

5-1-2016

LEADER-MEMBER EXCHANGE, DYADIC DEMOGRAPHIC FACTORS AND SUBORDINATES' TURNOVER INTENT IN REHABILITATION AGENCIES

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LEADER-MEMBER EXCHANGE, DYADIC DEMOGRAPHIC FACTORS AND
SUBORDINATES' TURNOVER INTENT IN REHABILITATION AGENCIES

by

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A Dissertation
Submitted in Partial Fulfillment of the Requirements for the
Doctor of Philosophy

Rehabilitation Institute
in the Graduate School
Southern Illinois University Carbondale
May, 2016

DISSERTATION APPROVAL

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A Dissertation Submitted in Partial

Fulfillment of the Requirements

for the Degree of

Doctor of Philosophy

in the field of Rehabilitation

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March 23, 2016

AN ABSTRACT OF THE DISSERTATION OF

BRYAN O. GERE, for the Doctor of Philosophy degree in REHABILITATION, presented on March 23, 2016, at Southern Illinois University Carbondale.

TITLE: LEADER-MEMBER EXCHANGE, DYADIC DEMOGRAPHIC FACTORS AND SUBORDINATES' TURNOVER INTENT IN REHABILITATION AGENCIES

MAJOR PROFESSOR: Dr. William Crimando

Employees' turnover intent exhibited through withdrawal behaviors is a significant problem for rehabilitation agencies. Specifically, direct-care workers' withdrawal and related behaviors in rehabilitation agencies is costly (Eder & Eisenberger, 2008), disrupts services, creates interpersonal problems and impacts overall organizational productivity (Rhoades & Eisenberger, 2002). Therefore, reducing direct care workers turnover intent behaviors is a priority for leaders in rehabilitation agencies. Past literature has identified the connection between subordinates' perception of the quality of the relationship with their immediate supervisors, dyadic demographic factors and subordinates' turnover intent (Brannon, Barry, Kemper, Schreiner, & Vasey, 2007; Green, Anderson, & Shivers, 1996; Llies, Nahrgang, & Morgeson, 2007; Milner, Katz, Fisher, & Notrica, 2007). The purpose of the present study was to investigate the relationship between subordinates' perception of the quality of LMX, dyadic demographic factors, and turnover intent. In order to accomplish this, a survey design was used with 152 direct-care employees that work with individuals with disabilities at rehabilitation organizations in the state of Illinois. The instruments used for the collection of data were the Team Leader-Member Exchange Scale (LMX-SLX), Turnover Intent Scale (TIS) and a demographic questionnaire. Results of the hierarchical regression analysis showed that LMX significantly predicted turnover intent, $\beta = -.272$, $t = -3.298$, Sig. F Change = .001. None of the dyadic demographic factors (dyadic educational level, $\beta = -.146$; dyadic ethnicity, $\beta = .068$; dyadic

gender, $\beta = .100$; dyadic duration, $\beta = -.076$) except dyadic age, significantly predicted turnover intent (Sig. F Change = .112). Dyadic age, $\beta = .258$, $t = 2.502$, $p = .014$ was a significant predictor, although the overall model was not significant. All (dyadic educational level_LMX, $\beta = -.60$; dyadic ethnicity_LMX, $\beta = .037$; dyadic gender_LMX, $\beta = -.130$; dyadic age_LMX, $\beta = .071$; dyadic duration_LMX, $\beta = .071$), of the interactions significantly predicted turnover intent, although the overall model was not significant. The findings of the study highlight the need for improving the quality of supervisory relationship (LMX) between supervisors and direct-care workers by addressing communication and interactional barriers, increasing access to support and improving organizational structures that emphasize inclusion.

Keywords: Leader member exchange, dyadic demographic variables, turnover intent, direct care workers, supervisors, rehabilitation agencies violence, individuals with disabilities

DEDICATION

This dissertation is dedicated to my late parents HRM J. G. Iyalagha, Igbedikuru II, the Ibenanaowei of Iduwini Kingdom & Mrs. A. Iyalagha. I miss you.

ACKNOWLEDGEMENTS

Many, O LORD my God, are thy wonderful works which thou hast done, and thy thoughts which are to us-ward: they cannot be reckoned up in order unto thee: if I would declare and speak of them, they are more than can be numbered (Psalm 40:5).

First, I want to express my sincere appreciation to my academic advisor and dissertation chair, Dr. William Crimando for your encouragement, guidance and support throughout this academic journey. Your invaluable direction, feedback and insight brought this work to completion. To my committee members: Dr. Carl Flowers, Dr. Stacia Robertson, Dr. Julie Dunston, and Dr. James Soldner, thank you for your support and kind direction throughout this process. I also acknowledge Dr. Stacia Robertson, Dr. William Crimando, Dr. Carl Flowers, Dr. Royce Burnett, Dr. William Talley, and Dr. John Pearson, for the several teaching and research experiences.

Thanks also to the wonderful faculty and staff of the Rehabilitation Institute, Southern Illinois University Carbondale, my cohort, and the Graduate Assistants at the COEHS Statistics lab, SIUC. I would also like to convey my thanks to Janet Stover and the wonderful leadership at IARF, the directors of the agencies who shared with and encouraged their direct care workers to complete the survey, Dr. Kathy Taylor, Kathy Baughman (START Murphysboro), and all the participants for their assistance in completing this project.

My sincere and heartfelt gratitude also goes to all of my extended family in Nigeria, and members of Calvary Campus Church, Carbondale for their prayers and support. Finally, I wish to extend my sincere gratitude to my immediate family – My wife Sandra and our three children, Michelle, Elijah and Tonye for their love and support has been inspiring throughout.

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CHAPTER 1

INTRODUCTION

Background of the Problem

Yukl (2006) defined leadership as “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives” (p. 8). Considerable research has emphasized the importance of the relationship between leadership and subordinates behaviors (Walumbwa, Avolio, & Zhu, 2008; Wang, Law, Hackett, Wang, & Chen, 2005), and organizational outcomes (Avolio et al., 2004; Boerner, Eisenbeiss, & Griesser, 2007). Historically, leadership theory and research have adopted several models or approaches for studying leadership (Graen & Uhl-Bien, 1995). Traditional approaches or models focus primarily on the leader’s characteristics/traits, behavior, style and their interaction in various contexts (Yukl, 2006). The argument behind these theories is that successful leaders possess a distinct personality or character, behave in a democratic manner, are competent and trustworthy and utilize these characteristics/traits in situations that were more favorable than others (Yukl, 2006). Contemporary models, on the other hand, focus not only on the leader, but also the followers, the context and the culture of the organization (Avolio, Walkman, & Weber, 2009). These models are characterized as dyadic, relational, visionary and communal (Avolio, 2007; Avolio et al., 2009; Yukl, 2006). Researchers have identified some of these models to include transformational and transactional leadership (Bass, Avolio, Jung, & Berson, 2003). Transformational leadership is associated with the leader’s ability to inspire and motivate followers to higher levels of performance and the achievement of their fullest potentials, whereas in transactional leadership, leaders exchange positive reward and reinforcements to subordinates to accomplish set performance criteria (Bass

et al., 2003).

One prominent form of transactional leadership theory called leader member exchange (LMX) theory focuses on the individual relationships and interactions (dyadic exchange) between leaders and each of their followers or subordinates (Graen & Uhl-Bien, 1995; Martin, Thomas, Charles, Epitropaki, & McNamara, 2005; Soldner, 2009). The assumption of LMX is that leaders develop and sustain unique exchange relationships and interaction with each of their subordinates. These LMX relationships are qualitatively different between an “in group” or high quality relationship and an “out group” or low quality relationship due to resource and time constraints. In the former group, subordinates experience mutual respect and trust, greater access to the leader, resources and opportunities, and influence in decision-making (Gerstner & Day, 1997; Schyns & Day, 2010). Subordinates in the “in-group” or what is referred to as high quality LMX have been reported to have higher job performance and satisfaction, organizational commitment, and lower levels of absenteeism and turnover (Dierendonck, LeBlanc, & Breukelen, 2002; Kim, Lee, & Carlson, 2010; Soldner & Crimando, 2010; Schyns & Day, 2010; Stringer, 2006). On the other hand, subordinates in the “out-group,” or low quality LMX relationships, have been reported to have lower levels of job satisfaction, higher levels of turnover and a greater intent to quit (Gerstner & Day, 1997; Kim et al., 2010; Varma & Stroh, 2001). (See Table 1).

The impact of LMX on followers and organizational outcomes has been extensively researched in different organizational contexts over the years (Chemers, 2000; Gestner & Day, 1997; Milner et al., 2007). Studies of LMX have been conducted in academia (Power, 2013; Soldner, Crimando, Dunlap, Phillip, & Patel, 2012), business (Pellegrini & Scandura, 2006), government (Barbuto & Hayden, 2011), health and human service settings (Dunegan, Uhl-Bien,

& Duchon, 2002; Larson & Gouwens, 2008; Soldner & Crimando, 2010), industry (Harris & Kacmar, 2005; Stringer, 2006), and in the military (Stewart & Johnson, 2005; Vecchio & Brazil, 2007).

Table. 1

Characteristics of leader member exchange relationships

High Quality LMX Relationships	Low Quality LMX Relationships
better subordinate social and emotional support (Harris et al., 2007)	less social and emotional support (Harris et al., 2007)
greater trust and respect (Harris et al., 2007)	less trust and respect (Harris et al., 2007)
more access to resources (Harris et al., 2007)	less access to resources (Martin et al., 2005)
involvement in decision making (Harris et al., 2007)	less or no involvement in decision making (Soldner, 2009)
greater negotiating freedom (Harris et al., 2007)	lack negotiating latitude (Soldner, 2009; Wang & Yi, 2011)
meaningful communication (Harris et al., 2007)	formal communication (Soldner, 2009)
fair treatment and reward (Harris et al., 2007)	experience more formal supervision and reward (Wang & Yi, 2011)
congruence of values (Harris et al., 2009)	incongruence of Values (Wang & Yi, 2011)

These studies have associated LMX with several negative individual and organizational outcomes, such as burnout and stress (Harris & Kacmar, 2005; Larson & Gouwens, 2008),

turnover (Ballinger, Lehman, & Schoorman, 2010; Bauer, Erdogan, Liden, & Wayne, 2006) turnover intentions (Cheung & Wu, 2012; Collins, 2007; DeConinck, 2011; Dierendonck, LeBlanc, & Breukelen, 2002; Harris, Kacmar, & Witt, 2005; Harris, Wheeler, & Kacmar, 2009), but also, with positive outcomes such as increased job satisfaction (Epitropaki & Martin, 2005; Pellegrini & Scandura, 2006; Stringer, 2006), improved job performance (Anseel & Lievens, 2007) and greater organization commitment (Soldner & Crimando, 2010; Truckenbrodt, 2000).

Further, researchers have examined the relationship between subordinates' perception of organizational support and LMX (Wayne, Shore, Bommer, & Tetrick, 2002), and observed that in organizations where supervisory leadership has greater control over several discretionary rewards, LMX may significantly impact perceptions of organization support. Subordinates in such organizations associate leadership support, fair treatment and reward, meaningful communication, trust and respect with organizational support (DeConinck, 2011; Wayne et al., 2002). Although a few studies on LMX have been conducted in rehabilitation organizations (Collela & Varma, 2001; Larson & Gouwens, 2008; Soldner, 2009; Soldner & Crimando, 2010), none has focused on the relationship between LMX and turnover intent.

Turnover Intent

Similar to LMX, turnover intent of employees has also received considerable attention from researchers and administrators. Tett and Meyer (1993) defined turnover intent "as a conscious and deliberate willfulness to leave the organization" (p. 216). Griffith, Hom and Gaetner (2000) stated that individuals that intend to leave an organization usually engage in a sequence of withdrawal behaviors that ends in actual turnover. Withdrawal behaviors are simply a set of attitudes and behaviors exhibited by employees who are dissatisfied with the job or the organization, but maintain their present employment (Kaplan, Bradley, Lachman, & Hayness,

2009; Shapira-Lishchinsky, & Even-Zohar, 2011). Withdrawal behaviors could be physical or psychological disengagement, negative adaptation or response to unfavorable working conditions by employees in an organization (Hanisch & Hulin, 1991; Pinder, 2008). Withdrawal behaviors are usually manifested in employees' disposition or affect, interactions, work behaviors, and decisions in the work place (Hanisch & Hulin, 1990; Iverson & Deery, 2001; Pelled & Xin, 1999). It is believed that an employee may exhibit a single withdrawal behavior or a set of withdrawal behaviors in a progressive form in response to a set of antecedents (Shapira-Lishchinsky & Even-Zohar, 2011), such as those listed in Table 2 below. Employees' withdrawal and related behaviors have been estimated to cost organizations as much as \$200 billion a year (Eder & Eisenberger, 2008). For instance, it has been estimated that employee absences cost organizations on average \$200 dollars per employee per day missed with annual cost to some employers exceeding \$1 million dollars (Avery, McKay, Wilson, & Tonidandel, 2007).

Consequently, turnover intent and its associated withdrawal behaviors results in increases in overtime expenses, reduction of the quality of interventions, disruption of services, strained work relationships and social interactions (Barak, Nissly, & Levin, 2001; Eder & Eisenberger, 2008; Griffeth et al., 2000; Iverson & Deery, 2001; Sagie, Birati, & Tziner, 2002) and attrition of customers (Knudsen, Ducharme, & Roman, 2006). A number of studies have been conducted on turnover intent in several employment settings including manufacturing (Benson, 2006), academia (Daly & Dee, 2006) and human services including rehabilitation agencies (Barak et al., 2001; Karantzas, et al., 2012; Layne, Hohenshil & Singh, 2004; Knudsen, Durchame, & Roman, 2006, 2008, 2009).

Table. 2

Common types of withdrawal behaviors

Type of withdrawal	Characteristics
Physical	<p>absenteeism (Shapira-Lishchinsky & Even-Zohar, 2011)</p> <p>lateness (Shapira-Lishchinsky & Even-Zohar, 2011)</p> <p>working slow (Kaplan et al., 2009)</p> <p>leaving early from work (Shapira-Lishchinsky, & Even-Zohar, 2011)</p> <p>disrupting the outputs of other employee (Kaplan et al., 2009)</p>
Psychological	<p>task avoidance (Kaplan et al., 2009)</p> <p>minimal effort on the job (Kaplan et al., 2009)</p> <p>passive compliance (Kaplan et al., 2009)</p>

Recent reports show that nearly 50% of persons employed in rehabilitation counseling settings with fewer than five years on the job intend to leave their employment within two years of employment (Armstrong, Hawley, Blankenship, Lewis, & Hurley, 2008; Pitt, Leahy, & Lewis, 2013), with 16% actually leaving the state and federal rehabilitation programs (Pitt et al., 2013). Similar studies on turnover intent among direct care workers in rehabilitation agencies showed a much higher (52.4%) rate (Chou, 2012). In rehabilitation settings, turnover intent has been positively related to occupational stress and psychological distress (Layne et al., 2004), burnout,

and emotional exhaustion (Durcharme, Knudsen, & Roman, 2007; Knudsen et al., 2008, 2009).

Previous studies in which the relationship between LMX and turnover intent was examined have produced inconsistent results. Most of these studies have found a significant negative linear relationship between LMX and turnover intention (Ballinger et al., 2010; Cheung & Wu, 2012; DeConinck, 2011; Harris et al., 2009; Kumar & Singh, 2012). However, other researchers (Collins, 2007; Harris et al., 2005) found a non-linear relationship between LMX and turnover intentions. For instance, Harris et al. (2005) found that employees in both very low and very high quality LMX relationships were likely to have high turnover intention. The authors argued that high turnover intention occurs in low-quality LMX relationships because subordinates are pushed out of the organization by the unsatisfying relationship with their immediate supervisors. On the other hand, subordinates in high quality relationships are pulled away from the organization because they are better positioned to receive attractive employment opportunities that result in high turnover intentions. Collins (2007) asserted that employees in low quality LMX relationships are often hesitant to leave their employment due to fears of not getting better alternatives. Further investigations are needed in light of these inconsistencies in the results of previous studies.

Demographic factors

Previous studies (Cho & Lewis, 2012; Duffy & Ferrier, 2003; Green et al., 1996; Milner et al., 2007; Pelled & Xin, 2000; Varma & Stroh, 2001) have found that demographic factors were related to the quality of LMX relationship and subordinates' turnover intent. Demographic characteristics of the leader and the subordinate such as gender, age, level of education, race/ethnicity and dyadic duration are likely to impact interaction and communication, which are critical aspects of LMX (Duffy & Ferrier, 2003). Jones (2009) reported that demographic factors

play an important role in LMX formation and the sustenance of high quality LMX relationships. For instance, demographic similarity is likely to enhance interpersonal attraction, compatibility, trust, perceptions of effectiveness, prevalence and quality of interaction (Duffy & Ferrier, 2003). Leaders and members with similar demographic factors often share the same values, beliefs and interest and are more likely to interact, communicate frequently and engage in mutually beneficial exchanges (Green et al., 1996; Pelled & Xin, 2000). Subordinate's responses to difficulties with communication and interpersonal interaction with their immediate supervisor as a result of demographic differences may include turnover intent or withdrawal behaviors (Harris-Kojetin, Lipson, Fielding, Kiefer, & Stone, 2004).

Researchers (Kacmar, Witt, Zivnuska, & Gully, 2003; Varma & Stroh, 2001) have also indicated that supervisors often give higher performance ratings to subordinates they communicate or interact frequently with, and those with whom they share a gender similarity. In addition, subordinates with similar educational level as their supervisors have been reported to have lower job ambiguity and experienced more liking by their supervisors (Judge & Ferris, 1993).

Dyadic duration, or the length of time the subordinate reports to the supervisor, is also likely to affect turnover intent. Subordinates that have a longer dyadic duration with their current supervisor are more likely to develop a better exchange relationship and less likely to engage in withdrawal behavior and turnover intent (Eby & Allen, 2002; Mossholder, Niebhur, & Morris, 1990). As the dyadic duration lengthens, subordinates gain better understanding of both the job and the supervisor (Mossholder et al., 1990), develop increased task confidence and a dyadic fit with their supervisor (Eby & Allen, 2002).

Another important demographic variable that was thought to impact subordinates'

turnover intent is the dyadic race/ethnicity. Dyadic ethnicity is simply whether the supervisor and subordinate are from the same or different ethnic groups. Difference in ethnicity may affect how individuals attached meaning to the actions of others and perceive the LMX relationship.

In most studies the terms *race* and *ethnicity* are used interchangeably or in the combination *race-ethnicity*, although there is a clear distinction between the two terms (Waismel-Manor, Tziner, Berger, & Dikstein, 2010). Waismel-Manor et al. (2010) stated that the term *race* is conventionally used to distinguish among people than ethnicity, whereas *ethnicity* encapsulates the shared values, norms, traits and behaviors arising from a common culture. *Ethnicity* is often associated with having a common ancestry, beliefs and values. In fact, the US census questionnaire collects information on both *race* and *ethnicity* (U.S. Census Bureau, 2010), and most studies do not often adhere to a clear distinction, except when it is warranted (Waismel-Manor et al., 2010). Consequently, throughout this dissertation, the term *ethnicity* will be used to refer to any racial or census category).

Past studies (Tsui & O'Reilly, 1989; Ugrin, Odom, & Pearson, 2008) have always delineated five racial categories, although there are actually more categories. Yragui (2008) opined that "ethnicity is salient in U.S. society where discrimination and stereotyping may impact employees from marginal groups. When supervisors and subordinates share a common ethnic background and language, communication is easily facilitated and misunderstanding, is less likely to occur" (p. 50). Although a significant number of studies have separately examined the relationship between demographic factors and LMX, as well as demographical factors and turnover intent, none has directly examined the relationship between LMX, dyadic demographic factors and subordinates' turnover intent.

Direct Care Workforce

Direct care workers are individuals employed to work with persons with a disability and the elderly to provide the bulk of personal and psychosocial interventions (Harris-Kojetin et al., 2004). These individuals work with consumers with diverse disabilities in the consumer or family homes, institutional settings, community based setting, non-residential day programs and other community support services (Paraprofessional Healthcare Institute [PHI], 2013). Direct care employees form the backbone of rehabilitation agencies and include certified nursing assistants, home care aides, personal care attendants, habilitation technicians, respite care workers and classroom aides (Pingo & Dixon, 2012). The services and interventions provided by these individuals directly enhance the quality of life of persons with disabilities. The national direct-care workforce reflects inequities in race, ethnicity, class, and nationality (Dodson & Zincavage, 2007). Historical factors have shaped and are continuing to shape the workforce of direct care employees such as gender roles in care-giving, lack of access to better employment opportunities for women, minorities and immigrants (Duffy, 2005, 2007), and because native-born white women were less willing to work as direct-care workers (Redfoot & Houser, 2005).

The latest 2012 employment estimate for the direct-care workforce in the United States is conservatively placed at more than 4 million, with a breakdown of 1,420,020 nursing assistants, 985,230 personal care aides, 839,930 home health aides and 800,000 independent providers (United States Bureau of Labor Statistics [BLS], 2013). The direct-care workforce accounts for 30% of U.S. health-care workers (PHI, 2013). Direct care workers are overwhelming female (89%) and have an average age of 42 years. More than half of the population (51%) have no more than a high school education (PHI, 2013). Most direct care employees in large

rehabilitation agencies are expected to work with, and provide effective intervention for individuals with a wide array of disabilities. It is expected that the demand for direct care services will keep increasing across all rehabilitation service settings due to an increase in the number of the elderly, and persons with disability and chronic illnesses, better medical services, fewer family or kin care-givers and the voluntary turnover of direct care workers (Mickus et al., 2004). Nationally, there is an estimated need for an additional 1.3 million direct care worker positions between 2012 and 2022 (BLS, 2013).

Individuals employed in direct care work settings identify positively with several aspects of their work (Martin, 2007). First, employees in direct care work setting derive significant satisfaction from the nature of the work itself. Many direct care workers genuinely enjoy caring for consumers and value the relationships they form with these individuals (Stone, 2004). The outcomes that direct care workers achieve with consumers and the appreciation they receive from consumers and their families contribute to their job satisfaction and sense of accomplishment. Second, direct care workers also enjoy the interpersonal relations with colleagues and other employees at the workplace (Martin, 2007). Many direct workers appreciate the support of colleagues and their supervisors, and the camaraderie from working in a group (Martin, 2007). Third, some direct care workers also appreciate aspects of their work such as the flexibility in hours and shifts as well as the autonomy in undertaking their work duties (Stone, 2004). Lastly, employees in direct care settings also value the ongoing training and learning that is provided as well as the opportunity to apply the skills and knowledge in their daily work (Martin, 2007).

However, the employment settings for direct care workers is characterized by pervasive stress, low employment benefits; such as remuneration, health insurance, promotion and

professional development, paid sick leave and holidays and retirements (Test, Flowers, Hewitt, & Solow, 2003), poor work design, and ineffective supervision (Harris-Kojetin et al., 2004; Kemper et al., 2008). Direct care workers often experience stress and work overload as a result of clients, supervisors and agency demands (Brannon, Barry, Kemper, Schreiner, & Vasey, 2007). For instance, direct care workers employed in rehabilitation agencies are required to provide personal care, complete chores, attain behavioral goals, maintain client schedules, complete documentation and manage clients' resources (Stone & Dawson, 2008). Direct care workers employed in day and residential programs are also expected to ensure client safety and administer medication; responsibilities that have legal implications and constitute a source of concern and stress. In 2006, the BLS reported that between 2003 and 2005, occupations comprising direct care employees had the third highest nonfatal on the job injuries. Because care work involves a high degree of interpersonal contact, many direct care workers are often exposed to health risks, disruptive behaviors and verbal assaults from the clients while providing services for their clients (Burgio, Fisher, Fairchild, Scilley, & Hardin, 2004; Castle & Engberg, 2006). In addition, as a result of the emotional bond between direct care workers and the clients, many experience significant distress or grief in the event of severe illness or death of a client (Black & Rubinstein, 2005).

The average working hours for direct care workers employed in rehabilitation settings is 35 or more hours in a week (Pingo & Dixon, 2012). Many individuals employed in direct care setting have uncertain work contracts and limited scope for career advancement (Martin, 2007). Across several employment settings, direct care workers lack control over their jobs in terms of work schedules and decisions regarding client care. Most direct care workers have irregular work schedules - early resumptions, closing late, and working on "off days." (Brannon et al.,

2007). These frequent changes in work schedules and procedures disrupt work routines, relationship with consumers and the continuity of the care. Other direct care workers in residential programs have inflexible work hours or shifts that severely impact their personal or social lives (Martin, 2007). Direct care workers are also not included in client treatment planning and care decisions (Stone, 2004), underrated and unappreciated by their supervisors and other higher level employees (Kemper et al. 2008).

In many rehabilitation employment settings, direct-care workers are placed under supervisors who oversee and coordinate the activities of several subordinates working in residential homes, day programs and other sites where direct care workers provide services to individuals with disabilities (Poole, 2010). Barak, Travis, Pyun and Xie (2009) opined that effective supervisory leadership is a very critical aspect of human service delivery and serves as a buffer against demanding, stressful and difficult work conditions. Packard and Kauppi (1999) examined the effect of leadership style on subordinate perception of the work environment in rehabilitation agencies. Consistent with other studies, leadership style that involved high consideration of subordinates was associated with high levels of subordinate job satisfaction. Barak et al. (2001) further discovered that effective supervision impacts direct care workers' job attitudes and performance. Brannon et al. (2007) reported that subordinates' turnover intent was related to their assessment of the quality of supervision. Bishop et al. (2008) also found that among Certified Nursing Assistants (CNAs), basic supervision was the most important factor affecting intent to stay on the job.

Direct Care Workers in Illinois. In 2013, it was reported that there were over 134,850 direct care workers in the state of Illinois with a projected increase by 42,230 new workers over the period from 2006 to 2016 (PHI, 2013). A large number of these direct care workers are

employed in community rehabilitation agencies that provide services for persons with physical, intellectual, developmental and mental disabilities. These agencies have organized themselves into a trade association called the Illinois Association of Rehabilitation Facilities (IARF). The IARF represents over 80 community organizations that provide services and supports in over 900 communities in 111 legislative districts across the state of Illinois. The association works closely with the state legislature and various state agencies to advocate on behalf of its members to ensure adequate funding for community services as well as appropriate public policy that facilitates access to needed supports and services for people with disabilities.

Statement of the Problem

LMX theory is based on the principle that leaders develop unique two-way relationships with each of their followers, which are likely to have a profound effect on crucial attitudes and actions (Gestner & Day, 1997; Llies, Nahrgang, & Morgeson, 2007). Researchers have observed that subordinates use their perceptions of the supervisory leadership to make sweeping assumptions about the entire organization (Eisenberger et al., 2002; Knudsen et al., 2008) that are likely to result in decisions to continue or leave an organization. Previous research suggests that, in general, subordinates who interpret their leader member exchange relationship as low quality demonstrate greater turnover intent than those who interpret theirs as high quality relationship (Bauer et al., 2006; Gerstner & Day, 1997; Schyns, Turka, & Gosling, 2007). However, no study has directly examined the relationship between subordinates' perception of the quality of the LMX relationship and their turnover intent in rehabilitation agencies. Also, a number of studies have established the relationship between the demographic characteristics of both the leader and subordinates and subordinates' turnover intent behavior. However, it is not yet well known the role that dyadic demographic factors play in subordinates' turnover intent.

Purpose of the Study

The purpose of the study was to address the gap in literature by providing empirical information about the relationships among subordinates' perception of the quality of LMX, dyadic demographic factors (age, ethnicity, gender, educational level and duration), and turnover intent. This research question was investigated as follows: What is the best fit model that predicts turnover intent among quality of LMX, dyadic age, gender, educational level, ethnicity and duration and their two-way interactions with LMX?

A survey research design was used. Participants for the study were direct care workers employed in community agencies that are members of IARF. A convenience sampling method was used to select participants for the study; interested direct-care workers self-selected to participate in the study. The data were gathered using a secure web-based survey (questionnaire) available and accessible 24 hours a day. The survey was linked to an invitation prompt placed in IARF's monthly newsletter sent out to employees of member organizations. The survey invitation prompt contained brief information about the researcher and institutional affiliation, the nature of the study, statements about confidentiality and informed consent. The data analysis consisted of performing descriptive analyses and hierarchical multiple regression.

Significance of the Study

Turnover intent among direct care workers is high (52.4%), and is a significant problem for rehabilitation agencies. Employees' turnover intent and related behaviors are estimated to cost \$200 billion a year. Given that turnover intent has practical economic and social implications for organizations such as actual turnover, reduced productivity, increased personnel costs, disruption of services, care relationships and employee relationships (Pitt et al., 2013), reducing direct-care workers turnover intent behaviors becomes a priority for leaders in

rehabilitation agencies. Turnover intent is insidious and results on actual turnover may come too late to help remedy factors that produce high turnover intent. In addition, because individuals with high turnover intent have undesirable attitudes that infect others with whom they interact with and which stands in the way of optimal output. Direct-care workers are the very core of rehabilitation agencies, and their attitudes and behaviors are essential to the quality and success of rehabilitation agencies. This study contributes to the rehabilitation profession in several theoretical and practical ways.

First, an understanding of how subordinates' in direct care settings interpret and respond to the quality of the LMX relationship will translate to an increased understanding of personal, interpersonal and contextual factors that impact their work attitude and behaviors. For instance, research has shown that perceptions of LMX among subordinates are subject to the effect that referents have on an individual's perceptions or the "frog-pond effect" (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008). Supervisors in direct care settings with such insights will be in a better position to facilitate a better workplace and effectively work with subordinates.

Second, the role demographic factors play in framing subordinates perceptions about the quality of the LMX in direct care settings is largely unknown. This will particularly benefit supervisors and management, and enable them to put measures in place to enhance the quality of supervision in rehabilitation settings. For instance, such knowledge can be incorporated into workplace training programs for supervisors that provide understanding of how subordinates' gender, culture and ethnicity influence their attitudes, interests, experiences and expectations at the workplace. In addition, training can also focus on changing how supervisors perceive their roles and to modify their work behavior. Training programs that emphasize a relationship-based approach to supervision can educate supervisors on how their perceptions of their roles affect

their work behaviors. Specifically, a vignette approach can be used to demonstrate to supervisors how their perceptions of their work roles influence their willingness to either provide or not provide the necessary support and resources to enable subordinates to be successful on their jobs.

Further, understanding the role that dyadic demographic factors play in the relationship between LMX and subordinates' turnover intent will assist in the development of supervisors' training programs and assignment of direct care employees. Supervisors play a critical role in ensuring the quality of the LMX relationship (Graen & Uhl-Bien, 1995). Thus, training is important to assist supervisors in gaining knowledge of the role and impact of dyadic demographic factors on the quality of the LMX relationship. Such information may provide insight on how to take individual differences into account when attempting to build quality supervisory relationships or in assigning direct care workers to supervisors.

Third, the study also makes a significant contribution to the rehabilitation literature by investigating previously unexamined relationships among LMX, dyadic demographic factors and subordinates turnover intent in rehabilitation agencies. To date, the relationships among these variables have received little empirical investigation in the rehabilitation research, and are still not well understood. Therefore, this study makes a contribution by conceptualizing and empirically examining the best fit model that predicts turnover intent among subordinates' perception of quality of LMX, dyadic demographic factors and their two-way interactions with LMX.

Finally, research regarding the relationship between LMX and turnover intent has produced inconsistent results, suggesting that the relationship between LMX and turnover intent is moderated by personal and interpersonal factors such demographic characteristics of the leader

and the subordinate. Some researchers (Ballinger et al., 2010; Cheung & Wu, 2012; DeConinck, 2011; Harris et al., 2009; Kumar & Singh, 2012) found a significant negative linear relationship between LMX and turnover intention. Other researchers (Collins, 2007; Harris et al., 2005) found a non-linear relationship between LMX and turnover intentions. Consequently, the study serves as an additional inquiry and provides clarification on the relationship among LMX, demographic factors and turnover intent relative to rehabilitation agencies.

CHAPTER 2

LITERATURE REVIEW

This chapter presents a literature review of LMX theory and turnover intent. First, the chapter will provide a review of the basic premises of LMX theory, measurement and analysis as well as its relationship with individual and organizational outcomes. In addition, the section will highlight how personological and sociological factors influence the emergence and sustenance of LMX relationships, including published studies on LMX in different organizational contexts. Second, the relationship between LMX and turnover intent will be discussed. The section will dwell on how subordinates' perception of the quality of the LMX relationship is related to turnover intent as manifested in withdrawal behaviors. The section will also provide alternative explanations for employee turnover intent behaviors. In the last section literature on dyadic demographic factors (age, educational level, duration, and ethnicity) and how they are related to the quality of LMX and subordinates' turnover intent will be examined.

LMX Theory

Basic Premises and Construct

LMX theory has attracted a lot of research interest since it was first conceptualized as a vertical dyadic linkage theory (Dansereau, Graen, & Haga, 1975; Graen & Cashman, 1975). The theory posits that leaders have different relationships with each of their subordinates, that range from a formal, strictly employment contract based relationship (low quality) to one that is a mutually respectful and trusting relationship - high quality (Scandura & Pellegrini, 2008). The "leader" is the individual with direct authority and responsibility over the subordinate, whereas, the "subordinate" is a member of the group that the leader manages and who reports directly to the leader (Martin, Epitropaki, Thomas, & Topakas, 2010). Unlike other leadership theories

where the leader is expected to treat workers as a homogenous “work group” and behave in the same way towards all members, leaders in LMX theory cultivate a “distinct relationship” with each of their subordinates (Graen & Cashman, 1975). This “heterogeneity of the relationship” is what clearly differentiates LMX from traditional or average leadership approaches (Martin et al., 2010, p. 39). Factors such as influence, interaction patterns, loyalty, trust, respect, obligation, communication frequency and style, ethnicity, level of education, tenure and gender similarity (Duffy & Ferrier, 2003; Michael, Harris, Giles & Field, 2005; Madlock, Martin, Bodgan, & Ervin, 2007) engender and shape LMX relationships in organizations.

LMX theory has its origin in both role theory and social exchange theory (Cropanzano & Mitchell, 2005). Role theory emphasizes that individuals accomplish work in an organization by engaging in roles prescribed by their employers and people in authority within the organization (Hoffman, Morgeson, & Gerras, 2003). According to role theory, leaders or supervisors assign the important roles in the workplace to only subordinates with whom they have a high quality relationship. Role theory postulates a developmental process where the relationship between the leader and the subordinate evolves through phases (Scandura & Pellegrini, 2008). Graen and Scandura (1987) characterized this developmental process as composed of three phases: role taking, role making and role routinization. In the first phase, the leader informs subordinates of expected work roles through requests and task assignments in order to assess subordinates’ level of motivation and abilities through their responses. In the second phase, the leaders will create circumstances for subordinates to carry out unstructured tasks. If subordinates complete the unstructured task, the relationship with the leader evolves into high quality exchanges. In the final stage, the relationships are firmly established and the expectations are clearer. The supervisor reciprocates by providing challenging assignments, autonomy and other work-related

resources to the extent that the subordinate act in accordance with the role expectations (Greguras & Ford, 2006). However, these stages are not typical for every LMX relationship; some relationships might only progress through a few stages, whereas others may go through all three stages. In the former, interactions between the leader and subordinates are usually very formal and the relationships are characterized as of low quality. In contrast, in the latter, the relationships are very informal and are called high-quality LMX relationships.

Social exchange theory on the other hand, focuses on how employees trade their work and loyalty for economic and social benefits from the organization or the supervisor (Rhoades & Eisenberger, 2002). As a model of the transactional nature of leadership, LMX emphasizes a “give and take” focus. The leader can motivate subordinates by clarifying expectations and identifying the rewards that they will receive for meeting these expectations or by taking corrective actions when they do not perform effectively (Podsakoff, Bommer, Podsakoff, & McKenzie, 2006). Researchers have found that the extent to which subordinates display positive affect, loyalty and professional respect towards their leader as well as exert additional effort to their task is a reflection of the quality of the LMX that exists between them and their leaders (Larson & Gouwens, 2008).

It has been recognized that at first, most workers only exchange work for financial benefit but over time develop relationships based on social reinforcements provided by the leaders (Graen, 2003). Some of these reinforcers include job advancement, access to better organizational resources, autonomy, better access to and more communication with their leader (Larson & Gouwens, 2008). Leaders also consciously or unconsciously develop different quality exchange relationships based on personal compatibility with, competence and dependability of the subordinate (Kim et al., 2010). Leaders and members with dissimilar work attitudes,

personalities or traits, and educational levels have been found to develop lower quality exchanges (Huang & Iun, 2006). The quality of the LMX relationship determines the quantity of effort, resources, social support and information that is exchanged between the leader and members (Greguras & Ford, 2006; Joo, 2010; Liden, Sparrowe, & Wayne, 1997).

LMX Measurement and Analysis

The measurement and analysis of LMX has evolved in the same way as the theory itself (Schriesheim, Castro, & Coglistter, 1999). Researchers have debated over the years on the best approach to measure the LMX construct (Graen & Uhl-Bien, 1995). Some have adopted a dimensional approach to measure the LMX construct (Graen & Cashman, 1975; Liden & Maslyn, 1998); others prefer a perspectives' approach (Scandura & Schriesheim, 1994). Traditional LMX theorists considered LMX construct as a unidimensional construct that measures the general quality of the exchange relationship between a supervisor and a subordinate (Graen & Cashman, 1975). However, more contemporary theorists have argued that LMX should be viewed as a multidimensional construct to provide a holistic explanation of its connection with significant individual and organizational variables (Liden & Maslyn, 1998). For instance, the team Leader-Member Exchange (LMX-SLX) measures three dimensions of LMX relationships: respect, trust and obligation. On the other hand, Leader Member Exchange Multi-Dimensional Measure (LMX-MDM) measures four dimensions of LMX: affect loyalty, contribution, and professional respect (Graen, Hui, & Taylor, 2004; Liden & Maslyn, 1998).

The level of analysis of LMX has also been an area of concern in the study of LMX. There have been arguments regarding the perspective from which measurement should be done to accurately reflect the LMX relationship (Greguras & Ford, 2006). The predominant approach is to exclusively measure from the perspective of the subordinate (Scandura & Schriesheim,

1994). In fact, meta-analytic results from Gestner and Day (1994) showed that 69 samples were measured from subordinates or followers perspective but only 22 samples were measured using leader's perspectives. Greguras and Ford (2006) have argued that using only a subordinate or leader's perspective often provides an inaccurate or incomplete understanding of the LMX relationship. Consequently, other researchers have suggested that the LMX relationship should be measured from the perspective of both the supervisor and the subordinate (Gestner & Day, 1997; Scandura & Schriesheim, 1994). Despite this prescription, existing studies on LMX have always focused on individual and dyadic level.

Another related argument centers on the target of the measurement (Greguras & Ford, 2006). Most studies make the subordinate the target of the measurement instead of the exchanges and interdependences that are inherent in the relationship (Greguras & Ford, 2006). In addition, early research on LMX focused on antecedents and outcomes at the dyadic level, but recent studies have focused on teams (Naidoo, Scherbaum & Goldstein, 2008). Arguments also abound as to the nature of dyads in LMX; for example, Yammarino and Dansereau (2002) argued that each dyad is independent and unique; but Graen and Scandura (1987) believed that dyads are co-dependent. Those who support the former assertion do not take the broader work group context into consideration in the determination of LMX quality. Those in support of the latter believe that the broader context is important in shaping the LMX quality.

LMX Theory and Different Organizational Contexts

As a result of its continuing influence, an extensive amount of studies have been conducted on LMX in several disciplines and across multiple settings (Graen & Graen, 2008). Soldner et al. (2012) investigated the relationship between LMX, satisfaction and productivity of doctoral rehabilitation students. In addition, the study examined the potential effects of students

having advisors of a different gender or ethnicity from the students' own. Results of the study indicated that LMX was significantly correlated with both satisfaction and self-efficacy. It was also found that satisfaction and efficacy were also significantly correlated, whereas, ethnicity and productivity were not significantly correlated.

Another LMX study in an educational setting examined principal-school counselor relationships to school counselors' roles, job satisfaction, and turnover intentions (Clemens, Milsom, & Cashwell, 2009). The authors defined counselor's role identity as the status of the counselor within a school, how they spend their time, and the programs they implemented. Turnover intention was defined as the counselor's intent to continue their employment at the school. Survey data was collected from 188 school counselors selected from 23 randomly selected school districts in three Southeast states of the United States. Results of the study showed that principal-counselor relationship and counselor's use of advocacy skills had a significant effect on how counselor's roles were defined and programs implemented at the building level. The results also showed that school counselor's use of advocacy skills was positively influenced by the quality of the relationship with their principal. Decision sharing was also highly correlated with principal-school counselor relationship. Further, both counselor's job satisfaction and turnover intent were significantly related to the quality of the LMX relationship.

Pellegrini and Scandura (2006) investigated the relationships among LMX, delegation, paternalism and job satisfaction in Turkish business organizations. Participants for the study included 185 full time employees in five different companies. Results showed that LMX was significantly and positively related to delegation, indicating that leaders in high quality LMX delegate authority regardless of the cultural context in which the relationship is embedded. The results also showed that LMX was also positively associated with managerial paternalistic

behavior. However, the effect of LMX on job satisfaction was mediated by paternalism, suggesting that delegation might not be an effective management tool in Middle Eastern contexts.

Several studies have been also been conducted on LMX in health and human service settings (Dunegan et al., 2002; Larson & Gouwens, 2008; Soldner & Crimando, 2010). For instance, Dunegan et al. (2002) conducted a study on the moderating effects of task characteristics on the relationship between LMX and subordinate performance using 146 laboratory workers at a large Midwestern hospital. Further, the study was completed to analyze the relationship between LMX and performance, and provide insight on how role ambiguity, role conflict and intrinsic task satisfaction moderate the relationship between LMX and subordinate performance. Results of the study showed that low conflict, high ambiguity, and high intrinsic satisfaction enhanced the relationship between LMX and subordinate's performance. In addition, the results showed that role conflict, role ambiguity, and intrinsic task satisfaction moderated the relationship between LMX and subordinate performance. The results also showed that low levels of intrinsic satisfaction and ambiguity neutralized the relationship between LMX and performance. Regarding role conflict, the results showed that low levels of role conflict enhanced the relationship between LMX and subordinates' performance whereas high levels of role conflict only acted as a constraint but did not negate the strength of the relationship. Based on the findings, the authors concluded that the relationship between LMX and subordinates performance varied from settings to settings as a result of differences in situational factors.

In another study of LMX in a health and human service setting, Larson and Gouwens (2008) examined the relationship between LMX and burnout using 79 psychiatric workers employed in an urban psychiatric rehabilitation agency in Illinois. The study focused on the role

of leadership in contributing to employee's burnout, so as to improve the work environment, reduce negative individuals and organizational outcomes and improve interventions for consumers. Results showed that LMX was significantly and negatively correlated with burnout. Additionally, contribution, an aspect of LMX was also significantly and negatively correlated with burnout. The combination of contribution and loyalty was also significantly and negatively correlated with burnout.

Soldner and Crimando (2010) also conducted a related study in a rehabilitation setting. The authors examined the relationship among LMX, organizational citizenship behavior (OCB), organizational commitment (OC), dyadic gender and dyadic duration. OCB was defined as spontaneous extra role behaviors that assist others with task and workplace rules and norms, whereas, OC was defined as having strong beliefs in organizational goals, putting in extra effort towards the achievement of organizational goals and having a strong desire to remain in the organization. Dyadic gender was defined as whether the supervisor and subordinate are the same or different genders, whereas dyadic duration was defined as the length of time that the subordinate had reported to the supervisor (Soldner & Crimando, 2010). Participants for the study were 41 direct service staff employed at a large Midwestern community rehabilitation program. Results of the study showed that there was no significant correlation between LMX and OCB, although the correlation between LMX and OC was significant. The results also showed that the moderating effect of dyadic duration on the LMX-OCB relationship was significant, as well as LMX and OC. Further, the moderating effect of dyadic gender on the relationship between LMX and OCB was not significant, whereas the moderating effect of dyadic gender on the LMX-OC relationship was significant. The authors also reported that the

relationship between LMX and OC was stronger for dyads in which the supervisor and subordinate were of the same gender.

LMX studies have also been conducted in industry (Harris & Kacmar, 2005; Stringer, 2006). Harris and Kacmar (2005) investigated three possible moderators of the relationship between perceptions of politics and strain: leader member exchange, participative decision-making, and communication with supervisors using 1,255 respondents employed in two agencies (an electric utility cooperative and a large government agency). Results of the study showed that organizational tenure and performance were significantly related to strain. In addition, the results showed that politics was positively and strongly related to strain and that LMX, participative decision-making and communication with the supervisor moderate the relationship between politics and strain.

Researchers have also examined LMX in military settings (Stewart & Johnson, 2005; Vecchio & Brazil, 2007). Stewart and Johnson (2005) examined the role of LMX as a possible moderator of the relationship between work group diversity and team performance using 224 high-ranking military officers in 65 temporary work groups. The authors defined work group diversity as “the varied perspectives and approaches to work on the part of individuals from different identity groups” (p. 508). Results of the study showed that in more gender diverse groups, LMX differentiation was positively associated with group performance when overall LMX was high but was not associated with performance in less gender diverse groups. However, gender diversity was not found among work groups with low aggregate LMX.

LMX Quality and Impact on Individual and Organizational Outcomes

The impact of the quality of the leadership process on followers and organizational outcomes has been extensively researched over the years (Gestner & Day, 1997; Harris &

Kacmar, 2005; Milner et al., 2007; Stringer, 2006). LMX has been found to have a significant relationship with individual outcomes such as job satisfaction, stress, burnout, absenteeism, and turnover (Harris & Kacmar, 2005; Stringer, 2006). For instance, Dierendonck, LeBlanc and Breukelen (2002) connected LMX to some individual subordinate outcomes such as absenteeism and intention to quit. They found that subordinates who failed to experience mutual exchange of resources (favors or privileges) were more inclined to be absent, whereas those who had a more satisfactory relationship with their supervisor were less likely to quit. Roznowski and Hulin (1992) posited that a major outcome of high levels of job dissatisfaction is that subordinates may engage in withdrawal behaviors such as absenteeism, turnover or even early retirement. Further, subordinate job satisfaction has been linked to high quality LMX relationships (Beehr et al., 2006; Stringer, 2006). For instance, Stringer (2006) found that high quality LMX promotes effective communication, trust, and job satisfaction.

In a similar study, Dierendonck, Haynes, Borril and Stride (2004) examined the relationship between leadership and subordinate well-being using 562 participants employed in two clinical settings. It was found that subordinates who had a more responsive and supportive leadership experience felt better about themselves than others whose leadership relationships were not responsive and supportive. However, the results of research on the relationship between LMX and stress disagree. Some researchers reported that subordinates experienced more stress as the quality of LMX increased (Harris & Kacmar, 2005), yet others reported that subordinates experience lower levels of stress as the quality of LMX increased (Kacmar et al., 2003). Results of studies on the relationship between LMX and burnout also show that as the quality of LMX increased, subordinates experienced decreased burnout, and vice versa as the quality of LMX reduced (Larson & Gouwens, 2008). There is a consensus among the studies

that workplace stress can be managed by leaders improving the quality of social exchanges along with providing an enabling environment of openness, trust, inclusion, empowerment, communication and feedback (Harris & Kacmar, 2005; Wilson, Dejoy, Vanderberg, Richardson, & Mcgrath, 2004).

Further, organizational outcomes found to be positively related with LMX include organizational commitment (OC) (Heish, 2012; Soldner, 2009; Soldner & Crimando, 2010), organizational citizenship behavior (OCB) (Hackett & Lapierre, 2004), and performance appraisal (Varma & Stroh, 2001). OC is the degree of employees' interest in, identification with the goals and values, and the decision to continue in an organization (Huang, You, & Tsai, 2012; Landry & Vandenberghe, 2009). Huang et al. (2012) noted that highly committed employees are often eager to exert more effort on their jobs towards the achievement of the goals of their organization. Vandenberghe, Bentein, & Stinglhamber (2004) found that just as employees develop affective attachments and commitment to an organization, employees also feel committed to their immediate supervisors. Employees' perceptions of their supervisors' behavior has been reported to predict organizational commitment (Jaskyte, 2003).

Organ (1988) defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (p. 4). OCB may include behaviors such as helping colleagues with heavier workloads, punctuality, speaking favorably of one's organization and supervisor (Lapierre & Hackett, 2007; Organ, Podsakoff, & MacKenzie, 2005; Soldner & Crimando, 2010), and active participation in teams (Gilbert, Laschinger, & Leiter, 2010). These behaviors have been divided into five dimensions: altruism, conscientiousness, courtesy, civic virtue and sportsmanship (Organ, 1988; Organ et al., 2006). Altruism deals with discretionary

behaviors that help coworkers in the completion of organizational tasks. Conscientiousness involves compliance to procedures, rules and regulations and engaging in behaviors that are beyond organizational requirements. Courtesy is described as engaging in discretionary behavior that prevents conflict in the workplace. Civic virtue is concern and active participation in the social and political affairs of the organization. Sportsmanship is the active acceptance and tolerance of coworkers and organizational circumstances.

Lapierre and Hackett (2007) stated that OCB “enhances the social and psychological work environment in such a way that supports task proficiency and can increase group performance” (p. 539). OCB has also been identified as a mechanism through which subordinates are able to engage in behaviors outside their expected work roles to directly benefit the leader or the organization (Organ et al., 2006). Researchers agree that OCB is a consequence of higher LMX quality (Hoffman, Morgeson, & Gerras, 2003; Wang et al., 2005), and a means through which more conscientious employees nurture higher-quality LMX relationships (Lapierre & Hackett, 2007).

Addison and Belfield (2007) defined performance appraisal as the “formal appraisal of non-managerial workers at least once a year” (p. 2). Duarte and Goodson (1994) found that LMX moderated the relationship between actual performance and supervisor ratings of performance. Duarte and Goodson (1994) also reported that in-group members were rated higher regardless of their actual performance. However, the findings of the Duarte and Goodson (1994) were not supported in the Vecchio (1998) study. Two recent studies (Kacmar, Witt, Zivnuska, & Gully, 2003; Varma & Stroh, 2001) have also examined the impact of leader gender on performance ratings. Varma and Stroh (2001) conducted a study on the impact of same-sex LMX dyad on performance evaluations using 220 participants. The authors found that after

controlling for performance, both male and female supervisors exhibited a more positive bias towards subordinates of same sex and rate members of the same sex higher. Kacmar et al. (2003) examined whether communication frequency would moderate the relationship between LMX and supervisory ratings in two studies using 188 private sector workers in the first study, and 158 public sector workers in the second study. Across the two studies, the authors found those individuals who were in a high LMX relationship and communicated more frequently with their supervisor received the highest performance ratings, whereas those in a low LMX relationship with high frequency communication received the lowest performance ratings.

Turnover Intent in Organizations: Alternative Explanations

Holtom, Mitchell, Lee, and Eberly (2008) identified some of the major trends in the explanation of turnover intent literature, including individual differences (e.g., personality or motivating forces), contextual variables (e.g., LMX, OCB), factors related to staying (e.g., OC and job embeddedness) and time-related factors (e.g., changes in job satisfaction). Since some of these factors have been previously discussed in the literature review, the present section will focus on alternative explanations for turnover intent in organizations such as personality and motivating factors, job embeddedness and job satisfaction (Chui & Francesco, 2003; Halbesleben & Wheeler, 2008; Holtom, Mitchell, & Lee, 2006; Lambert, Hogan & Barton, 2001).

It has been reported that employees' voluntary turnover intent is influenced by personal variables (Chui & Francesco, 2003; Griffeth et al., 2000; Moynihan & Landuyt, 2008). Chiu and Francesco (2003) stated that personal factors such as employee's dispositional traits influence turnover intent decisions. Dispositional traits consist of employees' perceptions and orientation about the employment setting that lead to actions and reactions. Researchers have found a

negative relationship between positive affectivity and turnover intent (Chui & Francesco, 2003). Individuals with a low locus of control and need for power or self-esteem, may increasingly reduce their contact and communication with their supervisor to engage in withdrawal behaviors (Harris et al., 2007). Allen, Weeks and Moffitt (2005) found that some dimensions of personality such as self-monitoring and risk aversion may affect the translation of turnover intent to actual turnover. Other personal factors such age, skills and ability of employees have also been associated with employees' turnover intentions. Barak et al. (2009) found that age, lack of work experience and competence are statistically significant predictors of turnover intentions. Motivating factors such as pay, employment benefits, and better employment opportunities also impact employee turnover intent. In low paid employments, satisfaction with pay and employment benefits may be related to perceptions of the workplace as facilitating these needs (Hirschfeld, Schmitt, & Bedeian, 2002). Others include interpersonal work relationships, social support, and communication patterns (Lambert et al., 2001; Pitts, Marvel, & Fernandez, 2011). Social and emotional support and motivation from supervisors have been reported to reduce burnout level and turnover intentions (Kalliath & Beck, 2001).

Another alternative explanation for turnover intent is job embeddedness. Halbesleben and Wheeler (2008) described job embeddedness as being composed of components of an individual's attachment to their job and include links, perceptions of person-environment fit, and the sacrifices involved in quitting. It is the extent to which an individual is attached to both the factors (people, issues and location) within the work environment and the community (Crossley, Bennett, Jex & Burnfield, 2007). Whereas, job satisfaction and organizational commitment are solely concerned with job related factors, job embeddedness includes both job factors and community-related issues (Crossley et al., 2007). Job embeddedness increases as the number of

links (formal and informal connections on the job), perception of person-job fit and perceived financial and social cost of leaving increases (Holtom et al., 2006). Further, job embeddedness resources are often confined to a particular position or organization such that the individual leaves the links with other people behind when they leave an organization or there is a shift in perceived fit as a result of the new environment (Crossley et al., 2007). Halbesleben and Wheeler (2008) examined the relative roles of engagement and embeddedness in predicting job performance and intention to leave among 606 employees in a variety of industries and organizations. Results of the study showed that embeddedness had a significant semi-partial correlation with turnover intention. Thus, job embeddedness was considered a unique predictor of turnover intention. Other researchers have also found that job embeddedness was associated with lower intention to leave as well as actual voluntary turnover (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001).

Job satisfaction has also been associated with employee turnover intent (Holtom, et al., 2008). Job satisfaction is simply the extent of positive emotional response to the job resulting from an employee's appraisal of the job as fulfilling or congruent with the individual's values (Morris & Venkatesh, 2010). Lambert et al. (2001) identified two categories of factors as influencing employee job satisfaction: demographic characteristics and work environment factors. Although some researchers have found a significant relationship between age, gender, education, income, tenure and job satisfaction (Lambert et al., 2001), others did not find such a significant relationship (Scott, Swartzel, & Taylor, 2005). Work environment such as reward system, performance appraisal, relationship with co-workers, opportunities for advancement and growth also impact job satisfaction (Pitts et al., 2011). According to Hanisch and Hulin (1991),

employees who are dissatisfied with their jobs are more likely than satisfied employees to engage in withdrawal behaviors and turnover intent.

Leader Member Exchange, Withdrawal Behaviors and Turnover Intent

Graen, Liden and Hoel (1982) purported that perceptions of the LMX relationship are an important part of the withdrawal process. Subordinates' perceptions of fair treatment, favorable reward, recognition, and decision latitude in the LMX relationship inform their attitudes and behaviors toward their work (Wayne et al., 2002). Subordinates' response to perceived inequity and leader non-responsiveness to requests for several benefits or resources over time may include withdrawal behaviors (Shore, Sy, & Strauss, 2006).

Xin and Pelled, (2003) have also argued that dyadic conflicts that arise out of the exchange relationship may particularly engender withdrawal behaviors. Previous researchers have identified two types of conflicts: affective and substantive conflicts (Landry & Vandenberghe, 2009). Affective conflicts consist of disagreements over interpersonal styles, values, or taste. Substantive conflicts include disagreements over ideas, opinions, and viewpoints over work tasks, distribution of resources, and interpretation of procedures (De Dreu, Van Dierendonck, & Dijkstra, 2004; Landry & Vandenberghe, 2009). Dyadic substantive conflicts are more likely to influence an employee's loyalty and intent to continue in an organization (Landry & Vandenberghe, 2009). One underlying feature of the transactional aspects of leadership is that leaders attempt to motivate subordinates by making overtures to their self-interest. However, it has been observed that because subordinates that are in low quality LMX relationships tend to have fewer opportunities within the organization, they often reduce their dependence on their current supervisor and increase their intent to pursue their self-interests, which results in withdrawal behaviors (Harris et al., 2005; Tepper et al., 2009).

Knudsen et al. (2009) surmised that such behaviors indicate a mismatch in the exchange relationship between an employee and their organization (Knudsen et al., 2009).

As previously mentioned, a number of studies have examined the relationship between LMX and turnover intent. However, in quite a number of these studies (Ballinger et al., 2010; Bauer et al., 2006; DeConinck, 2011; Erdogan, 2002; Harris et al., 2009; Kumar & Singh, 2012; Sparr & Sonnentag, 2008), a negative relationship was found between LMX and turnover intent. In essence, leaders who are able to develop high quality LMX with their subordinates are more likely to lower subordinates' tendency to withdraw. This is consistent with results of the Gestner and Day (1997) meta-analytic study that found an overall negative result between LMX and turnover intent. There have been no published works that have directly examined the relationship between leader member exchange and turnover intent in rehabilitation agencies.

Dyadic Demographic Factors, LMX and Turnover Intent

Vecchio and Bullis (2001) stated that "as workplace diversity increases and supervisory ranks are staffed by a broader range of individuals, it becomes increasingly common to be supervised by someone who is, in historical terms, an atypical supervisor" (p. 884). Researchers have found that dyadic demographic similarity or dissimilarity is related to several employee outcomes such as organizational attachment, job satisfaction and turnover intent (Eby & Allen, 2002; Moynihan & Landuyt, 2008; Yragui, 2008). With regard to LMX, behavioral characteristics associated with demographic factors are likely to influence the quality of the relationship. In particular, dyadic demographic factors are likely to determine interactional and communication patterns, perceptions, expectations and exchange of resources between supervisors and subordinates in the LMX relationship. For instance the cultural beliefs and experiences of either or both the subordinate and the supervisor may significantly impact the

extent and frequency of communication and interactions between subordinates and supervisors (Graen, 2006). Cross-cultural issues in the dyadic relationship could create problems in the working relationship between supervisors and subordinates.

One significant aspect of dyadic relationship in which cross-cultural issues are likely to emerge is the dyadic ethnicity. However, studies that have examined the role of ethnicity in dyadic relationships are sparse. Chong and Thomas (1997) examined followers' perceptions of the leadership style of leaders who were culturally similar to or different from themselves in four New Zealand organizations. Results of the study showed that both leader and follower ethnicity had an effect on how the leader is perceived, and subordinates' overall satisfaction. In a recent study, Bakar, Jian and Fairhurst (2014) found that supervisors are more likely to perceive their subordinates to be less effective in more ethnically dissimilar supervisor–subordinate dyads than those with more similarity. Nishii and Mayer (2009) opined that this is because in ethnically similar dyads, supervisors and subordinates develop deeper trust, and have better understanding of performance standards and expectations. Jeanquart-Barone (1993) examined the issue of trust in cross-race dyads and found significant differences in cross-race pairs. Specifically, blacks reporting to blacks expressed higher levels of mutual trust than blacks reporting to whites, whites reporting to blacks or even whites reporting to whites.

Bass & Bass (2009) found that in general, black supervisors were less directive and more considerate than white supervisors, whereas white supervisors tend to be more directive and less consultative with black subordinates than white subordinates. In addition, white supervisors are more likely to undervalue the capabilities of black subordinates and demand more respect from them compared with white subordinates. White subordinates are more likely to experience minority-majority status inversion, which can cause them to respond by avoiding the need to

frequently interact with the black supervisor or engage in behaviors that hinder their effectiveness (Bass & Bass, 2009). In addition, black subordinates tend to be more vocal with their dissatisfaction with their white supervisors, whereas white subordinates are more inclined to express their dissatisfaction through withdrawal behaviors. Bass and Bass (2009) also reported that white supervisors are more likely to be censored in their responses and less spontaneous in their interactions with black subordinates.

Gender has also been identified as a demographic factor that impacts the interactions and communications between leaders and subordinates (Duffy & Ferris, 2003; Green et al., 1996; Milner et al., 2007), and especially in how leaders establish LMX relationships with their subordinates (Somech, 2003). Gender influences how leaders and subordinates form impressions and stereotypes, display affect, loyalty and collegial support (Milner et al., 2007). Vecchio and Brazil (2007) conducted a comparative study that examined leadership and sex similarity in military settings using 1,974 military cadets in 167 squads. Results indicated that same-sex leader-subordinate pairings had more positive working relationships than different-sex pairings. Milner et al. (2007) also found that male subordinates experienced a more positive LMX relationship under a male supervisor and female subordinates also experienced more positive LMX relationships under a female supervisor. Similarly, Varma and Stroh (2001) found that after controlling for performance, both male and female supervisors tended to favor and rate subordinates of the same gender higher than those of the opposite gender. Goertzen and Fritz (2004) posited that, typically, whenever the gender of supervisors and subordinates is different, the LMX relationship is low quality.

Relationships with other demographic variables have been investigated. With regard to the relationship between LMX and age, results of a meta-analytical study (Gestner & Day, 1997)

did not suggest a correlation between age and the quality of LMX. However, researchers in relational demography have found that age similarity between supervisors and subordinates influenced affect and how the supervisor rated the performance of the subordinate (Judge & Ferris, 1993). Dyadic duration has also been examined by some researchers (Sin, Nahrgang, & Morgeson, 2009; Soldner & Crimando, 2010; Vecchio, 1998). Sin et al. (2009) showed that, overall, subordinates who had been longer in the supervisory relationship were rated high by their supervisors regardless of their actual performance. It was further reported that the degree of agreement in the LMX relationship becomes greater as the duration and frequency of interactions in the relationship increases. However, in the study by Soldner and Crimando (2010), LMX was not significantly correlated with dyadic duration. Tsui & O'Reilly (1989) examined differences in educational level and how those impact the dyadic relationship. The authors found that differences in educational level between members of a dyadic relationship impact their beliefs and values as well as communication frequency. Consequently, supervisors and subordinates may experience a cognitive and emotional distance as a result of differences in conceptions about job requirements and expectations.

Previous studies (Barak et al., 2001; Cho & Lewis, 2012; Pitts et al., 2011) have also shown a connection between subordinates' demographic characteristics and turnover intent (Barak et al., 2001). Demographic factors such as gender, ethnicity, marital status, age, educational level and tenure have been reported to directly or indirectly influence subordinates turnover intent (Cho & Lewis, 2012; Griffeth, Hom & Gaertner, 2000; Moynihan & Landuyt, 2008; Pitts et al., 2011). In their empirical study on turnover intent behavior, Cho and Lewis (2012) found a statistically significant relationship between employees' turnover intent and actual turnover with age. The authors found that both turnover intention and actual turnover

decrease with age. The relationship between educational qualifications has also been explored. Blankertz and Robinson (1997) reported that individuals with higher educational level expressed a greater turnover intent than those with lesser education. In fact, the level of education or qualification was found to be significantly correlated with turnover intent.

Empirical studies on the relationship between job tenure and turnover intentions have yielded a negative relationship between job tenure and turnover intentions (Cho & Lewis, 2012; Griffeth et al., 2000; Pitts et al., 2011). Pitts et al. (2011) observed that “longer agency tenure makes an individual less likely to intend to leave his or her agency and less likely to intend to leave the federal government entirely” (p. 756). Moynihan and Landuyt (2008) suggested that the reason why individuals with a longer tenure are less likely to intend to leave is because they have developed agency-specific competencies that make it difficult for them to quit their present employment.

With marital status, the results are also not in agreement depending on the employment settings. Erkmen and Esen (2014) reported that married individuals employed in insurance agencies were more likely to express turnover intent or withdrawal behaviors to cope with spouse problems and expectations and childcare responsibilities. However, in a different study, Lee (2008) found that among probation officers and direct-care staff working in the probation system, marital status had a significant negative association with turnover intent. It was also reported that single officers with fewer or no children were more likely to express higher levels of turnover intent than married officers with a greater number of children at home. Some researchers have also found that women were significantly less likely to express turnover intent than married men (Lu, Lin, Wu, Hsieh, & Chang, 2002; Moynihan & Landuyt, 2008), whereas others have reported that women have more turnover intention due to gender role expectations

(Erkmen & Esen, 2014). Results on studies related to ethnicity and turnover intent do not also agree; some suggest that minority employees are less likely to quit their job (Barak et al., 2001; Bertelli, 2007), whereas others opined that they are more likely to leave (Moynihan & Landuyt, 2008) or that such turnover intentions were not significantly different from other employees (Griffeth et al., 2000).

In conclusion, dyadic demographic factors have been identified as important variables that impact the interaction between LMX and turnover intent. Dyadic demography is salient in the areas of communication, interpersonal interaction, organizational identification, perceptions of work related competence as well as leadership and organizational fairness (Graen, 2006). Interactional and communication patterns prevalent in the general society are imported and structurally reproduced in the dyad such that bias, favoritism and discrimination based on differences in any of the dyadic demographic variables is likely to result in turnover intent (Graen, 2006).

CHAPTER 3

METHODOLOGY

This chapter presents the research methodology utilized to investigate the relationships among leader-member exchange, dyadic demographic factors and subordinates turnover intent in rehabilitation agencies. In this chapter, the research design, research questions, participants, instruments and procedures used for the collection and analysis of the data will be discussed.

Study Design

To achieve the purpose of this study, this research question was investigated: What is the best fit model that predicts turnover intent among quality of LMX, dyadic age, gender, educational level, ethnicity and duration and their two-way interactions with LMX? The design for the study was a cross-sectional survey design. In a cross-sectional survey design, sampling is broadly done across different ages, educational and income levels, religions and races and so on (Bailey, 2007). Cross-sectional survey design permits the collection of data from a sample to make inferences about the characteristics as well as the relationship between the characteristics of the population (Gray, Williamson, Karp, & Dalphin, 2007). Dillman, Smyth, and Christian (2009) stated when it is not possible to directly observe every member in a large population, questionnaire surveys often serve as an extremely good method of assessing attitudes and intended behaviors. Kadzin (2003) also noted that surveys allow researchers to collect data quickly and inexpensively. The data for the study was gathered via web based survey resource. Web-based data collection is on the increase in recent times as more people have access to online electronic devices such as laptops, phones and tablets computers (Mitchell, 2014). Wright (2005) pointed out that online surveys take advantage of the internet to provide rapid and greater access to a large pool of potential study participants than traditional data collection methods. In

particular, online surveys can access large and geographically distributed populations and achieve quick returns (Lefever, Dal & Matthíasdóttir, 2007). Rhodes, Bowie, and Hergenrather (2003) noted that this method is convenient, discreet and encourage greater participation. The survey (Appendices B - F), including the informed consent, was accessible to the participants on a secure online password protected survey website (Limesurvey.com®). LimeSurvey is a free and open source survey online application with great capability and a user friendly interface to develop and publish an unlimited number of on-line surveys, collect responses and export results to statistical applications (Engard, 2009; Schmitz, 2012). The independent variable LMX and demographic variables were measured by scores from Team Leader Member Exchange (LMX-SLX) (Appendix B) and a brief demographic scale (Appendix C). The dependent variable for the study, turnover intent, was measured by scores from the Turnover Intent Scale (TIS) (Appendix D).

The survey was accessed through a link in the invitation prompt (See Appendix E - survey invitation), which was placed in the monthly newsletter sent out to employees of member organizations of IARF. The invitation prompt contained brief information about the researcher and institutional affiliation, the nature of the study, as well as statements about confidentiality and informed consent (Appendix F) (Dillman et al., 2009). Participants were adequately informed that only summary data on responses on a few demographic variables would be included in the dissertation, with no possibility of the responses traced to them. The survey was designed to be completed online and anonymously (No personal or identifying information such as email addresses, names, IP addresses was collected).

Participants and Sample

The population for the current study consisted of all direct care employees working in community rehabilitation agencies in Illinois. The sample was drawn from an unknown number of potential participants from the over 80 community rehabilitation agencies in over 900 communities that are members of a trade organization in Illinois. Prior to obtaining approval from the Southern Illinois University Carbondale Institutional Review Board (IRB), I contacted and established rapport with the president of IARF, via email, and sought approval to conduct the study using member agencies. A synopsis (Appendix G) of the study and a copy of the survey instrument (Appendices B - F) was sent to the president to review with the board chair. I also requested that the president discuss with the directors of the member agencies to share information about the study and to encourage direct care staff to complete the survey. Consequently, the sample consisted of individuals who were interested and “self-selected” to participate in the study.

The use of power analysis in the determination of the sample size for multiple regression is considered appropriate and justified (Hancock & Mueller, 2010). This sample size was determined by using G power 3.1 (Faul, Erdfelder, Buchner, & Lang, 2009) for the multiple regression, with a desired probability level, effect size and statistical power and the number of predictors in the model. Thus, given an alpha level of 0.05, with eleven predictors, a statistical power level of 0.80 and an f^2 of 0.15 based on previous research of this kind (Pitt et al., 2013), the minimum proposed sample size was determined to be 123. Although it is generally emphasized that sample sizes in multiple regression studies be adequate so as to find a sufficient chance of identifying when a true relation is present in the population, Tabachnick and Fidell (2001) advised that due to statistical and practical reasons, the determination of sample sizes

should be conducted with only consideration for the minimum number of cases that have a reasonable likelihood of showing a relationship of a clearly identified and defined size.

Data Collection Procedures

Permission to conduct the study was obtained from the Human Subject Committee (HSC) of Southern Illinois University Carbondale and the appropriate research advisory committee of IARF to commence the study. Following the IRB approval, the president provided me with a designated contact (her executive assistant), to facilitate the dissemination of the survey. A copy of the approval letter, disclosure statement and the survey link (attached to the initial invitation prompt), were initially sent to the designated contact via email to facilitate the dissemination of the survey via their monthly newsletter. An understanding was sought from the designated contact that the survey link is made available on the monthly newsletter for the duration of the fall semester. Consequently, a follow up copy of the invitation prompt (Appendix H) was also sent to the designated contact to facilitate the completion of the survey after the initial invitation. The survey was available 24 hours a day and accessible until the required number of participants were obtained. Data collected remained on the secured survey website until the end of the Fall Semester. As soon as the required number of surveys was completed, data from the completed surveys were downloaded and stored in an encrypted file on a secure password protected computer for analysis. This file was accessible to only the primary researcher and his dissertation committee.

Instruments

There were three instruments used in this study: LMX-SLX scale, Turnover Intent Scale (TIS) and a brief demographic questionnaire. The LMX-SLX is designed to assess the quality of the relationship between the supervisor and supervisee (Graen, Hui, & Taylor, 2004; Soldner &

Crimando, 2010). This instrument measures three dimensions of leader-member relationships: respect, trust, and obligation. The LMX-SLX (Appendix B) scale contains 13 items that use a 7-point Likert-type scale to indicate the degree to which the employee thinks the item is true. The first 10 items on the scale measure the LMX variable. An additional three questions measuring dyadic demographic factors were added to the scale. Responses *were* recorded using a 7-point *scale* (1 = "strongly disagree", 7 = "*I prefer not to answer*"). The LMX variable (subordinate's perception of LMX quality) is the sum of the first 10 items on the scale. The total score on items 11, 12 and 13 measured dyadic cultural background, age and educational qualification respectively. All items are positively worded with higher scores representing higher levels of leader-member exchange. The LMX-SLX contains no reverse scored items (Soldner, 2009). Scores on this instrument have been reported to demonstrate a high internal consistency (.95) and high levels of differentiation in their levels of LMX (Scherbaum, Naidoo, & Ferreter, 2007; Soldner & Crimando, 2010).

The brief demographic questionnaire (Appendix C) was used to obtain information about the respondents' age, race/ethnicity, and qualification/level of education, gender, and duration on the job. Previous researchers have pointed out that differences in age, duration on the job, and marital status can make up for significant variance in turnover intent (Wang & Yi, 2011).

The TIS (Appendix D) consists of two subscales with a total of 20 items and uses a six point Likert-type scale to determine the degree to which the employee agrees with the item. The first subscale called the Work Withdrawal scale contains 15 items that assess behaviors associated with avoiding work tasks (e.g., being tardy, taking long breaks). Example items are "I ignore those tasks that will not affect my performance" and "I am thinking of quitting my job because of work related issues." The internal consistency reliability coefficient of the responses

on the Work Withdrawal subscale was reported to be .71 (Hanisch & Hulin, 1990, 1991). The second subscale (Job Withdrawal scale) contains 5 items and assesses subordinate turnover intent (e.g., planning to quit). Example items include “All things considered, how desirable is it for you to QUIT your job?” and “How likely is it that you will QUIT your current job within the next 6 months or 1 year?” (Hanisch & Hulin, 1990, 1991). The internal consistency coefficient of the responses on the Job Withdrawal subscale was reported at .76 (Hanisch & Hulin, 1990, 1991). Responses on both subscales that make up the Turnover Intent Scale *were* recorded using a 6-point *scale* (1 = “strongly disagree”, 6 = “*I prefer not to answer*”). Higher scores on the scale indicate higher levels of withdrawal and turnover intent.

The independent variables in this study are LMX (subordinates perception of the quality of the LMX relationship), dyadic demographic factors (dyadic age, educational level, ethnicity, gender, and duration), and their two-way interactions with LMX. The dependent variable in the study was turnover intent. Scores for this variable were obtained from the Turnover Intent Scale. The two-way interactions terms were obtained by multiplying centered LMX and dyadic demographic factors. Regression analysis was conducted to determine the best fit model that predicts turnover intent among quality of LMX, dyadic age, gender, educational level, ethnicity and duration and their two-way interactions with LMX.

Data Analysis Procedures

The Statistical Package for the Social Sciences (SPSS 23.0) was used to analyze the data. Prior to the analyses, the data was screened for missing items and to determine whether they fit within a normal distribution. In order to achieve this, steps highlighted in Tabachnick and Fidell (2013), which include checking for the accuracy of data entries, examining if missing data is random or follows a pattern, checking for outliers, and checking for normality of distribution

were used. In order to account for specific items with missing data, the mean score for all the participants was calculated and manually entered into SPSS for the necessary data analysis to be completed (Howell, 2010; Tabachnick & Fidell, 2007).

Further, the data were checked to determine whether assumptions and conditions for multiple regression have been met. In order to determine whether the variables of interest are linear, a bivariate scatter plot was completed to check for outliers that might possibly skew the data. Descriptive statistics such as histograms were used to review the normality of the distribution and especially to check for residuals. The intent was to see if the histogram is evenly distributed around zero, which indicates that the data are normally distributed. Further, a normal probability plot of the residuals was inspected to check whether the variance was normally distributed by checking to see if the resulting plot was approximately linear. To check for the absence of multicollinearity, each independent variable was regressed on all the others to determine the presence of a R^2 greater than .60 (Tabachnick & Fidell, 2013). In addition, the continuous predictors and moderator variables were centered to eliminate the multicollinearity effects between the predictor and interaction terms (Howell, 2010). The tolerance value of each independent variable ($1 - R^2$) was also calculated: any predictor that had a very low tolerance value was not included in the model (Tabachnick & Fidell, 2007). As a final check the variance inflator factor (VIF), which is a reciprocal of the tolerance, was calculated to determine and remove the most intercorrelated or least reliable variables from the model (those with a VIF that is equal to or greater than 5) (Howell, 2010).

The research question was analyzed using a hierarchical regression analysis procedure. Lewis (2007) stated that “hierarchical regression can be useful for evaluating the contributions of predictors beyond and above previously entered predictors, as a means of statistical control, and

for making incremental validity” (p. 9). Hierarchical regression is an appropriate tool for analysis when the variance on a criterion variable is being explained by predictor variables that are correlated with each other (Lewis, 2007; Pedhazur, 1997).

Hierarchical multiple regression is used to examine the relationship between multiple independent variables and a dependent variable, and controlling for the impact of a different set of independent variables (Tabachnick & Fidell, 2007). The control is achieved by calculating the change in adjusted R^2 at each step of the analysis, thus accounting for the increment in the variance after each variable or group of variables is entered into the regression model (Pedhazur, 1997). The procedure involves entering the independent variables in a particular order or combination to produce multiple correlation coefficients at different stages of data entry (Huck, 2008). Tabachnick and Fidell (2013) stated that, whereas stepwise regression is useful for model building and can be used with large samples; hierarchical regression is suitable for model testing.

Five hierarchical multiple regression analyses were used to address the research questions. The objective was to assess what each interaction adds to the prediction of turnover intent that is different (i.e., unique) from the predictability afforded by LMX and the demographic variables (Tabachnick & Fidell, 2007). The approach was to conduct a three-step hierarchical multiple regressions with the dyadic demographic variable entered into the first block, LMX entered into the second block and the interactions entered into the third and final blocks. Model one consisted of dyadic gender, ethnicity, educational level, duration, and age, whereas in model two, LMX was added. The third model consisted of the first and second block of variables and the interaction. An F-test was used to determine if the relationship was significant, and a t-test was used to evaluate the individual relationships between each independent variable and the dependent variable (Tabachnick & Fidell, 2013). The overall

regression relationship between the set of independent and the dependent variables was determined by the value of the F-statistic and the multiple R at an alpha level of 0.05. The t-statistic was calculated to determine the relationship of each independent variable to the dependent variable at an alpha level of 0.05.

CHAPTER 4

RESULTS

This study was an examination of the relationships among LMX, dyadic demographic factors and turnover intent among direct care workers employed in community rehabilitation that are members of IARF. This current chapter presents the results of the data analysis. First, the demographics of respondents are identified. Second, methods used in preparing the data for analysis (data entry, accuracy and completeness checks, transformations and testing for assumptions for the regression analysis) are highlighted. Third, the results of five regression analyses resulting from the research question posed are presented.

Demographic Profile

The study's sample consisted of 152 direct care employees working in 80 community rehabilitation agencies in over 900 communities in Illinois. The mean age of participants was 32.6 years (SD = 9.08) and the age range was 20-69 years. Of the 152 participants 97 (63.8%) were female and 55 (36.2%) were male. Among the participants 10 (6.6%) identified themselves as Asian/Pacific Islander, 40 (26.3%) identified themselves as Black/African American, 37 (24.3%) were White/Caucasian, 46 (30.3%) were multi-ethnic, and 19 (12.5) responded that they did not know their ethnicity. In terms of educational qualification, 100 (65.8%) participants had a high school/GED certificate, 50 (32.9%) had an undergraduate degree, and 2 (1.3%) had a graduate degree.

Data Preparation

In all of the three instruments used for the study, there was a small amount of missing data, and these were handled with mean substitution. Mean score substitution involves replacing a missing data point for a case on a variable with the sample mean score of the variable

(Tabachnick & Fidell, 2013). The mean score substitution is considered appropriate for small sample sizes, when listwise deletion is likely to reduce the sample size (Howell, 2010; Soldner & Crimando, 2010). Mean scores were computed and manually entered for each of the missing items. Cronbach alpha (α) was computed to evaluate the internal consistency of all scores. The reliability estimate showed a Cronbach alpha of .85 for scores produced by the predictor scale (LMX) and .83 for scores on the dependent scale (TIS). Scores for the LMX were calculated by using the total score of all items on the LMX-SLX scale (Graen, Hui, & Taylor, 2004; Soldner, 2009; Soldner & Crimando, 2010). Similarly, scores for the turnover intent were also calculated by using the total score of all items on the TI scale (Hanisch & Hulin, 1990; 1991). The scores for the dyadic demographic variables were derived from each of the respective question items. The Durbin Watson statistic showed a value that was higher than the threshold of 1, which indicated that the residuals are independent.

Prior to the regression analyses, assumptions for multiple regression analysis were tested. The assumptions of normality, linearity, and homoscedasticity were tested through the examination of a scatter plot of the residuals using SPSS (Tabachnick & Fidell, 2007). The normal Q-Qplot determined that the residuals of the DV score were not spread evenly around the residual line (see Appendix I); thus the homoscedasticity assumption was satisfied (Tabachnick & Fidell, 2007). Therefore, procedures recommended by researchers (Howell, 2010; Tabachnick & Fidell, 2007) involving Logarithmic (Log 10) data transformation in SPSS were used to address problems related to substantially negatively skewed data and to normalize the data in order to satisfy the normality assumption. The multicollinearity check revealed that the tolerance levels and VIF scores were within the acceptable range for all predictors in the model with the exception of the interactions (Howell, 2010). The continuous predictors and moderator variables

were centered to eliminate the collinearity effects between the predictors and the interaction terms (Howell, 2010).

Analysis

What is the best fit model that predicts turnover intent among quality of LMX, dyadic age, gender, educational level, ethnicity and duration and their two-way interactions with LMX?

H0: All slopes = 0.

Ha: At least one slope $\neq 0$

Hierarchical multiple regression was used to examine the relationship between multiple independent variables and a dependent variable, and controlling for the impact of a different set of independent variables (Tabachnick & Fidell, 2007). The control is achieved by calculating the change in adjusted R^2 at each step of the analysis, thus accounting for the increment in the variance after each variable or group of variables is entered into the regression model (Pedhazur, 1997).

The approach was to conduct a three-step multiple regression analysis with the dyadic demographic variables entered into the first block, LMX entered into the second block and the interaction entered into the third and final block. In the first regression analyses, Model one consisted of dyadic gender, ethnicity, educational level, duration and age as the main effects, whereas, in model two, LMX was added to the first block of variables. The third model consists of the first and second block of variables and the interactions (See Tables 3 and 4).

Table. 3

Model Summary for the Main Effects

<i>Variable</i>	Model 1			Model 2		
	<i>B</i>	<i>SEB</i>	β	<i>B</i>	<i>SEB</i>	β
Dyadic Ethnicity	-.001	.005	-.009	.004	.005	.068
Dyadic Age	.015	.006	.258	.015	.006	.248
Dyadic	-.011	.006	-.186	-.009	.006	-.146
Educational level						
Dyadic Duration	-.004	.003	-.102	-.003	.003	-.076
Dyadic Gender	.010	.009	.095	.011	.008	.100
LMX				-.005	.001	-.272

Model one was not significant, $R^2 = .059$, $F(5, 146) = 1.821$, $p = .112$. Model two was significant, $R^2 = .12$, $F(6, 145) = 3.433$, $p = .003$. Model three was also found to be significant, $R^2 = .12$, $F(7, 144) = 2.940$, $p = .007$ (See Table 5). Therefore, a decision was made to fail to reject the null hypothesis for model one, whereas a decision was made to reject the null hypothesis for both model two and three. In addition, age was a significant predictor of turnover intent, $\beta = .258$, $t = 2.502$, $p = .014$. When the interactions were added in model 3, the model was found to be significant (See Table and 5). Also, LMX in model two added to the prediction of turnover intent above and beyond dyadic demographic factors, $\beta = -.272$, $t = -3.298$, Sig. F Change = .001

Table 4.

Model Summary for the Interactions

Model 3			
<i>Variable</i>	<i>B</i>	<i>SEB</i>	<i>β</i>
Dyadic Age x LMX	-.002	.006	-.028
DyadEd x LMX	-.004	.006	-.060
DyadicEthn x LMX	.003	.006	.037
Dyadic gender x LMX	-.008	.005	-.130
Dyadicdur x LMX	.004	.004	.071
<i>R</i> ²		.125	-.272
		.127	
		.126	
		.140	
		.129	
F for change in <i>R</i> ²		-	
		.743	
		.485	
		.659	
		.105	
		.384	

Table. 5

Summary of ANOVA

Source	df1, df2	Mean Square	F	P	Sig. F Change
Model 1	5, 146	0.10, 0.05	1.821	.112	.112
Model 2	6, 145	.018, .005	3.433	.003	.001
Model 3					
DA_LMX	7, 144	0.15, 0.05	2.940	.007	.743
DED_LMX	7, 144	0.15, 0.05	3.002	.006	.485
DE_LMX	7, 144	0.15, 0.05	2.954	.006	.659
DGEN_LMX	7, 144	0.17, 0.05	3.356	.002	.105
DDURA_LMX	7, 144	0.16, 0.05	3.047	.005	.384

However, the two-way interactions in model three did not significantly add to the prediction of turnover intent above and beyond both the dyadic demographic factors and LMX, Sig. F Change = .112. The result of the regression analysis also showed that R^2 changed from .05 for model one to .12 for model two with the addition of LMX. The addition of the two-way interactions did not result in a significant R^2 change in Model 3. Therefore, the best fit model does not have the interactions: Turnover intent = 1.833+.004 (dyadic ethnicity) + .015 (dyadic age) -.009 (dyadic educational level) -.003(dyadic duration) +.011 (dyadic gender) -.005 (LMX). The results also show that there was a significant negative relationship between LMX and turnover intent.

CHAPTER 5

SUMMARY, DISCUSSION, RECOMMENDATIONS AND CONCLUSION

Summary

In contemporary leadership studies, there is an increased focus on the relationship between the leadership and subordinate behavior and organizational outcomes (Avolio et al., 2009; Boerner et al., 2007; Graen, 2004; Graen & Uhl-Bien, 1995; Wang et al., 2005; Walumba et al., 2008). Leader-member exchange (LMX) theory has provided a useful framework for examining these relationships (Harris et al., 2007). Previous studies have found that the quality of LMX relationships impact a variety of individual and organizational outcomes such as job satisfaction, stress, burnout, absenteeism, and turnover (Anseel et al., 2007; Gestner & Day, 1997; Harris & Kacmar, 2005; Martin et al., 2010; Milner et al., 2007; Stringer 2006; Scandura & Pellegrini, 2008). In addition, dyadic demographic factors such as ethnicity, gender, level of education, duration and age have been found to have an impact on the quality of LMX relationships (Bakar et al., 2014; Chong & Thomas, 1997). The purpose of the present study was to investigate the relationship between subordinates' perception of the quality of LMX, dyadic demographic factors, and turnover intent.

To achieve the purpose of this study, the following research question was examined: What is the best fit model that predicts turnover intent among quality of LMX, dyadic age, gender, educational level, ethnicity and duration and their two-way interactions with LMX? Understanding the contributions and the extent to which the quality of the supervisory exchange relationship or dyadic demographic factors are instrumental to turnover intent will help rehabilitation agency leadership to develop measures to improve supervisory relationships and

reduce turnover intent. The results of the study also offer important contributions to the LMX and turnover intent literature.

The results of the regression analyses showed that LMX is a significant predictor of turnover intent. Specifically, the results showed that LMX in model two added to the prediction of turnover intent above and beyond dyadic demographic factors. In addition, a significant negative relationship was found between LMX and turnover intent. The results also showed that dyadic age was a significant predictor of turnover intent, although the overall model was not significant. All of the interactions significantly predicted turnover intent, although the overall model was not significant (they did not significantly add to the prediction of turnover intent above and beyond both the dyadic demographic factors and LMX). Consequently, the best fit model that predicts turnover intent among LMX, dyadic demographic factors and the two way interactions include LMX and dyadic demographic factors only, without interactions.

Discussion

First, the results showed that LMX is a significant predictor of turnover intent. This result supports findings of previous researchers (Bauer et al., 2006; Erdogan, 2002; Harris et al., 2005; Kim et al., 2010) that LMX-turnover intent relationship is significant and negative. Gerstner and Day (1997) previously stated that “the quality of the relationship that develops between a leader and a follower is predictive of outcomes at the individual, group and organizational level of analysis” (p. 827). This suggests that although dyadic demographic factors (age, gender, educational level, duration and ethnicity) are useful in examining the dynamics of the supervisory exchange relationships, it is the quality of the LMX relationship itself that affects the turnover intent of subordinates. Subordinates in high LMX relationship are more likely to have a greater belief that day to day difficulties with the supervisor can be

resolved, and will give the organization more chances before engaging in turnover intent behaviors (Bauer & Erdogan, 2014)

Although the unit of analysis of the relationship between LMX and turnover intent in this study was slightly different from the Kim et al. (2010) study, which focused on both supervisory and nonsupervisory levels, the focus of the current study on frontline (direct care) supervisors is very relevant. Compared to Kim et al. (2010) study, which took place in the hospitality industry setting, the current study was conducted in a rehabilitation setting. However, in both studies, a significant negative LMX-turnover intent relationship was found among frontline (direct care) workers.

In a related study, Harris et al. (2005) examined the relationship between leader member exchange and turnover intent using employees from a water management and distribution services organization. Unlike the current study, all of the participants were employed in services and utilities employment settings. Whereas the current study used the LMX-SLX scale (Graen et al., 2004) for the independent scale and TI scale (Hanisch & Hulin, 1990; 1991) for the dependent scale, Harris and colleagues used a 7-item LMX scale (Scandura, Graen, & Novak, 1986) and 3-item intent to turnover scale (Cammann, Fichman, Jenkins, & Klesh, 1979). Despite these differences, a significant negative relationship between LMX and turnover intent was found in both studies. However, whereas only a linear relationship was found in the current study, the results of Harris et al. (2005) showed both a linear and a curvilinear relationship between LMX and turnover intent. In addition, Harris and colleagues also found a positive relationship between high LMX and turnover intent.

Abu-Elanain (2013) also found a negative relationship between LMX and turnover intent. Common features of Abu-Elanain study and the current study are that both focused on and

collected and analyzed data from the subordinates' perspective. However, the current study is different in terms of the scales that were used in measuring LMX and turnover intent. Despite differences in study context and characteristics of the participants, there was a similarity in the findings regarding the relationship between LMX and turnover intent.

Second, the multiple regression analyses used to predict turnover intent from the dyadic demographic factors resulted in no significant predictors of turnover intent except dyadic age. However, the dyadic demographic factors were retained in the best fit model because previous studies (Barak et al., 2001; Cho & Lewis, 2012; Pitts et al., 2011) have shown a connection between subordinates' demographic characteristics and turnover intent (Barak et al., 2001). It is likely that factors related to the participants' characteristics, the context of the study or the sample size may be responsible for the difference in outcomes in the demographic variables between previous studies and the current study. Dyadic age was a significant predictor, although the overall model was not significant. This finding supports the results of a previous study (Tsui, Egan, & O'Reilly, 1992) that examined the relationship of age diversity between supervisor and employees using measures of organizational and job withdrawal. Tsui et al. (1992) found that there were greater levels of turnover intent for employees who were different in age than their supervisors. Unlike the current study the participants in the Tsui et al. (1992) study were employed in manufacturing, computer and data services and mental health hospital settings. The Tsui et al. study also differed from the current study in that, turnover intent was measured as "intent to stay" using two items, on a scale of one to five. However, the findings are also well supported in the Farr and Ringseis (2002) study that examined differences in work-related attitudes and behavioral intentions between employees with supervisors about the same age and those whose supervisors were either older or younger. The authors found that employees'

turnover intent was lower for employees with a boss who was the same age than for employees with an older or younger boss.

Third, the results of the study show that all the two-way interactions with LMX were significant, although the overall model was not significant. Previous LMX research has only examined the moderating role of dyadic gender in predicting the relationship between LMX and turnover intent. There have been no published studies that have examined dyadic educational level, ethnicity and duration as moderators of the relationship between LMX and turnover intent.

Wang (2014) examined how gender moderates the impact of LMX on turnover intent in the hospitality industry using 118 participants. The independent variable was measured using LMX-7 (Scandura & Graen, 1984) and the dependent variable was measured with the Michigan Organization Assessment Questionnaire (Hom & Griffeth, 1991). Unlike the current study, gender was not a significant moderator of the LMX-turnover intent relationship. Although the demographic composition of the sample in the current study and Wang (2014) were similar, there was difference in the sample sizes and the study contexts.

Although the focus and findings of the Soldner and Crimando (2010) study are slightly different from the current study, there were some interesting similarities and differences in the findings. Both studies measured LMX with LMX-SLX, and used gender and dyadic duration as moderators. In their study dyadic gender and dyadic duration were used as moderators of the relationship between LMX- OCB, and LMX- OC, whereas in the current study, dyadic gender and dyadic duration were used as moderators of the LMX- TI relationship. In addition, similar to the findings of Soldner and Crimando that dyadic duration was a useful moderator for the LMX- OCB and LMX-OC relationship, the current study also found that dyadic duration was a significant moderator of LMX-TI.

Implications of Research

Implications for Agencies and Employees

The results of the current study have implications for rehabilitation agencies and their employees. Given the findings on the relationship between LMX quality and turnover intent, an important consideration for supervisors and subordinates is to work towards improving the quality of their exchange relationships. If the quality of LMX can be improved, subordinates may experience a decrease in feelings of lack of access to support (leader's trust, influence, and expertise) or resources, and opportunities for advancement within the organization. Supervisors need to be aware of the potential negative consequences of low LMX quality on subordinates work outcomes, and should be encouraged to develop specific strategies for improving the conditions of individuals in low LMX (Graen, 2004; Soldner, 2009). Lee (2001) suggested that "leaders must offer opportunities for subordinates to improve the quality of LMX" (p. 585). Specific strategies for achieving this might include promoting greater autonomy, increased communication and feedback and providing additional responsibility for subordinates in low quality LMX (Sias, 2005; Soldner, 2009; Soldner & Crimando, 2010).

Other strategies might include providing regular training on LMX theory and its related antecedents and work outcomes to supervisors and subordinates (Soldner, 2009). However, such considerations should be made with the realization that subordinates' personal attributes and abilities differ. In addition, organizational structures and processes may have significant impact on interactional and communication with resultant effects on quality of the LMX relationship. Subordinates can also be encouraged to improve the quality of the LMX relationship by increasing feedback seeking behavior, openness to new experiences on the job, and engaging in political behaviors (Lam, Huang, & Snape, 2007).

The findings regarding the role of dyadic age in predicting turnover intent has implications for human services practices such as supervisory or staff assignment in light of current population survey results that show that one in five direct-care workers is over age 55 (PHI, 2014). It is likely that there exist a reasonable number of intergenerational dyadic relationships of an older worker with a younger supervisor in direct care settings. Tsui, Xin and Egan (1995) noted that older subordinates with a younger supervisor often distrust the competence of their supervisor lead and mentor. Human resources personnel and program managers directly in charge of supervisory assignments need to take into consideration the impact differences in the age of the supervisor and subordinate bring to bear on the quality of the supervisor-subordinate exchange relationship. Collins, Hair and Rocco (2009) suggested that the value of the exchange relationship in intergenerational dyadic relationships can be improved by designing relevant training to enhance the development of both the supervisor and the subordinate.

The findings regarding the two way interactions is understandable given that none of the demographic dyadic variables was significant in predicting turnover intent except dyadic age. It is likely that dyadic demographic factors have an effect on the quality of the LMX relationship and not necessarily on turnover intent among direct care workers. Consequently, focusing on improving the quality of LMX by addressing contextual barriers in communication or interaction should be the priority of human resource, program managers and agency leadership (Duffy & Ferris, 2003; Milner et al., 2007). In addition, as previously mentioned, organizational structures and processes that emphasize inclusion, support and recognition, seeking feedback, openness to new experiences on the job and building mutual trust should be emphasized (Lam et al., 2007).

Implications for Rehabilitation Educators

The results of the study also have implications for rehabilitation educators. Individuals that have completed undergraduate level of training in rehabilitation programs make up a large proportion of direct care workers. Students that graduate from undergraduate rehabilitating counseling, administration or behavioral analysis are typically employed in rehabilitation agencies as direct care workers and are promoted into supervisory position within two to three years of their employment. In order to prepare students for their roles either as direct care workers or supervisors, educators need to emphasize the acquisition and demonstration of good communication and interaction skills. Educators that prepare students for practicum and internship experiences need to incorporate class activities and projects that will assist students to practice basic communication and interaction skills that can be used in their clinical training and post-graduation. Direct care workers that are trained in this way are more likely to be confident and to readily interact or communicate with peers, supervisors or subordinates concerns about the clients, work environment or the organization in general. Further, a critical component of the assessment of internship and practicum students should be the evaluation of their interpersonal and communication competence. On-site supervisors as well as doctoral student supervisors working with practicum and internship students should periodically assess practicum and internship students' development of these competencies.

In the future, rehabilitation educators should also emphasize the development of cultural competence among undergraduate and master level students. Developing cultural competence results in the ability to understand, communicate with, and effectively interact with individuals across cultures, and with various cultural beliefs. Standard H. 8.b of the Certified Rehabilitation Counselor's (CRC) Code of Ethics (2010) emphasize that educators should assist students to

acquire the necessary knowledge, skills, attitudes and beliefs to provide competent interventions with individuals of diverse cultural backgrounds and belief systems. Class and field activities that expose students to the diversity in the workplace and the community should be incorporated into the pre-practicum, multicultural, cultural diversity or other related course work. Group classroom activities offered in these courses can also assist students to overcome stereotypes and cultural barriers in cross cultural communication and interactions.

Limitations

The current study has several issues limiting the findings. First, only cross-sectional data were used; therefore, we cannot confirm the direction of causality. Although, it is assumed that causality moves from the interaction between LMX and dyadic demographic factors to turnover intent, the reverse proposition that turnover intent influences the quality of LMX is also tenable. However, it is doubtful that temporal sequence is incorrectly stated in the cause and effect relationship between LMX and turnover intent, since LMX quality is considered an antecedent to turnover intent. In addition, since data were collected during a given period of time, this can affect the interpretation of findings, because perceptions of LMX quality and turnover intent are dynamic and are likely to change over time. Further, the moderate sample size used in this study based on a priori power analysis for sufficient sample size may have an influence on the study's findings. Cross-sectional studies typically require data from a large number of participants at a single point in time (Johnson & Christensen, 2008).

Second, the exclusive use of survey may result in providing only a limited perspective of the relationships examined (Kazdin, 2003). Although the survey was able to provide evidence of a relationship among LMX, dyadic demographic factors and turnover intent, complementary in-depth interviews would have provided the opportunity for further clarification of subordinates

perspectives (in their own words) of possible underlying reasons for these relationships (Harris & Brown, 2010). In addition, direct care staff may respond in a socially desirable way for fear of being judged for their opinions (Lewis-Beck et al., 2004), or in consideration of their current employment status with the organization. Possible reasons for inaccurate self-reporting could be the result of the research participant's current employment status within the organization and the nature of the research questions, regardless of information presented as part of the cover letter, consent form prior to voluntary participation. Further, there is also the possibility that subordinates perceptions of the dyadic demographic factor are not accurate. Inaccurate knowledge about demographic of the immediate supervisor's attributes might produce wrong perceptions. In particular, attributes that do not fit normative expectations about demographic characteristics are likely to be misinterpreted. Therefore, self-report data and results from the present study must be looked at with caution.

Third, direct care employees assigned as permanent overnight workers are less likely to be in regular face to face contact with their direct supervisors due to overlapping schedules and may misperceive their supervisory relationship as low quality LMX, whereas others in frequent face to face contact may misperceive their relationships as high quality. This may be true regardless of the length of the dyadic duration (Soldner, 2009). Thus, there is likely to be some unexplained random variance for which a plausible reason is not given involving the amount or frequency of contact for each supervisor-subordinate dyad (Soldner & Crimando, 2010).

This study was limited to only direct care staff employed in rehabilitation facilities that are members of the Illinois Association of Rehabilitation Facilities (IARF). This limits the generalizability of the results of this study to direct care workers employed in other rehabilitation agencies within the state of Illinois that are not members of IARF, or that are in other geographic

locations other than the Midwestern region of the United States which could have produced different results.

Recommendations

The purpose of the study was to examine the relationship between the quality of LMX, dyadic demographic factors (age, ethnicity, gender, educational level and duration), and their two-way interactions with LMX. Although, the study does shed light on the fact that LMX quality significantly predict turnover intent, a longitudinal approach which captures subordinates perceptions at different times might provide better information. In addition, a better research design to replicate this study might involve the use of a mixed method approach. The use of interviews would be especially useful in providing rich information and greater detail as to the reasons for their turnover intent (Harris & Kacmar, 2005). This is important since the mechanism by which LMX influences turnover is largely unknown.

In addition, future LMX- turnover intent research should also focus on the contextual factors such as diversity at the workplace, reward system, performance appraisal, relationship with co-workers, opportunities for advancement and growth, and other factors that also impact job satisfaction (Pitts et al., 2011). For instance, Vecchio and Bullis (2001) observed that “as workplace diversity increases and supervisory ranks are staffed by a broader range of individuals, it becomes increasingly common to be supervised by someone who is, in historical terms, an atypical supervisor”(p. 884). These include individuals from underrepresented and stigmatized groups such as racial-ethnic minorities, disabled, women, Gay Bisexual Lesbian Transgendered Straight and older adults (Erdogan & Bauer, 2014). Specifically, deep level diversity—differences in values, attitudes and beliefs—are more likely to impact interaction and communication than surface level characteristics such as demographics.

Supervisory handling of discretionary recognition and rewards, performance appraisal and factors related to advancement on the job also impact the LMX- turnover intent relationship. It will be interesting to examine how subordinates in low quality LMX who occasionally do exceptional work are recognized or rewarded for their performance. This is important since lack of rewards and recognition is tied to turnover intent (Berry & Morris, 2008). Regardless of the quality of the relationship between supervisors and subordinates, many employees try their best every day at their jobs. These efforts sometimes go unrecognized and unrewarded, at the moment, thus, subordinates may not be motivated to repeat those efforts on a more consistent basis. In the future, it will also be important to consider research that includes the correlates of turnover intent such (e.g. job satisfaction, job embeddedness, and person-environment fit and organizational commitment) in the current theoretical model. This is important in assessing the domains that are significantly associated with turnover intent and the quality of the LMX relationship. Perhaps, addressing these domains might also improve the quality of the LMX relationship and reduce turnover intent.

Conclusion

The results of the present study extend our understanding of the characteristics of direct care workers and the nature of the unique relationships between supervisors and direct care workers in rehabilitation agencies. The impact of supervisory leadership on employee worker attitudes and behaviors, although deleterious has been largely unexamined and unknown. As the research findings show, understanding the diversity among rehabilitation employees and addressing the contextual and interpersonal factors that impact communication and interaction between supervisors and subordinates might be a step in the right direction which can lead to improved LMX relationships and subordinates' turnover intent behaviors.

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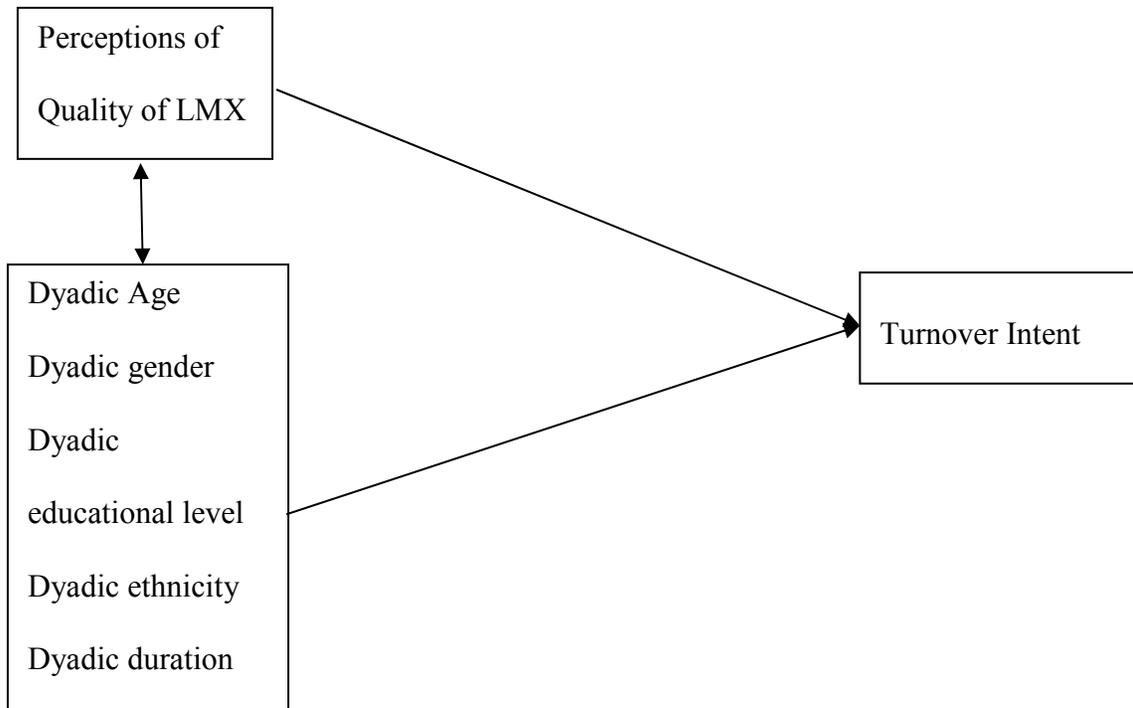
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APPENDICES

Appendix A: Theoretical Model for the Study

5. My direct supervisor has confidence in my ideas.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I do not know	I prefer not to answer
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<input type="checkbox"/>						
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6. My direct supervisor and I have a mutually helpful relationship.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I do not know	I prefer not to answer
-------------------	----------	----------------------------	-------	----------------	---------------	------------------------

<input type="checkbox"/>						
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7. My direct supervisor has trust that I would carry my workload.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I do not know	I prefer not to answer
-------------------	----------	----------------------------	-------	----------------	---------------	------------------------

<input type="checkbox"/>						
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8. My direct supervisor is one of my leaders.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I do not know	I prefer not to answer
-------------------	----------	----------------------------	-------	----------------	---------------	------------------------

<input type="checkbox"/>						
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9. My direct supervisor has respect for my capabilities.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I do not know	I prefer not to answer
-------------------	----------	----------------------------	-------	----------------	---------------	------------------------

<input type="checkbox"/>						
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10. I have an excellent relationship with my direct supervisor.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I do not know	I prefer not to answer
-------------------	----------	----------------------------	-------	----------------	---------------	------------------------

<input type="checkbox"/>						
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11. My direct supervisor is similar to me in terms of cultural background.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree I do not know I prefer not to answer

<input type="checkbox"/>						
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12. My direct supervisor is the same age as me.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree I do not know I prefer not to answer.

<input type="checkbox"/>						
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

13. My direct supervisor is similar to me in terms of educational level/qualification.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree I do not know I prefer not to answer

<input type="checkbox"/>	<input checked="" type="checkbox"/>					
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Appendix C: DEMOGRAPHIC QUESTIONNAIRE

Directions: Listed below are a few questions that describe you and also provide information about your immediate supervisor. Please endeavor to complete this section as it will help us to make useful comparisons in the study.

1. What is your sex?

Female

Male

2. What is your age in years? Please round it to the nearest whole year.

3. What is your ethnicity? Choose one of the following answers

American Indian or Alaskan Native

Asian or Pacific Islander

Black or African American

White, Non-Hispanic

Hispanic or Latino

Multiethnic

I do not know

4. What is your highest level of education or obtained degree? Choose one of the following answers

Less than High School

High School/GED

Undergraduate Degree

Graduate Degree

5. How long have you been working for your current supervisor in years?
Please round it to the nearest whole year.

6. My Supervisor is _____.

Female

Male

Appendix E: Initial Survey Invitation

Survey Participation Request

Dear participant,

Bryan Gere is a doctoral candidate (ABD) at the Rehabilitation Institute, Southern Illinois University, Carbondale, Illinois. He is currently carrying out a study that measures how direct care employees feel about the relationship with their immediate supervisors and how that may impact their work behaviors.

Bryan needs your help by way of taking part of a survey. The survey is completely online and can be completed anonymously (No personal or identifying information such as email addresses, names, IP addresses will be collected). If you have any concerns please contact Bryan Gere at phone: 410. 422.6254 or email: bogere@ siu.edu.

Here is the link to the survey:

<http://cteapps.siu.edu/limesurvey/index.php/682525/lang-en>

This project has been reviewed and approved by the SIUC Human Subjects Committee. Questions concerning your rights as a participant in this research may be addressed to the Committee Chairperson, Office of Sponsored Projects Administration, SIUC, and Carbondale, IL 62901-4709. Phone (618 453 4533. Email: siuhsc@siu.edu.

Appendix F: Informed Consent

Dear participant,

Thank you for agreeing to take part in this important research study. This survey will be measuring how you feel about the relationship between you and your immediate supervisor and how that may impact your work behaviors. Today, we will be gaining your thoughts and opinions in order to enhance the quality of supervisory leadership. The survey should take approximately 15- 20 minutes to complete.

Your completion of the survey indicates voluntary consent to participate in the study. Please be assured that all answers you provide will be kept in strict confidentiality. Your responses will be reported in aggregate and no information about you or your establishment will be disclosed in any publication or presentation that disseminates the results of the study.

If you have any questions/concerns about the survey or the procedures, you may contact me, Bryan Gere, Rehabilitation Institute, 331 Rehn Hall, SIUC, Carbondale, IL, 62901, email bogere@siu.edu, Phone (410) 422 6254 or my supervising professor, William Crimando, Rehabilitation Institute, 333A Rehn Hall SIUC, Carbondale, IL 62901- 4619. Phone (618) 453-8293.

Sincerely,

Bryan Gere
Doctoral Candidate,
Rehabilitation Institute
SIUC
410.422.6254

This project has been reviewed and approved by SIUC Human Subjects Committee. Questions concerning your rights as a participant in this research may be addressed to the Committee Chairperson, Office of Sponsored projects Administration, Southern Illinois University, Carbondale, IL 62901-4709. Phone (618) 453-4533. Email siuhsc@siu.edu

APPENDIX G

SYNOPSIS OF THE STUDY SENT TO THE DIRECTOR, IARF

Leader-Member Exchange, Dyadic Demographic factors and Turnover Intent in Rehabilitation Agencies.

A review of the literature suggests a significant gap relative to subordinates' perception of the quality of Leader- Member exchange and turnover intent as measured through withdrawal behaviors. Withdrawal behaviors are a set of behaviors and attitudes used by employees when they stay at a job but for some reason decided to be less participative (Hanish & Hulin, 1991; Kapland et al., 2009) e.g. frequent absenteeism, task avoidance, passive compliance etc.

In addition, the role of dyadic demographic factors in influencing the quality of LMX and subordinates turnover intent is largely unknown. However, previous studies have connected (Cho & Lewis, 2012; Duffy & Ferrier, 2003, Milner, et al., 2007) dyadic demographic factors with both LMX and turnover intent. The results may provide knowledge to put measures in place to enhance the quality of supervisory leadership and mitigate the impact of withdrawal behaviors in rehabilitation settings. The survey is completely online and can be completed anonymously (No personal or identifying information such as email addresses, names, IP addresses will be collected).

Research question:

What is the best fit model that predicts turnover intent among these factors/predictors: dyadic age, educational level, ethnicity, gender, duration and these two-way interactions with LMX?

This project has been reviewed and approved by the SIUC Human Subjects Committee. Questions concerning your rights as a participant in this research may be addressed to the Committee Chairperson, Office of Sponsored Projects Administration, SIUC, and Carbondale, IL 62901-4709. Phone (618 453 4533. Email: siuhsc@siu.edu.

Appendix H: Follow up Survey Invitation

Dear participant,

A month ago, I sent a survey request for participation in a study that measures how direct care employees feel about the relationship with their immediate supervisors and how that may impact their work behaviors.

I need your help by way of taking part of a survey. The survey is completely online and can be completed anonymously (No personal or identifying information such as email addresses, names, IP addresses will be collected). The surveys should only take 10-15 minutes to complete. If you have already completed the survey, I appreciate your participation. If you have not yet responded, please you are encouraged to do so.

Here is the link to the survey:

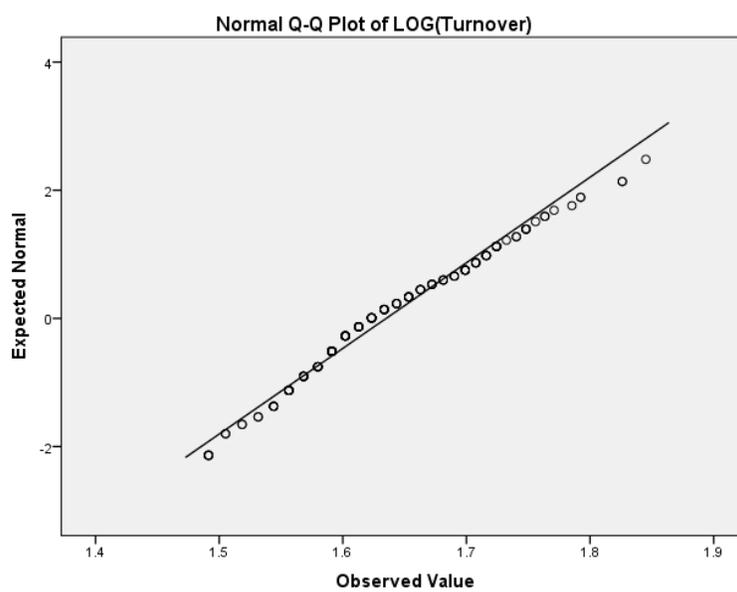
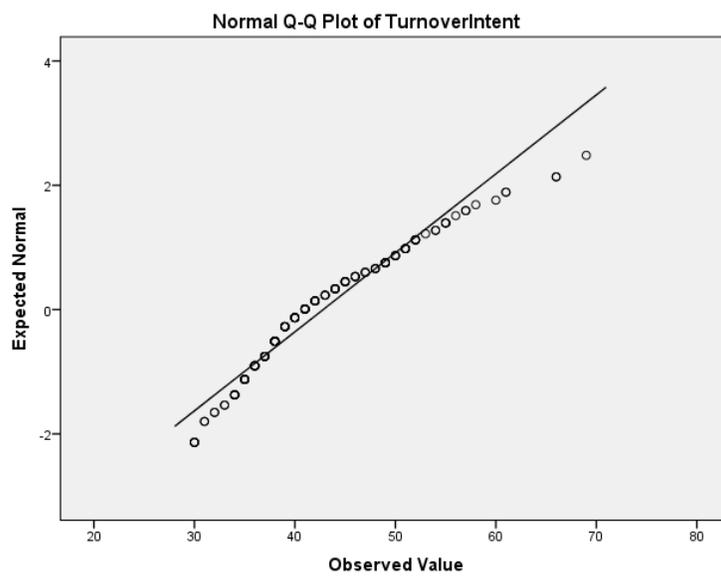
<http://cteapps.siu.edu/limesurvey/index.php/682525/lang-en>

Sincerely,

Bryan Gere
Doctoral Candidate
Rehabilitation Institute
SIUC
410.422.6254

This project has been reviewed and approved by the SIUC Human Subjects Committee. Questions concerning your rights as a participant in this research may be addressed to the Committee Chairperson, Office of Sponsored Projects Administration, SIUC, and Carbondale, IL 62901-4709. Phone (618 453 4533. Email:siuhsc@siu.edu.

Appendix I: Residual plots



VITA
 Graduate School
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Bryan O Gere

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Rivers State University of Science and Technology, Port Harcourt Nigeria
 Bachelor of Science, Secretarial Administration, January, 2001

Rivers State University of Science and Technology, Port Harcourt Nigeria
 Master of Science in Business Administration, July, 2008

University of Maryland Eastern Shore, Princess Anne
 Master of Science in Rehabilitation Counseling, May, 2012

Special Honors and Awards:

Dorothy Dykema Endowed Scholarship Recipient 2013

Dissertation Research Assistantship Award 2015.

N.R.A.A. Jerome R. Lorenz Endowed Scholarship for Future Leaders in the Field of
 Rehabilitation, Rehabilitation Institute Award Ceremony, Southern Illinois University
 Carbondale, Carbondale, IL.2015

Dissertation Title:

LEADER-MEMBER EXCHANGE, DYADIC DEMOGRAPHIC FACTORS AND
 SUBORDINATES' TURNOVER INTENT IN REHABILITATION AGENCIES

Major Professor: William Crimando

Publications

Gere, B. O. (2015). Co-Occurring HIV/AIDS and Substance Abuse: Implications for pain
 management. *Rehabilitation Counselors and Educators*, 7(2), 17-24