly skilled line-level workers and the firm used a promote-from-within structure, which were differentiating characteristics from previous research regarding the variables. As previously mentioned in the description of the variables selected for the research, differentiating between the two primary types of hiring practices for first-level management positions was important to the construct of the research.

In addition to the previously mentioned population was that the participants worked out of facilities scattered throughout Northern California, which necessitated delivering the surveying tool in person to discuss the research proposal with potential participants and to ensure the technicians received the packages. Because of the organizations stipulation for conducting the research, which limited contact with workers to personal time, contacting participants in person meant waiting for the end of the workday, which varied by technician and by day of week. Unlike management staff in the chosen organization, line-level workers do not have access to the Internet during a workday nor do they have assigned e-mail addresses and obtaining personal information including home addresses was against the company policy, which necessitated contacting the sample population in person. The best days to contact participants were Wednesday and Saturday because the organization used two, four-day work shifts that overlapped on Wednesdays or Saturdays. On Wednesdays or Saturdays, the entire staff was present to participate in a weekly training, which was an opportunity to communicate with the entire staff about the initiative, constructs, and participation. Vacation and sick time reduced the number of participants an undisclosed number.

Findings and Results

The SPSS software package was used to analyze data gathered regarding the research initiative focusing on turnover intentions as the dependent variable. The primary driver for conducting the research stemmed from the gap in leadership research literature defining a sample of employees managed by a previous peer or someone promoted from a similar position into a first-level management role within the organization. Previous research did not delineate between firms promoting from within to first-level management roles and organizations that hired from external applicant pools to fill first-level management vacancies. Even though two of the variables demonstrated correlational significance to turnover intentions, the third (tenure) did not demonstrate significant correlation to either of the other two independent variables nor to the dependent variable turnover intentions. An initial observation was that because of high turnover within the firm and previous research identifying tenure as a signification variable associated with job satisfaction and turnover intentions, the sample was skewed with newer employees.

The decision was made to filter the data to participants with more than three years experience with the firm and to rerun the analysis. The ad hoc results for the 21 respondents meeting the criteria for the ad hoc analysis demonstrated similar low correlations, as did the total sample population. The 0.012 correlational coefficient falls into the weak category for the analysis between tenure and job satisfaction. The -0.092 correlational coefficient falls into the weak category for the tenure and turnover intention measurement, as well. Even though tenure for the

sample population did not provide significant correlation to the other variables, the two other independent variables (perceptions and job satisfaction) did depict correlation to turnover intentions.

Unlike previous research conducted, the results from the analysis depicted weak correlation between tenure and job satisfaction. The discoveries prompted the decision to support the null hypothesis that no correlation exists between tenure and job satisfaction. Sarker et al. (2003) discussed how tenure with an organization depicts strong correlation to job satisfaction but the researchers did not define the sample to include hiring practices or level within an organization. The differing characteristics between the samples may include hiring practices into first-level management positions and opportunities afforded employees for advancement within the organization. One of the differentiating characteristics of the sample chosen to conduct the research was the several physical requirements of the job for a line-level employee and significant drop off in tenured employees past the fifth year of employment.

Research Question 1 and Hypotheses

The first research question centers on two independent variables including employee perceptions of managers' ethical decisions making and job satisfaction. The two hypotheses drafted to study the relationship follow:

H10: No correlation exists between perceptions of a manager's ethical decision-making to employee job satisfaction.

H1a: Correlation exists between perceptions of a manager's ethical decision-making to employee job satisfaction.

Based on the Pearson analysis of the correlational significance between the two variable relationships, the outcome was to support the null hypothesis based on the weak correlation coefficient. Interestingly, perceptions of a manager's ethical decision-making and turnover intentions did demonstrate positive correlation but the two independent variables job satisfaction and perceptions of a manager's ethical decision making did not. Wheeler et al. (2007) mentioned job fit as a strong indicator of an individuals ability to meet the challenges of a position. The key element of the research conducted was the delineation of promoting from within an organization to fill first-level management roles from previous leadership research conducted. Semler (2008) mentioned that perceptions of employees were important for managers especially in organizations using a promote-from-within structure to fill management rolls. The insignificant variable relationship between perceptions of a manager's decision-making and job satisfaction came as a surprise when conducting the analysis, as the discoveries refute prior research.

Pettijohn et al. (2008) research focusing on sales associates' perceptions of managers depicted correlation between the variables but again promotion strategies were disregarded in the research. Similar to the research by Pettijohn et al., turnover intentions demonstrated correlation to perceptions of managers. The variable relationship is important to understand how the sample differs from previous research conducted regarding the variables because of the relationships the line-level workers have with direct management staff. Hsiao and Kleiners (2002) concepts regarding managers success hinging on familiarity with an organizations culture and job responsibilities is important to consider in an industry with high technical knowledge requirements when considering the outcomes of the analysis.

High turnover affects both the line-level and management roles within the organization and is a consideration in the time and number of managers an employee will encounter. Okpara and Wynn (2008) discussed a key element in the analysis, specifically addressing poor ethical climates negatively affecting job satisfaction. Okpara and Wynn also discussed how high turnover decreases the ability of an organization to stabilize an ethical climate and in turn decreases job satisfaction of employees.

The second set of hypotheses focused on the variable relationship between the independent variables tenure and job satisfaction. The two hypotheses drafted for the variable analysis follow:

H20: No correlation exists between tenure and job satisfaction.

H2a: Correlation exists between tenure and job satisfaction.

Jenkins and Jensen (2010) also note that tenure with an organization affects job satisfaction. Unlike Sarker et al. (2003), Jenkins and Jensen (2010) do not agree with the perception that tenure has a positive correlation to job satisfaction. Instead, Jenkins and Jensen mentioned a correlation but not a positive one. Unlike either of the two sets of researchers, the current analysis did not produce correlation between tenure and job satisfaction. Tenure and turnover intentions also did not depict significant correlation, even in the ad hoc analysis with more tenured employees.

Research Question 2 and Hypotheses

The second research question focused on the variable relationships between job satisfaction and turnover intentions. The following hypotheses were drafted to guide the variable analysis:

H30: No correlation exists between job satisfaction and employee turnover intentions.

H3a: Correlation exists between job satisfaction and employee turnover intentions.

The substantial coefficient correlation of the variables was similar to previous leadership research conducted. Interestingly, the two variables depicting significant correlations center on the idea of ethical climates and Fogel (2007) mentioned the importance of management to substantiate the precedence of conducting and modeling ethical behavior. Because of the high turnover associated with the line-level and first-level management roles, establishing a strong ethical climate was something the firm struggled to accomplish. The primary independent variable considered in the analysis was job satisfaction because of the research available already that substantiated a clear correlation between job satisfaction and turnover intentions (Semler, 2008; Pettijohn et al., 2008; Chhabra & Mishra, 2008; Okpara & Wynn, 2008; Mancheno-Smoak et al., 2009).

Important to the analysis was the discussion of leadership strategies and delineation between command and control models of leadership and transformational strategies that empower employees (Brimdage & Koziel, 2010; Molero et al., 2007). Brundage and Koziel mentioned the short-term benefits associated with command and control leadership strategies but also note the negative long-term and limiting effects of the leadership strategy. Not a consideration in the analysis was the qualitative perspective of the employees that shaped the answers given regarding perceptions of managers within the organization, which was something that could help answer the interesting

discoveries regarding the sample and why job satisfaction fell in line with previous research but tenure fell short of previous research outcomes.

Research Question 3 and Hypotheses

The final research question covered the variable relationships between the three independent variables including tenure, perceptions, and job satisfaction with the dependent variable turnover intentions. A regression analysis was used to determine the variable relationships and the hypotheses drafted for the analysis follow:

H40: No correlation exists between a combination of the independent variables and employee turnover intentions.

H4a: Correlation exists between a combination of the independent variables and employee turnover intentions.

The regression analysis depicted positive correlation between the independent and dependent variables ($r=0.719$). The primary strength of the relationship stemmed from the variable relationships between job satisfaction and perceptions with turnover intentions and an important element to mention is the weak correlation coefficient obtained when conducting the individual analysis of tenure with the other variables. The ad hoc analysis with the 21 participants meeting the tenure constraint of working for the organization for four years or more did not significantly change the correlational coefficient to turnover intentions (-0.092). The weak relationship of tenure to turnover intentions was an interesting discovery and contrary to previous leadership research, which could be associated with the management hiring practices, small sample size, or other variables not accounted for in the research (Sarker et al., 2003; Lovett & Col, 2003). Tenure was discussed as a strong indicator of job satisfaction and turnover intentions in available leadership research but the analysis provided a significantly different view of the sample population.

Limitations and Further Research Considerations

Limitations did affect the research initiative including sample size, sampling method, and geographical constraints regarding the sample population. The participation rate was limited because of external and internal limiting factors. The factors included the requirement by the organization to wait to conduct the survey until after the work shifts of the line-level employees and the late shifts the employees worked, time requirements of filling in the three surveys, and the face to face interactions (self-imposed) to administer the survey attributed to the lower than expect response rate. Because of hiring changes within the organization, the number of facilities originally anticipated for collection decreased, as external candidates were hired to fill first-level management positions which shrunk the general population and necessitated the decision to use a census sampling method to contact the potential participants (Gay et al., 2009).

Clearly identifying a sample population is important to limit overgeneralizations regarding discoveries, which was apparent in the research discoveries. Previous research regarding tenure, job satisfaction and turnover intentions depicted tenure as a driving variable in job satisfaction and turnover intentions. Unlike previous findings, tenure depicted insignificant correlation to job satisfaction and turnover intentions. The primary differentiating characteristic of the research was the clear delineation between hiring practices and the sample population that

consisted of employees who work for a former peer.

Focusing the research initiative to one organization within an industry with high turnover and delineating between hiring practices was the first example doing so to fill a vital gap in the available leadership research. Refinement of the data collection procedures and sample population will help improve the generalizability of the discoveries to the general population. The main discovery that differed from existing leadership research was the clear disconnect from previous research regarding tenure as a correlational variable to job satisfaction and turnover intentions. Unlike previous research regarding leadership, the current analysis of the variables depicted weak correlation for the tenure variable to the other variables measured. The weak variable correlation to the other variables does not offer conclusive evidence that tenure is not a significant contributor to turnover intentions but for the specific sample, tenure did not play a significant role in the intent to turnover employment.

The specific problem addressed regarding management decisions being increasingly attributable to employee turnover intentions is an apparent issue (Motivated Employees, 2009). Unfortunately, the current research addressed specific variables previously attributable to turnover intentions and the only significant variation is that tenure was not found to be a significant contributor to turnover as previous research described. Because of the difference, one recommendation is to conduct a sample on both groups of employees instead of focusing on employees who have managers promoted from within the organization to substantiate the findings. A comparison of the perceptions between the two groups could be beneficial to describe the differences between the two groups. Definitively stating that promoting from within an organization into first-level management roles is the primary delineating attribute causing the variation is not possible without further research regarding the variation and expanding the sample population beyond the geographical and organizational constraints used for the research (Tuzun, 2007; Coder, 2007).

Areas to consider for leaders stemming from the research and other sources available are the pros and cons regarding promoting from within an organization compared to hiring from external applicant pools. Establishing an ethical climate is an obvious benefit for an organization and high turnover of valued employees decreases a firm's ability to foster an ethical climate (Belak et al., 2010). Fogel (2010) described how the foundation of an ethical climate stems from the support from leadership, is negatively affected considering the effects of losing top talent because of turnover (Cocheo, 1998; Chan, 2006). Transformational leadership strategies play a significant role in the success of individuals in industries with considerable amount of change, which is a key attribute of the organization and industry chosen for the research. McLaurin and Amri (2008) mention the need for intellectual stimulation, inspirational motivation, and individual consideration. In an organization with high turnover and promoting from applicant pools that are diminished because of burn out and high turnover, finding managers from internal applicant pools poses a risk to perpetuating poor ethical climates. Possibly branching out and finding less technically qualified external candidates would bolster the ethical climate within an organization by bringing in new perspectives and leadership strategies (Belak et al., 2010; Chan, 2007).

Leadership research is never complete, as sample populations change and working conditions evolve to meet environmental, geographical, and consumer changes. Organizations continuously seek to make improvements and to streamline operations to be more efficient, worker friendly, cost effective, and to meet

challenges head on. At the fore are the researchers that strive to identify the challenges by conducting exhaustive field and laboratory studies. For researchers seeking to expand on the research initiative, the following recommendations may be useful: 1) expand the sample population 2) include more organizations with similar industry constraints 3) replicate the discoveries 4) include qualitative probing questions regarding relationships 5) change the sampling technique to increase response rates 6) develop a shorter questionnaire to reduce time needed to collect data 7) sample employees from both pools (promote-from-with and hired from external applicant pools).

Conclusions and Implications

The discoveries for the current research initiative highlighted the variable relationships between perceptions of managers' decision-making, job satisfaction, and turnover intentions. The variable demonstrating no significant correlation to the other variables was tenure with the organization, which was surprising given the perspectives regarding significant correlation to job satisfaction and turnover intentions in previous research (Pettijohn et al., 2008; Chhabra & Mishra, 2008; Okpara & Wynn, 2008; Dixon & Hart, 2010). Sarker et al. (2003) discussed tenure as a moderating variable for overall job satisfaction, which is contrary to the discoveries in the current research and analysis of the variable relationships. Even in the ad hoc analysis, no significant correlation was found between tenure and the other variables. The first question was answered by addressing the hypotheses through correlational testing where the null hypotheses was substantiated by rejecting the alternative hypothesis because of the significant variable relationship depicted through the use of Pearson correlations. To answer the question, what is the variable relationship between perceptions and job satisfaction? The answer was that a significant correlation exists between the two variables.

The numerous resources regarding turnover intentions demonstrate the continued need to explore leadership strategies and hiring practices. Addressing the gap in leadership literature regarding variables affecting turnover intentions within the service industry and within an organization using a promote-from-within structure to fill first-level management positions identified one attribute of the population that was unlike similar research. Unlike previous research, tenure had weak correlational coefficients to the other variables addressed in the research initiative. For leadership within organizations using a promote-from-within structure, the discovery can lead to identification of variables that affect job satisfaction and turnover intentions. Wheeler et al. (2007) discussed the importance of job fit and identification of variables contributing to turnover as important to building an ethical climate and strengthening a talent bench by retaining tenured employees.

There is a need for an organization to foster an ethical climate and for management to demonstrate ethical behaviors, as negative perceptions regarding managers does contribute to higher levels of turnover intentions at the line-level. Regardless of hiring preference, perceptions of employees regarding a manager are mirrored in organizations using either hiring strategy (Dixon & Hart, 2010).

The second question relates to the variables tenure and job satisfaction. The answer to the second question, no significant correlation exists between the two variables. The third question centered on the combination of the independent variables compared to the dependent variable turnover intentions. Similar to the first question, the third question has an affirmative answer that the independent variables did demonstrate significant correlation to the dependent variable turnover intentions. Pearson correlational coefficients were used to analyze the biviate relationships and a regression analysis was conducted on the combination of the independent variables in comparison to the dependent variable turnover intentions. The demographic questions served twofold in the research initiative, as tenure was a primary moderating variable considered in the analysis stage of the initiative.

Education, ethnicity, age, and gender served only to define the sample population and offer perspective of the sample population. The descriptive statistics were useful to break down the information. The PLIS responses were grouped by level of ethics (High, Medium, and Low) to gauge the analysis similar to previous research (Northouse, 2004). The outcome of the analysis highlighted the variable relationship between perceptions of managers and turnover intentions. The service industry experiences high turnover and organizational leadership must address issues within a firm to reduce costs associated with turnover (Calvasina et al., 2008). The current research identified two significant relationships between the variables chosen for the initiative and one variable that did not demonstrate correlational significance at all. Future researchers and leaders alike can build on the concepts developed in the research and refine the processes to address other variables that also contribute to turnover intentions.

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