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The University of San Francisco

TIES THAT BIND: EXAMINING THE EFFECTS OF SOCIAL
EXCHANGE VARIABLES ON TURNOVER INTENTIONS AMONG
EXECUTIVES

A Dissertation

Presented to

The Faculty of the School of Education

Department of Leadership Studies

Organizational and Leadership Program

In Partial Fulfillment

of the Requirements for the Degree

Doctor of Education

by

Mary E. Francis

San Francisco

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THE UNIVERSITY OF SAN FRANCISCO

Dissertation Abstract

Ties that Bind: Examining the Effects of Social Exchange Variables on Turnover Intentions among Executives

This research study examined the effects of leader-member exchange (LMX), team-member exchange (TMX), and perceived organizational support (POS) on an executive's intentions to leave an organization. An electronic survey, called the Executive Turnover Intentions Survey, was sent to 412 executives (Directors and above). The response rate was 38%, representing 158 completed surveys.

This is the only study to date that integrates the three main social exchange variables in organizations: a) quality of the relationship with the leader, b) quality of relationship with the organization, and c) quality of the relationship with the team among the executive population. The findings of this study are significant because they illustrate that this sample of executives give more weight to the quality of their relationships with their leaders when contemplating leaving exiting their organizations, than they do with their relationships with their teams or organizations.

This study provided a critical confirmation of the significant and negative association between leader-member exchange (LMX) and turnover intentions among a sample population that has not yet been studied in isolation, the executive population, when measuring the association between these two variables. These findings revealed an important distinction from the majority of

past studies in regards to the association between team-member exchange and turnover intentions as well as perceived organizational support and turnover intentions. Overwhelmingly, the literature has suggested that a negative and significant correlation exists between these variables among the general population. However, findings from this study revealed that a statistically significant association did not exist between team-member exchange and turnover intentions as well as perceived organizational support and turnover intentions.

This research study can aid human resources leaders and consultants by giving them the knowledge that the relationship an executive has with his leader is of particular importance with regards to his intention to leave the company. Industrial/ organizational psychologists can design interventions to strengthen the relationship between an executive and her leader, while coaching client companies to spend less time and energy on the executive's relationship with the organization and his team.

Further research is suggested in the area of testing interventions that strengthen the relationship between an executive and his or her leader. Understanding more ways to bolster this relationship would better equip human resources leaders and consultants when trying to retain key executives. It is suggested that further researchers expand the sample population to other cultures and non-English speaking executives. The inclusion of more diverse participants would add to the depth of knowledge the academic community currently has in regards to the executive population.

This dissertation, written under the direction of the candidate's dissertation committee and approved by the members of the committee, has been presented to and accepted by the Faculty of the School of Education in partial fulfillment of the requirements for the degree of Doctor of Education. The content and research methodologies presented in this work represent the work of the candidate alone.

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DEDICATION



In dedication to my mother, Virginia Hill Geck

April, 1941 – August, 2005

Dearest Mom,

I dedicate this dissertation to you. You have cheered me on every step of the way. As a little girl you gifted me the understanding that I had the ability to accomplish anything I set my mind to. You showed your daughter every day that one's life should be examined, explored and delighted in. The lessons you have taught me are immense...to give back with a joyous heart, to uncover the synchronicity in our daily lives, to verbalize our feelings to the ones we love, to look at every obstacle as an opportunity to grow and learn about ourselves, to

acknowledge openly the specialness we see in others, to be silly and lighthearted, and to show compassion to our community and ourselves. These are just a few of the life lessons you taught me, not only through words, but also through action. The most precious gift you gave me was the unconditional love and acceptance of a parent. When I was with you I felt understood, validated and seen. My daily prayer is that I remember to give that to my children. After all, that is all we really desire...for someone to see us for who we truly are and to love us anyway.

I love you,

Mary

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Throughout this process several individuals helped me in this endeavor. First and foremost, my dear husband and best friend, Matthew, sacrificed the most. He spent countless weekends and evenings watching our daughter or being without me while I worked in the library. I could never have done it without you, my Love, supporting me and cheering me on. Every hug, every high five, every “you can do it,” provided the emotional nourishment I needed to complete this journey.

I would also like to thank my amazing friends who encouraged me along the way. Lori Bender, Susan Nasca, Lisa Gumpert, Alexis Bernstein, Heather Hogan, and Cecilie Aldo always checked in with me and lovingly listened as I rattled on about the current hurdles I was facing or the milestones I had achieved. Your faith in me fueled me on during the tough times, and I thank each of you.

My inspiration during the writing phase of this journey has been my jewel, my daughter, Avery. When I wrote the first page she was just a baby. As I write the last page, she is a curious, kind and lively toddler. Thank you Sweet Pea for being patient with me when I needed to work on this dissertation. Your joy for life and love of learning inspired me to approach the writing phase with a joyous heart.

Finally, to my sweet baby girl on the way. In just a few months I will see your beautiful face. Your Dad and I are so thrilled that you will be joining our family. I have felt your kicks, cheering me along, as I write the final words of this dissertation. Your movements and imminent arrival have served as the catalysts I needed to finish this long journey. My hope is that you can read this someday and know that you were a part of this family as I worked to achieve my doctorate. Know that you are always loved unconditionally.

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CHAPTER ONE

THE RESEARCH PROBLEM

Statement of the Problem

Retaining key executives is a critical issue for organizations. Seventy percent of executives leave their respective companies within two years of being in their roles (Liden, Sparrowe, & Wayne, 1997). Overton (2001) estimated that the direct and indirect costs of replacing an executive are on average \$500,000 per lost executive, which does not include the value of the tacit knowledge each executive took with him or her. When retention is above average in comparison to rivals, productivity, profitability, and customer satisfaction also tend to be above average (Development Dimensions International, 2006).

Human capital writer, Nick Burkholder, posited that “retention is not the inverse of turnover. Retention is keeping the people you want to keep” (2009). Burkholder goes on to suggest that in order to truly manifest the vision that leadership has for a company, leaders need to focus on executive retention early and often. According to a research paper published by Mercer Consulting, a leading talent management firm, leadership must have “candid communication about the nature and objectives of the transaction, the executives’ roles going forward and ongoing compensation opportunities, as well as specific compensation programs” (Mercer Consulting, 2008, p. 1).

When discussing retention and turnover, it is important to first examine what many scholars believe is the underlying theory that supports both constructs. Social exchange theory is “sociological perspective that explains social change

and stability as a process of negotiated exchanges between parties. Social exchange theory posits that “all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives” (Homans, 1958). Up to this point, most of the research on social exchange theory has focused on relationships as dyads within work groups or relationships between the employee and the organization. Within complex companies, however, this isn’t reflective of the typical leadership situations, which are often include a leader and multiple members working together in some type of “interacting collectivity” (Graen & Uhl-Bien, 1995, p. 234).

Human capital experts, Bernthal and Wellins, point out that “Almost one-third of all employees surveyed expect to leave for another job within the next year” (2008, p.1). The authors go on to explain why turnover is such an important aspect of a company’s overall strategy to examine. “Turnover costs the average organization more than \$27 million per year, “ says Berthal and Wellins (2008, p. 1). Given the statistics it is apparent that the growing talent war is making it more difficult for companies to retain their best executives and to backfill the executives if they leave.

Michaels, Handfield-Jones and Axelrod (2001) found on average, the overall revenue attributed to just one executive in one year is \$1.5 million, a significant amount. Subsequently, losing executives to turnover and having open positions affect total company revenue and the bottom line. Every time an executive position becomes vacant, the organization becomes less capable of meeting its business objectives. Almost half of organizations surveyed have no

formal strategy for addressing retention (Development Dimensions International, 2006). Company leaders could be unaware of what factors to consider when trying keep their premier talent in the executive ranks.

Purpose of the Study

The purpose of this study was to examine the effects of leader-member exchange (LMX), team-member exchange (TMX), and perceived organizational support (POS) on an executive's intentions to leave an organization. An exchange is defined by Blau as "To give and receive reciprocally" or an "interchange" (1986). The study will seek to understand how the quality of the aforementioned exchange relationships determines the executive's propensity to willingly leave the organization.

Consequently, the study focused on three relationships an executive has at work. First, the study determined to what degree the quality of the relationship between an executive and his/ her leader affects his/her intentions to leave the organization. Second, the study examined how the quality of the relationship between an executive and his/ her team or co-workers affects the executive's intentions to leave the organization. Third, the study determined to what degree the quality of the relationship between an executive and the organization as a whole affects the executive's intentions to leave the organization.

Background and Need for the Study

Management literature has focused heavily on the nature of employee-centered social exchange relationships in the workplace. Seers, Petty, and Cashman (1995) posit that emphasis was placed on these relationships because it

had been shown that these exchange-based exchanges are predictive of employees exhibiting positive behaviors at work (e.g., lower turnover intentions, extra-role behaviors) and attitudes (e.g., higher job satisfaction).

The two exchange relationships that have received the most attention from researchers are the supervisor-employee exchange (conceptualized as leader-member exchange – LMX) and the organization-employee exchange (often conceptualized as perceived organizational support – POS) (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Liden, Sparrowe, & Wayne, 1997).

LMX (leader-member exchange) is the quality of the exchange relationship between the supervisor and the employee (or direct report) and is based on the degree to which the employee experiences the exchange of valued resources and emotional support with his supervisor. In this study leader-member exchange was defined as exchanges between the employee and her leader or supervisor (Graen & Scandura, 1987). Researchers Katz and Kahn (1976) posit that the relationship between a leader and his subordinate is built through communication exchanges mainly about:

- themselves, their performance and their problems;
- their co-workers' problems;
- organizational practices and policies; and
- what needs to be done and how it can be done.

In contrast, POS (perceived organizational support) focuses on the relationship between the company as a whole and the employee. It has been defined as “employees’ general perception of the degree to which the company

values their contribution and cares about their well-being” (Eisenberger, Huntington, Hutchison, and Sowa, 1986, p. 501); in other words, the employer’s commitment to the employee. Perceived organizational support is generally thought to be the company’s contribution to a positive reciprocity interchange with employees, as employees tend to perform better when a high POS exists (Eisenberger, Fasolo, and Davis-LaMastro, 1990).

LMX and POS empirical studies reveal that employee perceptions of the quality of their exchange with their supervisor and the organization overall relate to their performance and attitudes in the workplace (Settoon, Bennett, and Liden, 1996; Shore & Tetrick, 1991). For example, Settoon, Bennett and Liden conducted a study in which subordinates completed a survey measuring leader-member exchange, perceived organizational support, and organizational commitment. In addition, supervisors responded to in-role behavior and citizenship scales. The results revealed that “perceived organizational support was a stronger correlate of organizational commitment than leader-member exchange” (1996, p. 225). Conversely, the researchers found that leader-member exchange was more highly related to citizenship than POS.

Even though exchanges with a supervisor and the organization itself are important for employees, social exchange dynamics in organizations aren’t complete without the examination of employee exchanges with another very important social system component - the team (Cole, Schaninger, & Harris, 2002). Despite the growing use of work teams in organizations (e.g., Gordon,

1992), very little research has focused on the work team-employee exchange, or team-member exchange (TMX) (Seers, 1989; Seers, Petty, & Cashman, 1995).

TMX (team-member exchange) concentrates on the quality of the exchange relationship between the co-worker and the employee and is based on the overall support and camaraderie the employee feels towards the co-worker (Rosse and Kraut, 1983). It is feasible that all three of social exchange variables not only contribute individually to the explanation of positive work outcomes, like decreased turnover intentions, but that they also contribute as part of a social exchange network in the workplace.

Recently researchers have started examining integrative models of organizational and leader exchange relationships. Settoon, Bennett and Liden (1996) found that POS and LMX are complementary in predicting positive employee behaviors and attitudes. Moreover, because TMX is a relatively unexplored variable, there is no research that simultaneously studies POS, LMX, and TMX; although all are theoretically based in social exchange (Cole, Schaninger, & Harris, 2002). In addition, Seers, Petty and Cashman (1995) stated the need for researchers to take this holistic approach.

Up to this point, most of the research on social exchange has focused on relationships as dyads within work groups or relationships between the employee and the organization. However, Graen and Uhl-Bien (1995) suggest that within the majority of organizations this isn't indicative of the typical leadership situations, which are "often characterized by a leader and employees working together in some type of interacting collectivity" (p. 236). Consequently, it was

valuable to assess not only the relationship between the employee and his leader (leader member exchange), but also the relationship between the employee and her co-workers (team member exchange), as well as the relationship between the employee and his organization (perceived organizational support).

The need for a more holistic exploration of these diverse exchange relationships has been identified by other researchers (e.g., Liden, Sparrowe, and Wayne, 1997; Sparrowe & Liden, 1997). These calls are consistent with Morgeson and Hofmann (1999), who have suggested that the integration of variables across a variety of exchange levels in a company will provide a deeper understanding of what factors are important in regards to employee outcomes, like turnover intentions.

Within the leader-member exchange (LMX) literature very few studies examine the relationship between turnover intentions among executives and the relationship the executive has with her leader. In addition, within the perceived organizational support (POS) literature only a few studies exist that focus on executive turnover intentions. Currently there are no published studies that look at team-member exchange (TMX) and executive turnover intentions.

Consequently there was a gap in the literature that needed to be addressed.

After a thorough review of the literature, the author concluded that this study was the only one to date that integrates the three main social exchange variables (quality of the relationship with the leader (LMX), quality of relationship with the team (TMX), and quality of the relationship with the organization (POS)) when examining executive turnover intentions in

organizations. This correlational designed study utilized a survey to examine the relationship between four variables: LMX, TMX, POS, and turnover intentions. In conclusion, the outcome of this study provided a richer understanding of the antecedents of executive turnover intentions by studying them from a multi-domain perspective.

Theoretical Foundation

Introduction

The theoretical rationale for this study was Blau's theory of social exchange developed in 1964. In order to examine the effects of various relationships in an organization it was important to first understand the theoretical foundation of social exchange. Blau's social exchange theory has been applied in organizational settings to provide a foundation for understanding the many roles that managers and employees embody.

Overview of Blau's Theory of Social Exchange

Blau's (1964) theory of social exchange is critical for understanding executive turnover intentions. Social exchange has a nebulous, unspecified nature that encompasses a wide range of positive helping behaviors not ruled by a strict reciprocity. Organ and Ryan posited that even though perceptions of fairness underpin social exchanges, the "social exchanges are open-ended and lead to the performance of turnover intentions" (Organ and Ryan, 1995, p. 783).

Employees participate in social exchanges in order to receive intrinsic benefits (for example, prestige and acceptance) as well as extrinsic benefits (e.g., assistance and advice) (Blau, 1964, 1986; Homans, 1958). Blau (1964, 1986) and

Gouldner (1960) posited that “reciprocating a favor received from another person functions as the "starting mechanism" of the exchange relationship” (p. 167). If in fact reciprocity takes place, employees will continue to participate in low risk social exchanges with each other. Strong initial exchange transactions between an individual and his leader, for example, result in the development of trust, which is the focus of the social exchange relationship (Blau, 1986). Although the norm of reciprocity is often thought of as universal in nature (Gouldner, 1960), employees can vary in regards to what degree they appreciate reciprocity and engage in it during their relationships with colleagues at work (Cropanzano & Mitchell, 2005). As an employee’s favors are reciprocated, the range and number of social exchanges increases, the trust continues to grow, resulting in a “self-reinforcing cycle” (Cropanzano & Mitchell, 2005).

The initial concept of social exchange is closely related to role theory; where Katz and Kahn (1976) conceptualized and expanded the basic components of communication (source, receiver, channel and message), while specifying the direction of information flow in terms of superior-subordinate relationships. They suggested that communication between the leader and direct report contains five types of information:

1. job instruction;
2. job rationale;
3. procedures and practices;
4. feedback; and
5. indoctrination of goals.

Three major streams of research applying Blau's social exchange theory in companies have developed separately: leader-member exchange (Graen & Cashman, 1975; Graen & Scandura, 1987; Liden, Sparrowe, & Wayne, 1997), team-member exchange (Liden, Wayne, & Sparrowe, 1997; Seers, 1989; Seers, Petty, & Cashman, 1995), and perceived organizational support (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Blau's Social Exchange Theory: A Relationship Based Approach

The research area of organizational leadership consists of a broad array of constructs for studying the connections between leadership processes and outcomes. Social exchange theory has evolved over the past forty-six years as one of the most useful approaches for examining the process of leadership in organizations (Gerstner and Day, 1997). Traditional leadership theorists focus on the personal characteristics of the leader (e.g., trait and behavioral approaches), aspects of the situation (e.g., situational, transformational and contingency approaches), or a mix of the two.

Unlike the most recognized leadership theories, social exchange theory is unique because its level of analysis. This section will describe the three levels of analyses most leadership theories fall under and will explain why Blau's social exchange theory is unique in that it focuses on the dyad or the relationship that an employee has at work. This relationship focused theory has many distinctions between the other two approaches to leadership research in organizations.

The level of analysis that a leadership theory focuses on can be referred to as the “domain” of leadership. In the study of organizational leadership theory there are three agreed upon domains or levels of analysis that are typically studied, which include: the leader, the follower, and the relationship or dyad (Graen and Uhl-Bien, 1995). Figure 1 depicts the three levels of analysis typically studied by organizational leadership theorists. In the following section, each of the three domains of study for leadership theorists is explained and common questions that researchers explore for each domain of study are mentioned.

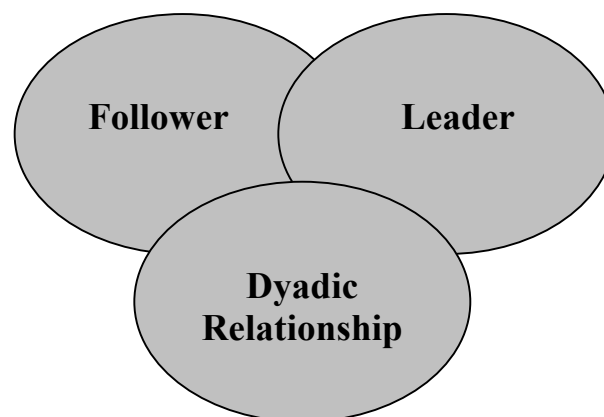


Figure 1. Three levels of analysis for organizational leadership theorists.

Note. From “Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective,” by G. Graen and M. Uhl-Bien, 1995. *Leadership Quarterly*, 6, p. 221. Reprinted with permission from the author.

The first category of research to be explained in this section is the leader-based domain. The main focus of theorists in the leader-based category concerns the following question: What is the ideal mix of personal traits and behaviors of the leader to promote the desired outcomes? Researchers coming from a leader-based domain perspective include measures that hone in on leader characteristics

and behaviors, such as personality variables, leader perceptions, leader attitudes as well as leader influence and power. Many of these theorists apply a contingency research design so they can examine how the leader-focused variables mingle with situational factors to determine outcomes (Graen and Uhl-Bien, 1995).

The second category of leadership research to be explored in this section is a follower-based approach. When using a follower-based approach, theorists generate analyses that focus primarily on follower issues. The questions that concern these researchers are: What is the ideal mix of follower traits and behavior to encourage desired outcomes? These studies generate findings concerning followers and its relationship to leadership outcomes.

A relationship-based approach is different than the two types previously addressed because the focus is not on an individual; it is on the dyadic relationship between the leader and the follower (Graen and Uhl-Bien, 1991). Researchers adopting this approach are concerned with the ideal mix of relational characteristics that promote desired outcomes. Research designs focusing on the relationship domain tend to investigate the characteristics of dyadic relationships (e.g., mutual obligation, respect, trust), how effective leadership relationships can be developed, maintained, and combined into communities of leadership structures, and examining reciprocal influence between leaders and followers. Defining aspects of each of the three leadership domain approaches are identified in Table 1.

In conclusion, this study will focus on concepts born out of Blau's social exchange theory. All four variables considered in the study are rooted in the relationship-based level of analysis. The study will include all three streams of social exchange research including LMX, TMX and POS in order to understand an employee outcome, turnover intentions, among the executive population.

Table 1

Three Domain Approaches to Leadership

	Leader-based	Relationship-based	Follower-based
What is leadership?	Appropriate behavior of the person in leader role	Trust, respect, and mutual obligation that generates influence between parties	Ability & motivation to manage one's own performance
What behaviors constitute leadership?	Establishing and communicating vision; inspiring, instilling pride	Building strong relationships with followers; mutual learning and accommodation	Empowering, coaching, facilitating, giving up control
Advantages	Leader as rallying point for org; common understanding of mission & values; can initiate wholesale change	Accommodates differing needs of subordinates; can elicit superior work from different types of people	Makes the most of follower capabilities; frees up leaders for other responsibilities
Disadvantages	Highly dependent on leader; problems if leader changes or is pursuing inappropriate vision	Time-consuming; relies on long-term relationship between specific leaders and members	Highly dependent on follower initiative and ability
When Appropriate?	Fundamental change; charismatic leader in place; limited diversity among followers	Continuous improvement teamwork; substantial diversity and stability among followers; Network building	Highly capable and task committed followers

Note. From "Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective," by G. Graen and M. Uhl-Bien, 1995. *Leadership Quarterly*, 6, p. 221. Reprinted with permission from the author.

Research Questions

This section will present the research questions around which this research revolved. The research questions for this study focused on understanding how the quality of relationships an executive has at work affects her intentions to leave the organization. The following research questions were examined:

1. To what degree will leader-member exchange (LMX) be related to executives' turnover intentions?
2. To what degree will team-member exchange (TMX) be related to executives' turnover intentions?
3. To what degree will perceived organizational support (POS) be related to executives' turnover intentions?

Research Model

The following model (Figure 2) developed by Francis in 2009 reflects the three research questions for this study. The three social exchange variables (LMX, TMX, and POS) are indicated on the left side of the model. The first research question that was examined in this study is illustrated in the model below with the acronym, "RQ1". The researcher examined the relationship between leader-member exchange (the relationship between the executive and his leader) and the executive's intentions to leave his organization.

The second research question that was explored in this study is indicated in the below model with the acronym, "RQ2". The study examined the relationship between team-member exchange (the relationship between the executive and her co-workers) and the executive's intentions to leave his

organization. Finally, the third research question examined in this study is illustrated in the model below with the acronym, “RQ3”. The researcher studied the relationship between perceived organizational support (the relationship between the executive and her organization) and the executive’s intentions to leave his organization.

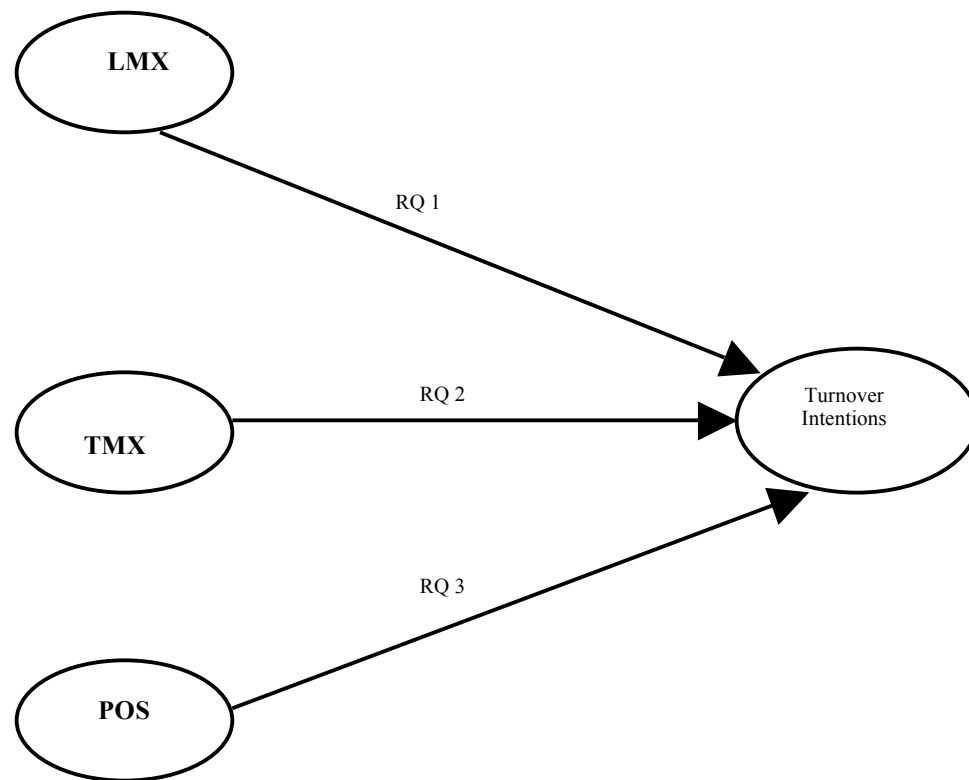


Figure 2. Model illustrating the three research questions. (Francis, 2009)

Definition of Terms

The following terms have been operationalized for the purposes of this study:

Executive

An executive is defined as a Director, Senior Director, Vice-President, Senior Vice-President, President, Chief Executive Officer or the equivalent in seniority. For example, a Founder could be equivalent to a President and a Partner could be equivalent to a Vice-President.

Leader-Member Exchange (LMX)

Leader-member exchange is defined as exchanges between the employee and his leader or supervisor (Graen & Scandura, 1987). In this study, LMX focused on the quality of the relationship between the executive and her direct leader and is defined as the extent to which valued resources and emotional support are exchanged, from the point of view of the executive. For example, leader-member exchange would measure the quality of the relationship between “Executive X” and his direct boss.

Perceived Organizational Support (POS)

Perceived organizational support (POS) refers to exchanges between an employee and employing organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In this study, POS focused on the exchange relationship between the executive and his company. POS in this research was conceptualized as an executive’s general perception of the degree to which the organization values his contribution and cares about his well-being. In other words, POS was defined as the employer’s commitment to the executive, from the executive’s perspective. For example, if “Executive X” worked for “Company ABC”, perceived organizational support would measure to what degree “Executive X” perceives “Company ABC” supports him as a whole.

Team-Member Exchange (TMX)

Team-member exchange refers to exchanges between an employee and his team (Cole, Schaninger, & Harris, 2002). In this study, TMX concentrated on the quality of the relationship between an executive and her co-workers as a whole and was based on the overall support and camaraderie the executive feels towards his co-workers. For example, team-member exchange would measure the quality of the relationship between “Executive X” and his co-workers.

Turnover Intentions

Turnover intentions was defined as an employee’s intention to leave the current organization. Turnover intentions in this study was the dependent variable and was defined by three single factors: intent to search, thinking of quitting, and intent to quit (Hom and Griffeth, 1991). For example, turnover intentions would measure the degree to which “Executive X” wants to leave her organization.

Limitations

The findings of this study are limited in several ways. First, a potential concern regarding the sample is generalizability. The relationship between two measures may be inflated if both are obtained from the same person at the same point in time using the same data-collection technique. The respondents of the survey answered the questions at one point in time using the same data-collection technique. Consequently, the generalizability could have been hindered. Future researchers could address this limitation by surveying not only the executive, but also his co-workers and/ or his direct leader. In addition, future researchers could

perform a longitudinal study, which would yield a more robust data set, giving the researcher the ability to make generalizations.

Second, self-reporting is a limitation in this study due to that self-reporting can rarely be verified on independent basis. In this case, the researcher had to approach the answers from the respondents at face value. Self-reported data are known to include possible bias because of several factors, including: 1) selective memory (respondents recall some but not all of their past experiences), 2) telescoping (respondents remember experiences as if they happened at one point in time, but in fact they occurred at another point in time), 3) attribution (respondents attribute positive experiences and outcomes to one's own doing while attributing negative events outside forces), and 4) exaggeration (respondents embellish events as more significant than they actually are) (USC Writing Guide, 2010).

In this study, selective memory, attribution and exaggeration are all types of possible self-reporting bias on the part of the respondents. The executives could of easily recalled some but not all of their past experiences at their company when answering the survey questions. Additionally, the executives very well could have attributed negative experiences to their boss and/ or company while attributing positive events to their own doing, or vice versa. For example, if Executive "X" didn't receive the promotion she felt was due to her, she could attribute the cause of the experience as a flaw in her direct leader. Finally, self-reporting bias could have occurred if the executives exaggerated or embellished past events as more significant than they actually were.

Third, the sample population is limited to the researcher's professional network; consequently, generalizability is threatened given that a convenience sample is used. Polit and Beck (2004) point out several problems that exist when a researcher employs convenience sampling. First, the sample isn't an accurate representation of the general population. Second, the results of the study must be extrapolated if the researcher wants to generalize the findings to other populations. Third, convenience sampling is an unstructured approach. A final limitation is the researcher's inability to make causal inferences, a shortcoming that plagues non-experimental research.

Significance

There is no research that has been done regarding the examination of the relationship of the quality of leader-member exchange (LMX), team-member exchange (TMX), and perceived organizational support (POS) on turnover intentions among executives.

This is the only study to date that integrates the three main social exchange variables in organizations, quality of the relationship with the leader, quality of relationship with the organization, and quality of the relationship with the team among the executive population. This study could provide a richer understanding of the antecedents of executive turnover intentions.

The findings from this study may provide insight into why executives intend to leave their respective organizations. This insight can aid management in their effort to keep their top talent in the executive ranks, which will directly influence the entire system. Holding on to executive top talent will most likely

have a positive impact on the executive, their team members, as well as the organization as a whole. When a talented and dynamic executive leaves an organization a negative ripple effect permeates the company. When management has the knowledge to curtail the undesired executive turnover, they will save the company operational costs, the team will have a consistent leader, tacit knowledge will stay in-house, and there will be less disruption to the business. The culminating effect has a positive impact on people's lives and sustains a competitive advantage for the organization.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

The main intent of this review of the literature is to present findings through a thorough examination of previous research in order to provide context for the exploration of this study. The literature review first chronicles the stream of literature regarding the influence of the quality of leader-member exchange (LMX). Second, the review of literature explores the concept of perceived organizational support (POS) within organizations. Third, the literature review covers team-member exchange (TMX) in organizations. Fourth, the review of literature focuses on turnover intentions, an important employee outcome in management research.

Empirical studies relevant to the following variables will be cited and summarized in the literature review: (a) leader-member exchange (LMX), (b) team-member exchange (TMX), (c) perceived organizational support (POS), and (d) turnover intentions. Each variable is introduced and followed by a review of the pertinent literature and research in that area and is concluded by an explanation of how the variable informs the study.

Leader-Member Exchange

Introduction

Leader-member exchange (LMX) has evolved over the past thirty-four years as one of the most useful variables to examine when studying leadership in organizations (Gerstner and Day, 1997). Graen and colleagues (Cashman,

Dansereau, Graen & Haga, 1976; Graen & Cashman, 1975) distinguished LMX from other leadership constructs by focusing on the dyadic relationship between a leader and a follower. Figure 3 illustrates the dyadic relationship between the employee and her leader. LMX measures the quality of the social exchange between the employee and her manager as a whole.

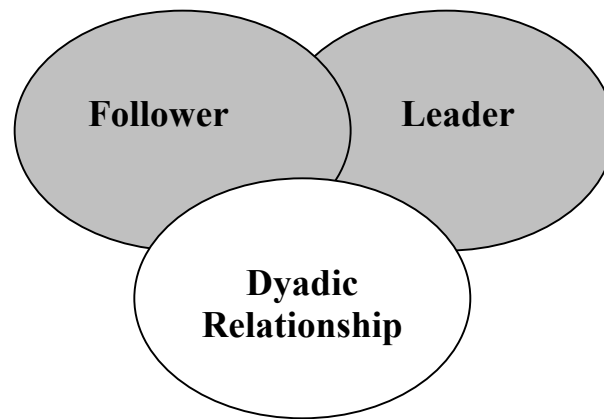


Figure 3. Leader-member exchange (LMX) construct.

Note. From “Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective,” by G. Graen and M. Uhl-Bien, 1995. *Leadership Quarterly*, 6, p. 221. Reprinted with permission from the author.

Stages of Leader-Member Exchange Development

Graen and Uhl-Bien describe four stages of development in leader-member exchange (see Figure 4). The central concept of leader-member exchange (LMX) is that effective leadership processes are present when leaders and followers develop mature leadership relationship or partnerships; thereby gaining access to the numerous benefits these relationship bring (Graen and Uhl-Bien, 1991). Early investigations into LMX began with research studies on work socialization (Graen & Ginsburgh, 1977) and Vertical Dyad Linkage (Dansereau et al., 1975; Graen & Cashman, 1975; Cashman, Dansereau, Graen, & Haga,

1976; Graen, Cashman, Ginsburgh, & Schiemann, 1977; Vecchio, 1982; Rosse & Kraut, 1983). Contrary to traditional assumptions of the Michigan and Ohio State studies of effective supervision (average leadership style), many management processes were found to occur on a dyadic basis, with leaders developing differentiated relationships with their direct reports (Graen and Uhl-Bien, 1995).

Instead of finding support for the average leadership style construct from the prevailing leadership theories (Graen, 1976; Graen et al., 1977; Graen & Schiemann, 1978; Graen, Liden, & Hoel, 1982; Graen, Novak & Sommerkamp, 1982), the findings from the early Vertical Dyad Linkage (VDL) studies indicated that when asked to describe the behavior of their manager, different employees gave very different descriptions of the same individual. Graen and Uhl-Bien note that at one extreme, employees (or followers) reported “high-quality exchanges,” characterized by a high degree of mutual respect, obligation, and trust. However, at the other end of the spectrum, followers reported “low-quality exchanges,” characterized by low respect, obligation, and trust.

The early VDL studies (depicted as Stage 1 in Figure 4) established that differentiated leader-follower relationship “resulted from resource constraints on the leaders that required them to develop trusted followers to aid in the functioning of the work group” (Graen and Uhl-Bien, 1995, p. 231).

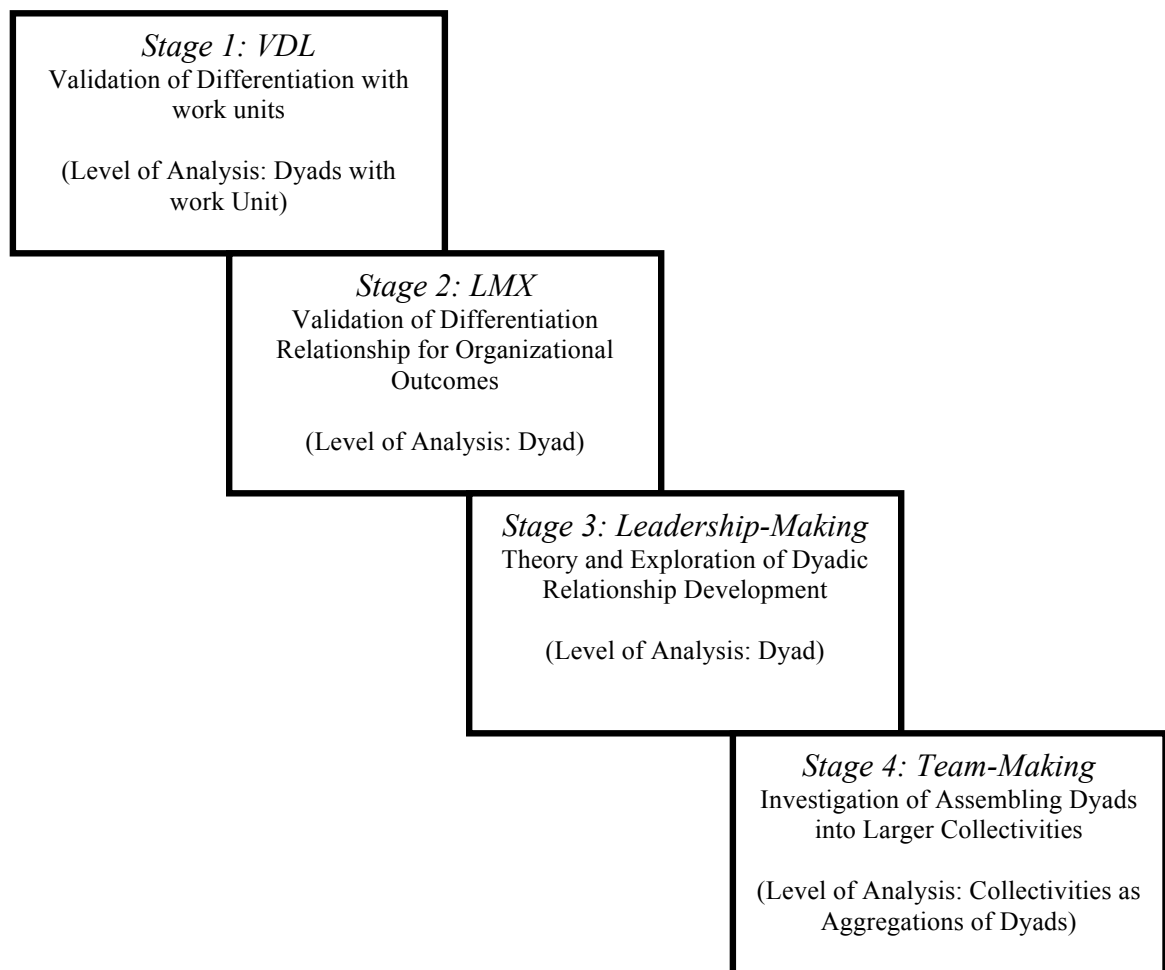


Figure 4. Stages in development of leader-member exchange (LMX)

Note. From “Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective,” by G. Graen and M. Uhl-Bien, 1995. *Leadership Quarterly*, 6, p. 221. Reprinted with permission from the author.

The second stage in the development of LMX focuses on the relationship and its corresponding outcomes. In the development of the leader-member stream of research, it is during this time when the focus shifted from Vertical Dyad Linkage to Leader-Member Exchange (Graen, Novak, & Sommerkamp, 1982). Graen and Uhl-Bien (1995) point out that this particular stage includes important research on dyadic role-making processes (Graen, 1976; Graen, Novak, &

Sommerkamp, 1982; Seers & Graen, 1984; Snyder & Bruning, 1985; Zalesny & Farace, 1987; Graen & Scandura, 1987; McCrane, 1991), research studies on communication frequency (Graen & Schiemann, 1978, Baker & Ganster, 1985), research studies on interactive communication patterns relative to LMX (Courtright, Fairhurst & Rogers, 1989; Fairhurst, 1993), and leader-member value agreement (Graen & Schiemann, 1978; Ashkanasy & Gallois, 1994).

Studies in the second stage of LMX development also focused on how differentiated LMX relationships are related to organizational outcomes and variables. Investigations examined performance and LMX (Graen et al., 1982; Vecchio & Gobdel, 1984; Castleberry & Tanner, 1986; Scandura, & Graen, 1984; Vecchio, 1987; Weitzel & Graen, 1989; Butler & Reese, 1991; Dunegan, Uhl-Bien, & Duchon, 2002). For example, Scandura and Graen tested a leadership intervention based on the LMX dyad model against a control group. The researchers hypothesized that employees having initially low LMX with their managers would respond more positively than those employees with initially high LMX. Scandura and Graen (1984) tested 83 computer-processing workers at a government service company. Results included a strong correlation between productivity, job satisfaction, supervisor satisfaction, and LMX.

Additional studies in the second stage of LMX focused on job satisfaction (Graen et al., 1982; Turban & Jones, 1988; Stepina & Perrewé, 1991). For example, in the study done by Stepina and Perrewé (1991), a survey was given twice, 24 months apart, that examined employees' feelings of inequity with regard to several job facets including security, job satisfaction, supervisory behavior and

compensation. Results revealed a positive and strong correlation between job satisfaction and the employees' perceptions of their supervisors' behaviors.

More studies were performed that looked at the relationship between LMX and performance appraisal (Judge & Ferris, 1993; Durante, Goodson, & Klich, 1994), innovation (Dunegan, Tierney, & Duchon, 1992; Scott, 1993), empowerment (Uhl-Bien & Graen, 1993; Keller & Dansereau, 1995; Liden, Wayne, Bradway, & Murphy, 1994), turnover (Graen & Ginsburgh, 1977; Graen, Liden, & Hoel, 1982; Vecchio & Gobdel, 1984; Ferris, 1985; Vecchio, Griffeth, & Hom, 1986) and organizational commitment (Nystrom, 1990; Seers & Graen, 1984).

The LMX model proposed by Graen and his colleagues explain that the relationship between leader and subordinate develops because of their workplace interactions. This model speculates, that because of time pressures, the leader can develop close relationships with only a few of his/her key subordinate(s) (high-quality LMX), while, sustaining a formal relationship with the rest of his/her group (the low-quality LMX) on the continuum basis. However, one implicit assumption of research exploring LMX is that, once developed, the quality of LMX remains relatively stable. Empirical findings indicated that the quality of LMX could stabilize in as early as two weeks or two months.

High quality working relationship is sometimes referred to as cadre; or partnership demonstrated by a high degree of mutual positive affect, loyalty, respect and proficiency in their work. In contrast, the low quality working relationships are mainly governed by their work contract. Graen & Uhl-Bien

(1991) posited that employees in high quality working relationships received superior's support and guidance.

Additionally, Graen & Uhl-Bien found that subordinates who have high quality working relationships with their leader demonstrate higher levels of subordinate satisfaction and performance, lower levels of turnover and most importantly, better quality of assignments. On the other hand, employees who are in low quality working relationships with their respective leader may result in “simple contractual relations, higher levels of supervisory control and directives, lower levels of subordinate satisfaction, higher levels of subordinate turnover and less desired assignments” (Graen & Uhl-Bien, p.44).

Within the social exchange literature, findings from numerous studies reveal that the quality of LMX has a large influence on the leader-employee interaction. The numerous qualities of LMX have been found to affect several behaviors between leader and direct report. More than thirty years of research have repeatedly linked LMX to a wide range of employee outcomes including promotion, organizational commitment, turnover, citizenship behaviors, willingness to contribute, job satisfaction, performance, and trust in supervisor (Gerstner & Day, 1997; Liden, Sparrowe, & Wayne, 1997).

A quantitative study conducted by Kim and George (2005) examined the relationship of LMX and psychological empowerment in the hospitality industry. Empowerment has been conceptualized by Thomas and Velthouse (1990) as “changes in cognitive variables (called task assessments), which determine

motivation” (p. 667). Surveys included the LMX-7 and Spreitzer’s 12-item psychological empowerment as well as a demographic questionnaire.

Kim and George surveyed 173 employees from twenty casual restaurants in the United States. Findings suggested that LMX has a statistically significant positive relationship with psychological empowerment. Moreover, LMX and psychological empowerment was statistically significant across all demographic subgroups. The results of this study relate to the proposed study because it underlines the significant relationship LMX can have with employee behaviors, such as empowerment.

LMX was also studied by Lo, Ramayah, and Hui (2006) when they investigated the effects of LMX on organizational citizenship behavior. In their quantitative study the researchers analyzed the relationship between LMX and organizational citizenship behavior (OCB) among managers and executives in East Malaysian manufacturing organizations. OCB is defined by Organ (1988) as extra-role behaviors or the “act of performing beyond the stated job requirement (p. 46). The companies in this study included both multinational and local organizations across many business sectors.

Lo, Ramayah, and Hui’s study also uncovered that a moderating effect of the leader’s gender on the relationship existed between LMX and OCB. Findings revealed that LMX has a significant impact on organizational citizenship behavior performed by subordinates; however, the leader’s gender didn’t moderate the relationships between OCB and LMX. The results of this study related to this

study as it underlined the significant relationship LMX can have with employee behaviors, such as OCB.

An additional study in the LMX literature by Wayne, Shore, Bommer, and Tetrick (2002) examined a model of the antecedents and consequences of leader-member exchange (LMX) and perceived organizational support (POS). The researchers believed that organizational justice, or fairness, and recognition practices targeted towards employees would influence POS. It was also predicted that distributive justice and contingent rewards and punishment behavior on the part of the leader would be critical antecedents to LMX. After surveying 211 employee-leader dyads, Wayne et al. (2002) uncovered that inclusion, organizational justice, and recognition were related to employee commitment and organizational citizenship behavior (OCB). In addition, the results revealed that LMX predicted performance ratings.

In summary, the three previously described studies all examined the relationship between LMX and certain employee outcomes. All researchers mentioned in the studies described LMX as the quality of exchange between the employee and the leader and explained that it is based on the degree of exchange of valued resources and emotional support. The empirical evidence illustrated that LMX has a significant relationship with several employee behaviors, such as OCB, performance ratings, and psychological empowerment. This study expands the stream of LMX literature by examining the relationship between LMX and turnover intentions among the executive population.

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is the degree to which employees' believe that their organization values their contributions and cares about their well-being (Eisenberger, Huntington, Huntington, & Sowa, 1986). Figure 4 illustrates the perceived organizational support construct. POS is generally thought to be the organization's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to pay back POS (Rhoades & Eisenberger, 2002).

POS is based on the norm of reciprocity. This construct is considered a type of social exchange variable and therefore involves implicit obligations, rather than economic exchange, which involves explicit obligations (Blau, 1964). POS is focused on favorable treatment and the degree to which employees engage in positive reciprocity with the organization..

POS is the most common measure of the reciprocity norm in organizational research. It is the degree to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger, Huntington, Huntington, & Sowa, 1986). POS is generally thought to be the organization's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to pay back POS (Rhoades & Eisenberger, 2002). Figure 5 illustrates the dyadic relationship between the employee and organization. POS measures the quality of the social exchange between the employee and his company as a whole.

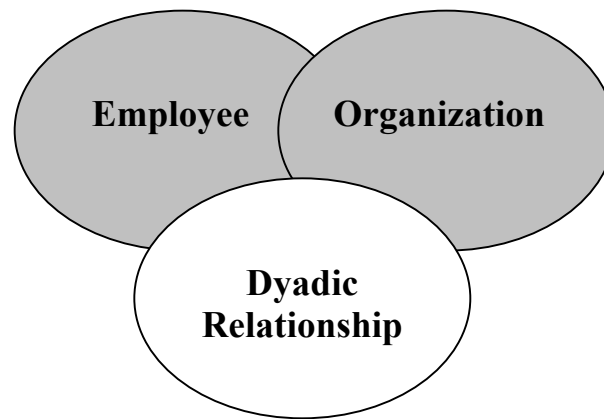


Figure 5. Perceived organizational support (POS) construct.

Note. From “Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective,” by G. Graen and M. Uhl-Bien, 1995. *Leadership Quarterly*, 6, p. 221. Adapted with permission from the author.

A quantitative study conducted by Stamper and Johlke (2003) investigated the effect of POS on the relationship between work attitudes, such as intent to remain and job satisfaction, and boundary spanner role stressors. Stamper and Johlke focused on role ambiguity and role conflict when determining role stressors. In essence the researchers were trying to understand the link between POS and role stress and employee work outcomes. Much empirical evidence has suggested that POS acts to buffer and “reduce against the negative effects of role stress on important employee work outcomes” (Stamper & Johlke, 2003).

This particular study included a data collected from 235 salespeople using a survey questionnaire. Hierarchical regression analyses showed that POS had a strong negative relationship with role stressors. Researchers for this study suggested that if high levels of role conflict and stressors exist, salespeople might not be dissatisfied with their jobs, but they may seek jobs at other companies that have made more constructive efforts to lower potential stressors for their

employees. In conclusion, Stamper and Johlke added to the POS literature by showing a significant relationship between work stress and employee outcomes with POS.

Allen, Shore, and Griffeth's work on POS and human resource practices in the turnover process (2003) introduced a model examining antecedents of POS and the role of POS in predicting turnover. The researchers cited several studies that showed a significant relationship between POS and many job-related outcomes and attitudes. However, Allen et al. (2003) named two specific issues requiring further examination, which were the relationship between voluntary turnover and POS, and the components leading to POS development.

In their quantitative study, two samples of employees were given attitude surveys that were related to turnover data that was collected one year later. Findings revealed that the employees' perceptions of supportive human resources practices (fairness of rewards, growth opportunities, and participation in decision making) contributed to POS development. Furthermore, POS was found to mediate the relationship between job satisfaction and organizational commitment. Finally, the empirical data showed that POS was negatively related to withdrawal in the turnover process.

In summary, these findings relate to this study because they reflect the significant correlation between POS and employee outcomes at work. The studies previously mentioned furthered the stream of POS literature by examining the relationship between POS and work stressors as well as POS and human resource

practices. This study measured the significance of the relationship between POS and turnover intentions among executives.

Team-Member Exchange (TMX)

TMX was developed as one way in which to measure the level of exchange quality among coworkers (Seers, 1989). TMX has been defined as an individual's "perception of his or her exchange relationship with the peer group as a whole" (Seers, 1989, p. 119). Seers posits that TMX quality reflects the reciprocity between an employee and his team in terms of the employee's feedback, assistance to others on the team, contribution of ideas (1989). In addition, TMX includes the employee's receipt of help and resources as well as recognition from others on the team.

The concept of TMX has been applied to both traditional work groups as well as to self-managing teams. TMX and LMX constructs have been shown to be somewhat analogous in the social exchange body of literature. Both are based on the notion that relationships, instead of an employee's position, are the foundation of organizational structure (Seers, Petty, & Cashman, 1995).

An important difference between TMX and LMX is that TMX isn't dyadic. In other words, TMX rests on the assumption from Jacobs' (1970) that employees typically summarize their perceptions of individual exchanges across members of their work group. Combining all their individuals perceptions into one aggregate perception has been argued to be necessary in order to establish the identity of a work group as a purposeful and meaningful team from the vantage

point of the team members. Moreover, by doing this an employee applies meaning to her co-workers' roles within his group.

Seers et al. (1995) state that “group members expect to receive internally consistent role messages from other team members and must respond in an internally consistent fashion to those role messages to establish identifiable roles within a team (p.22). Team members who experience a high TMX quality have been shown to contribute more collaborative and cooperative efforts and receive more social rewards.

On the other side of that coin, team members that have a low TMX quality have been shown in studies to direct fewer initiatives within the group and receive lesser social rewards (Mael & Tetrick, 1992). Figure 6 illustrates the dyadic relationship between the employee and her team. TMX measures the quality of the social exchange between the employee and her team as a whole.

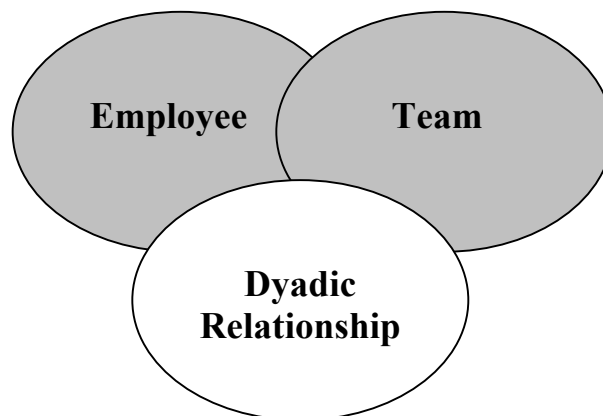


Figure 6. Team-member exchange (TMX) construct.

Note. From “Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective,” by G. Graen and M. Uhl-Bien, 1995. *Leadership Quarterly*, 6, p. 221. Adapted with permission from the author.

A quantitative study examining TMX by Seers, Petty, and Cashman (1995) made notable contributions to the TMX body of literature. In this particular study, Seers et al. surveyed 103 manufacturing workers to assess the quality of exchange relationships between members and their work teams. Findings reflected higher levels of TMX quality, as well as satisfaction with coworkers, cohesiveness, and general job satisfaction in self-managing teams as opposed to traditional work teams. The study's results also reflected a significant relationship between TMX quality over time and gains in production efficiencies.

In a separate study by Sherony and Green, the researchers extended the social exchange body of literature by examining both LMX and coworker exchange (CWX). The sample for this study was composed of 109 employees in 21 teams. Work groups were composed of three to nine employees reporting to a particular leader. Each individual was asked to complete a questionnaire; however, only 67 surveys were usable. CWX is used to study what traditionally is known as TMX. The researchers do not mention the TMX construct in this study, nor do they explain why they used CWX, a less popular construct in the social exchange literature. Because of the dearth of TMX studies, this study is being included in the literature review.

In summary, these studies looked at the relationship between TMX or CWX and employee work outcomes and attitudes, such as job satisfaction and organizational commitment. Of the three social exchange constructs (LMX, POS, and TMX), TMX is the newest construct to surface in the literature. The

researcher in this study aimed to add to the TMX body of literature by focusing on the relationship between TMX and turnover intentions among the executive population.

Turnover Intentions

Griffeth, Hom, and Gaertner (2000) pointed out that turnover intentions has been one of the most widely studied constructs in management research. The conceptual definition for turnover intentions is the relative strength or an employee's intent to leave the company. Hom and Griffeth (1991) operationally define turnover intentions as a construct that includes three components: intent to search, thinking of quitting, and intent to quit.

Turnover has been shown to be extremely costly to the organization. McEvoy and Cascio (1985) posit that turnover intentions must be prevented to the greatest degree possible because it connected with operational costs resulting from the assessing and recruiting of prospective employees or failure costs if a desired recruit doesn't agree to join the company.

The majority of the turnover literature has focused on non-executive level employees. However, Lambrou conducted a study exploring voluntary turnover among a sample of 1,323 executives at a Fortune 100 consumer product company (2001). The survey examined attitudes on the current job, the importance of various job attributes, and short-term job intentions. The questions were included in a larger organizational change initiative that the company was implementing. Lambrou tracked the voluntary turnover of executives one year after the initial survey was completed. The researcher noted that additional variables included

the attitudes of the executives on various aspects of their job including commitment, satisfaction with one's manager, intention to leave and overall satisfaction. Results revealed that executive's that indicated an intent to stay also reported higher satisfaction and commitment. In addition, these executives were more tenured and reported more satisfaction with their compensation, benefits and their manager. Lambrou found that executives who voluntarily left the company indicated that they perceived there to be more available jobs in the marketplace and had less tenure with the organization.

Companies spend considerable money, effort, and time to groom employees into assets that produce revenue and desired outcomes. Replacement costs erode company profits and shareholder value and losing top talent can also result in the loss of crucial intellectual capital that hold company secrets. Williamson and Cable (2003) suggest that this is particularly relevant to Fortune 500 companies, which usually pilfer new hires from their competition.

Only a few studies have examined turnover intentions and LMX. Gerstner and Day (1997) point out in their meta-analysis that researchers have found an overall negative relationship between turnover intentions and LMX. Other bodies of literature, like the socialization research stream, have also studied turnover intentions and interpersonal interaction. In one study by Kammeyer-Mueller and Wanberg (2003), relationship building was proven to affect turnover intentions over three waves of data collection. Employees who are able to form high quality relationships at work, such as LMX, should become more embedded in their company because they feel more tied to the organization (Liden, Wayne, &

Sparrowe, 2000; Kacmar, Carlson, & Brymer, 1999; Schriesheim, Castro, & Yammarino, 2000).

In a qualitative study Lacity, Iyer, and Rudramuniyaiah (2008) examined the determinants of turnover among Indian IS professionals and developed a model of turnover intentions based on the previous literature. Specifically, the researchers studied antecedents of turnover intentions, such as organizational commitment (defined as the emotional attachment to the company) and job satisfaction.

The researchers correctly point out that the studies to date have mainly focused on Western workers, so they aim to assess the applicability of previous empirical data by interviewing 25 Indian IS professionals. Lacity et al. (2008) uncovered two major findings: 1) job satisfaction affected turnover intentions among this population and 2) organizational commitment was shown to be a more complex construct than originally understood by the researchers. Numerous Indian study participants didn't identify with or understand the concept of an emotional attachment to a company. The participants better identified with the construct of organizational satisfaction. Social norms were also found to be a determinant of turnover intentions among this sample population, which was explained as family pressure that resided in the same city as the employee's family.

In a longitudinal study by Bauer, Erdogan, Liden & Wayne (2006), researchers examined extraversion as a moderator of relationships between performance, actual turnover, turnover intentions and LMX for an executive

sample. The researchers measured extraversion using 8 adjectives developed by Saucier (1994) as part of his measure of personality. In this study, new executives used a 9-point scale to report the degree to which these adjectives were accurate in describing their personality. The scale ranged from 1 (extremely inaccurate) to 9 (extremely accurate). Example adjectives include bold, energetic, and talkative ($\alpha = .82$).

A survey was given to 116 new executives in the pharmaceutical industry before they started their jobs. Three months after the executives started their employment, they took the survey for a second time. In addition, 67 senior executives graded the performance of the 116 new executives after six months of joining the company.

Three and half years later turnover data were gathered from company records and hierarchical regressions results revealed that for executives with extraversion, there was a relation between turnover intentions, performance, and LMX. Bauer et al. (2006) posited that executives who don't have high quality LMX relationships with their leader are the most vulnerable executives to turnover.

The authors based this statement on their summation that the executive's job requires social interaction, networking, and dealing with novel situations. Bauer et al. (2006) explain this by stating, "Extraverts may manage these situations via their more attention-seeking personalities, whereas introverts seem to need the assistance of high-LMX relationships. Thus, for an introverted executive, a high-LMX relationship seems essential for success, but extraverts'

ability to seek social interaction, resources, and support suggests that extraversion may serve as a substitute for leadership” (p. 307). Bauer et al. (2006) also discussed the critical implications to organizations, such as the need to work with new executives when they are in the on-boarding process, in order to better secure retention.

In conclusion, these studies looked at the relationship between turnover intentions and employee work outcomes and relationships, such as LMX, extraversion, organizational commitment and job satisfaction. The results of this study augment the turnover intentions body of literature by focusing on the relationship between LMX, TMX, POS and turnover intentions among the executive population.

Summary

The literature review first chronicled the stream of literature regarding the influence of the quality of leader-member exchange (LMX). Second, the review of literature explored the concept of perceived organizational support (POS) within organizations. Third, the literature review covered team-member exchange (TMX) in organizations. Fourth, the review of literature focused on turnover intentions, an important employee outcome in management research.

Empirical studies relevant to the following variables were cited and summarized in the literature review: (a) leader-member exchange (LMX), (b) team-member exchange (TMX), (c) perceived organizational support (POS), and (d) turnover intentions. Each variable was introduced and followed by a review of the pertinent literature and research in that area and was concluded by an

explanation of how the variable informed the study. The following chapter will outline the methodology for this study, including research design, population, and instrumentation.

CHAPTER THREE

METHODOLOGY

Restatement of the Purpose

The purpose of this study was to examine the effects of leader-member exchange (LMX), team-member exchange (TMX), and perceived organizational support (POS) on an executive's intentions to leave an organization. In other words the study sought to understand how three relationships the executive has at work determines his/ her propensity to willingly leave the organization.

Consequently, the study focused on three main relationships an executive has at work. First, the study determined to what degree the quality of the relationship between an executive and his/ her leader affects his/her intentions to leave the organization. Second, the study examined how the quality of the relationship between an executive and his/ her team or co-workers affects his/her intentions to leave the organization. Third, the study determined to what degree the quality of the relationship between an executive and his/ her organization as a whole affects his/ her intentions to leave the organization.

Research Design

Quantitative research studies are ones in which "...the researcher decides what to study, asks specific, narrow questions, collects numeric data from participants, analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner" (Creswell, 2005, p. 39). A quantitative research design was adopted in conducting this study in order to examine the relationship

between the three independent variables (LMX, TMX and POS) and the dependent variable (turnover intentions).

In this study, neither the treatment nor the ability to manipulate the conditions was conducive to an experiment. Creswell (2005) notes that investigators use a correlation statistical technique “to describe and measure the degree of association (or relationship) between two or more variables or sets of scores” (2005, p. 343). This study used a correlational design to study the relationship between four variables: LMX, TMX, POS and turnover intentions.

The research data in this study was used to explain or clarify the degree of association among the four variables at one point in time. This type of correlational design is called an explanatory design (Creswell, 2005). Many authors refer to explanatory correlational research as “relational” research (Cohen & Manion, 1994, p. 123), “explanatory” research (Fraenkel & Wallen, 2000, p. 360), or “accounting for variance studies” (Punch, 1998, p. 78). An explanatory research design is used when a “researcher is interested in the extent to which two variables or more co-vary, that is, where changes in one variable are reflected in changes in the other” (Creswell, 2005, p. 327).

Population and Sample

The population examined in this study was made up of executives defined as Vice-Presidents and above or the equivalent. The convenience sample of four hundred and twelve executives was asked to participate in this study. This sample was found through the researcher’s professional network. The researcher is a strategic human resources consultant and works for mPact Consulting Group.

This consultancy specializes in executive, organization and leadership development and has worked with multi-national clients such as Gap Inc., Dolby Laboratories and Comcast. The researcher utilized the database of executives provided by mPact Consulting Group. In addition, the researcher leveraged professional contacts outside of the consultancy.

The study was limited to the executive population, defined for the purpose of this study as Directors, Senior Directors, Vice-Presidents, Senior Vice-Presidents, Presidents, Chief Executive Officers and their respective equivalents. The sample of participants was from a cross-section of industries and disciplines. The industries included, but were not limited to:

1. Manufacturing (Non-Computer)
2. Banking/ Financial
3. Government
4. Transportation/ Utilities
5. Wholesale/ Retail/ Distribution (Non-Computer)
6. Marketing/ Advertising
7. Business Services (Non-Computer)
8. Entertainment/ Publishing
9. Aerospace
10. Insurance/ Real Estate/ Legal
11. Health Care/ Pharmaceuticals
12. Construction/ Architecture/ Engineering
13. Education

14. Research & Development

15. Computer Manufacturer (Hardware/ Software/ Etc.)

16. Biotech/ Agriculture

Instrumentation

The instrument that was used in the study was a survey questionnaire consisting of thirty-three questions and is called the “Executive Turnover Intentions Survey” (Francis, 2010). Table 2 depicts the a) main sections of questions, b) which research question the section addresses, c) corresponding variables being studied, d) variable types, e) definitions of variables, and f) quantity of questions per section.

Table 2

Executive Turnover Intentions Survey Questionnaire Components

Section	Research Question	Variable	Definition of Variable	Number of Questions
One	One	LMX	Quality of relationship between executive and his leader	1 – 7
Two	Two	TMX	Quality of relationship between executive and his co-workers	8 – 16
Three	Three	POS	Quality of relationship between executive and the organization	17 – 24
Four	One, Two and Three	Turnover Intentions	Executive’s level of desire to leave the organization	23 – 27
Five		Demographics	Age, education level, etc.	28 – 33

Four previously tested scales were compiled into one instrument for this study, in order to measure all the variables. Nothing was edited or changed from the original four scales. Each section of the instrument, or electronic questionnaire, which was used in this study, was made up of one previously tested scale in its totality. Table 3 summarizes a) what scale addresses each section, b) author/s and date of origin for each scale, c) type of scale used for each section, and d) sample questions from each section.

Table 3

Description of Scales Used to Comprise Executive Turnover Intentions Survey

Section	Scale	Source	Type of Scale	Sample Questions
One	LMX-7	Scandura & Graen, 1984	5-point Likert- type scale ranging from 1 (not at all) to 5 (fully)	* How well does your leader understand your job problems and needs? * How well does your leader recognize your potential?
Two	TMX-9	Liden, Wayne & Sparrowe, 2000 (adapted from Seers, 1989)	7-point Likert- type scale ranging from 1 (strongly disagree) to 7 strongly agree)	* My co-workers create an atmosphere conducive to accomplishing my work. * Even when they disagree with me, my co-workers respect the value of my judgment and decisions.

Table 3

Description of Scales Used to Comprise Survey Questionnaire (continued)

Section	Scale	Source	Type of Scale	Sample Questions
Three	SPOS-8	Eisenberger, Cummings Armeli & Lynch, 1997 (adapted from Eisenberger, Huntington, Hutchison & Sowa, 1986)	7-point Likert- type scale ranging from 1 (strongly disagree) to 7 (strongly agree)	* My org. strongly considers my goals & values. * My org. really cares about my well-being.
Four	Turnover Intentions Scale	Cammann, Fichman, Jenkins & Klesh, 1979	7-point Likert- type scale ranging from 1 (strongly disagree) to 7 (strongly agree)	* I often think about quitting. * It is very likely that I will actively look for a new job next year.

Reliability and Validity

The following sections detail each of the four scales used in this study. Included in each description are the reliability and validity scores for each scale. All scales were found to be reliable and valid based on decades of use by hundreds of researchers.

LMX-7 Scale

Leader-member exchange was an independent variable in this study. The LMX-7 scale (Scandura & Graen, 1984) is the most frequently used measure of leader-member exchange quality (Gerstner & Day, 1997; Graen & Uhl-Bien,

1995; Schriesheim, Neider, Scandura, & Tepper, 1992). Graen and Uhl-Bien (1995) revised the wording and increased the number of anchors on the response format from four to five.

The LMX-7 scale was shown to have a high reliability with an internal consistency coefficient of .91 and a high construct validity of -.49 with organizational commitment (Cogliser & Schriesheim, 2000). This instrument is argued to contain three dimensions- respect, trust, and obligation, which are necessary in the process of building partnership in LMX (Graen & Uhl-Bien, 1995). This study used this seven-item scale to measure LMX as it is highly recommended by Graen and Uhl-Bien (1995) and Gerstner and Day (1997).

A 5-point Likert-type scale ranging from 1 (not at all) to 5 (fully) was used such that higher scores reflected higher quality exchanges. The items asked executives the degree to which they have had high-quality exchanges with their supervisor (e.g., know where you stand with our supervisor, your supervisor understand(s) your job problems and needs, your supervisor recognizes your potential, and would you defend and justify your supervisor's decision if he/she were not present).

TMX-9 Scale

Team-member exchange was an independent variable in this study. Liden, Wayne, & Sparrowe's (2000) adaptation of the TMX scale developed by Seers (1989) was used to assess team-member exchange. This measure of TMX utilized a 9-item scale to assess individual perceptions of exchange quality with other members of the work group (in aggregate). Executives responded to these

items on a seven-point Likert-type scale with anchors of “strongly disagree” (1) and “strongly agree” (7) ($\alpha = .90$).

The TMX-9 scale was shown to have a high reliability with an internal consistency coefficient of .88 (Liden, Wayne, & Sparrowe, 2000). The TMX-9 scale also exhibited high construct validity with turnover intentions with correlations of -.57 (Liden et al., 2000). In the context of the currently proposed study, “team” referred to the coworkers of the respondent. The Liden et al. scale was chosen rather than the original TMX scale developed by Seers due to the fact the former seemed better suited for a professional work environment where item references of the latter scale such as switching job responsibilities were less appropriate.

SPOS-8 Scale

Perceived organizational support (POS) was an independent variable in this study. Executives completed a shortened version of the Survey of Perceived Organizational Support Scale (SPOS; Eisenberger, Huntington, Hutchison, & Sowa, 1986; Eisenberger, Fasolo, & Davis-LaMastro, 1990). Eisenberger, Cummings, Armeli, & Lynch’s (1997) shortened version of the Survey of Perceived Support (SPOS) contains eight items that loaded highly on the main POS factor as reported by Eisenberger et al. (1986) in the scale’s source article. The items were also selected due to their applicability to a wide variety of organizations.

The SPOS-8 Scale was shown to have a high reliability with an internal consistency coefficient of .90 (Eisenberger et al., 1997). The SPOS-8 scale also

exhibited high construct validity with employee commitment yielding correlations of $-.59$ (Eisenberger et al., 1997). The response format used for the scale was based on a 7-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Turnover Intentions Scale

Turnover intentions was a dependent variable in this study. The conceptual definition for turnover intentions is the relative strength or an employee's intent to leave the company. This variable is operationally defined using three indicators: intent to search, intent to quit, and thinking of quitting (Hom and Griffeth, 1991). The measure utilizes a 3-item scale to assess an individual's turnover intentions. The response format used for the scale was based on a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

The turnover intentions scale was shown to have a high reliability with an internal consistency coefficient of $.83$ (Cammann, Fichman, Jenkins and Klesh, 1979). The turnover intentions scale also exhibited high construct validity with job satisfaction with correlations of $-.58$ (Cammann et al., 1979). The scale for turnover intentions was created as a part of the Michigan Organization Assessment Questionnaire (Cammann et al., 1979).

Data Collection

Data for this study was gathered through self-reporting by executives from a cross-section of industries and disciplines. Invitations to participate in the study was extended to a sample population from several management and educational

associations. Participation in the study was voluntary, and respected the individual's freedom to decline or withdraw from the study at any time.

One survey was distributed to each person in the sample population via email. Respondents followed the link in the email to the web-based survey. The respondents were given a password to ensure confidentiality. In addition, the respondent did not provide his or her name or his or her company name.

The researcher outsourced SurveyMonkey for the online survey component of the study. The data was kept private and confidential. The researcher was the owner of the data collected or uploaded into surveys. SurveyMonkey is located in the U.S. and all surveys and data are stored on their servers. SurveyMonkey offers SSL encryption for an added fee for the survey link and survey pages during transmission. The researcher leveraged this enhanced security option to ensure protection of the subjects.

SurveyMonkey describes SSL as an acronym for Secure Sockets Layer, and says it is a "protocol initially developed for transmitting private documents or information via the Internet". With this enabled, the researcher was able to do the following:

- Send encrypted URLs to research subjects. The link and survey pages are secured by Verisign during transmission from the researcher's account to the respondents and then back into the researcher's account.
- Download the collected data over a secure channel.
- Comply with the security policies of the IRB and University of San Francisco.

The following level of encryption was in place for this study: Verisign certificate Version 3, 128 bit encryption.

The participants received instructions in the email on how to take the survey, if they chose to do so. It was made clear in the introductory email that all participation was purely voluntary, confidential, and anonymous.

The research to be carried out was intended to examine the influence of the quality of leader-member exchange (LMX), team-member exchange (TMX), and perceived organizational support (POS) on turnover intentions among executives. The email to potential respondents detailed the uses of the collected data for the purposes of a doctoral dissertation. Participation in this research did not place any subject at risk, personally or professionally.

Finally, the methodology for collecting the data assured the confidentiality of the participants. An informed consent was included in the introductory email sent to executives. By completing the online survey, the participants indicated their informed consent. All participants were able to indicate their desire to receive the results of the research, through the submission of a separate request form.

Data Analysis

The research questions for this study examined how the relationships that an executive has at work affect his/ her intention to leave the organization. Specifically, this study focused on the executive's relationships with his leader, his co-workers, and his organization. The following research questions were examined through the analysis of data:

1. To what degree will leader-member exchange (LMX) be related to executives' turnover intentions?
2. To what degree will team-member exchange (TMX) be related to executives' turnover intentions?
3. To what degree will perceived organizational support (POS) be related to executives' turnover intentions?

Inferential statistical analysis was employed to understand the relationship between the variables in each of the three research questions. Descriptive statistical analysis was utilized by the researcher to draw observations regarding the demographic data, such as age, tenure and gender. While the demographic data was informative, the demographic makeup of the respondents was not used when answering the three research questions.

In order to answer the first research question, the researcher analyzed the data by computing a bivariate correlation between leader-member exchange (LMX) and the dependant variable, turnover intentions. In order to answer the second research question, the researcher analyzed the data by computing a bivariate correlation between team-member exchange (TMX) and the dependant variable, turnover intentions. Finally, in order to answer the third research question, the researcher analyzed the data by computing a bivariate correlation between perceived organizational support (POS) and the dependant variable, turnover intentions.

The data was used to interpret the magnitude and direction of the correlations between the four variables. Creswell notes that the analysis should

include “numbers indicating strength and valence signs indicating direction (+1.00 to -1.00)” (2005, p. 333). This number is referred to as the correlation coefficient, which is the association between two sets of scores reflecting whether there is a consistent, predictable association between the scores (Gravetter & Wallnau, 2000). Correlation studies, like this one, are research in which the investigator seeks to explain the relationship among variables or to predict outcomes. For the purposes of this study, analysis using SPSS software was done to explain the relationship between LMX, TMX, POS and turnover intentions. Creswell states that analysis in correlational studies “do not prove relationship; rather, they indicate an association between or among variable or sets of scores” (2005, p. 344).

Human Subjects Approval

Prior to collecting any data, the researcher obtained approval to conduct the study from the University of San Francisco (USF) Institutional Review Board for the Protection of Human Subjects (IRBPHS). USF’s human subjects approval is included in Appendix H. A copy of USF’s human subjects approval is also available in the Dean’s office at USF, located in the School of Education building. The study protected the confidentiality and anonymity of the participants by using Secure Sockets Layer (SSL) and encrypted URLs. The link and survey pages are secured by VeriSign during transmission from the researcher’s account to the respondents and then back in the researcher’s account. The raw data was promptly deleted and destroyed to protect all respondents.

Researcher's Profile

I am an independent business consultant in the area of strategic human resources and talent management and have worked in the field for the past five years. My core competencies as a consultant include: a) HR strategy and operations, b) succession planning, c) executive development and retention, d) career development, e) change management/ organizational development and e) leadership development and coaching.

In addition to my professional experience I have furthered my knowledge at various learning institutions. At the University of Texas at Austin I gained a Bachelors degree in Communications. I furthered my studies at the University of San Francisco by attaining a Masters degree in Counseling Psychology. Since 2006, I have been pursuing a doctorate in Organization & Leadership at the University of San Francisco. In addition to formal education, I have also continued to hone my professional skills by graduating from the following executive education programs:

- Marketing and Change Management Certificate Program
- Designing & Implementing Succession Management Systems
- The Coaching Leaders Certification Program
- Designing & Implementing Leadership Development Programs
- Change Leadership: How Leaders Drive Organizational Change

During the first ten years of my professional career I was a sales and marketing executive in multiple Fortune 500 companies. As I continued to gain more management responsibility, I began to understand how the true

differentiator in any company is its human capital. Given the rapid changes in the knowledge economy, I realized that business models, operational strategies, and the like can all be duplicated. The only asset that can't be replicated is the unique skill set of a company's current talent. Simultaneously I was part of several reorganizations of the company's executive ranks. In every major multinational company I was a part of, executives would leave the company at a steady pace.

The majority of this turnover was undesired. In other words, the company did not want to lose this executive talent. Instead the executive left on his or her own volition to pursue other opportunities. The result of this undesired turnover at the executive level was utter chaos. A wake of confusion, loss of productivity, and massive inefficiencies were created after one executive left the company.

Often times, the executive would pilfer the organization of his/ her favorite team members; thereby creating more of a talent gap within my organization. Not only did it affect the company's bottom line, but it affected the employee's lives in a negative way. For example, I had several bosses in one year for many years in a row.

With that kind of inconsistency in the leadership ranks, it made it very difficult for me to maintain any continuity in terms of goal setting and achievement. It felt as if the rug was pulled out from under me each time my leader suddenly left without warning. Often times the company would have to scurry around to backfill the executive because the company hadn't done the prudent job of thorough succession planning. As a consequence, I often ended up with a leader that was under-qualified for the job at hand, especially in the area of

leadership development. For these reasons, I was interested in studying variables that have been linked to lower employee turnover in past studies.

My aim is to leverage the findings gleaned from these studies and apply the insights when consulting to senior leadership. My professional experiences up to this point have created the passion for this topic and allowed me to see that we as human resource practitioners need to have a better understanding of how the relationships executives have at work might affect their intentions to leave the organization.

CHAPTER FOUR

FINDINGS

Introduction

The data were analyzed to test the relationships between the independent variables of leader-member exchange (LMX), team-member exchange (TMX) and perceived organizational support (POS) with the dependent variable of turnover intentions. First, the demographic information of the respondents is described. Second, the findings of this study are detailed. They are organized by research questions in conjunction with the respective statistical procedure used to compute responses to each research question. Also included is a summary of the research findings.

Demographics

Prior to detailing each of the research questions and the corresponding findings, it is useful to examine the demographic information of the study's respondents. The results of the participants' demographics are illustrated in Table 4 below. There were 158 surveys completed out of 412. This represents a 38% return rate.

Age, Gender and Education Level

In terms of age, the largest percentage of the respondents (34%) was between 51 and 60 years old. Eighty-one percent of the respondents were between the ages of 31 and 60 years old. More than half of all respondents were male. When asked how much education a respondent had completed at the time

of taking this survey, all respondents indicated that they had at least a bachelor's degree. The largest percentage of respondents (39%) had a doctoral degree.

Regarding tenure at their current companies, the highest percentage of respondents (26%) indicated they had been working for their respective organizations from 1 to 3 years. Twenty-four percent of the executives reported having 4 – 6 years of tenure. At a close third, twenty-three percent of executives had been with their companies for more than 13 years.

Table 4

Demographics of Respondents

Age of Respondents	Percentage
21 – 30 years old	8.8%
31 – 40 years old	18.2%
41 – 50 years old	29.1%
51 – 60 years old	33.8%
61 – 70 years old	9.5%
71 – 80 years old	0.7%
Respondents' Gender	Percentage
Male	53.1%
Female	46.9%

Completed Education Level	Percentage
High school diploma	0.0%
Bachelors degree	25.7%
Masters degree	35.1%
Doctoral degree	39.2%

Tenure and Job Title

Company specific demographics such as tenure and job title are reflected in Table 5. Regarding tenure at their current companies, the highest percentage of respondents (26%) indicated they had been working for their respective organizations from 1 to 3 years. Twenty-four percent of the executives reported having 4 – 6 years of tenure. At a close third, twenty-three percent of executives had been with their companies for more than 13 years.

Table 5

Company Specific Demographics

Tenure at Current Employer	Percentage
Less than 1 year	8.1%
1 – 3 years	26.4%
4 – 6 years	23.6%
7 – 9 years	12.8%

Tenure at Current Employer	Percentage
10 – 12 years	6.1%
More than 13 years	23.0%

Job Title of Respondents	Percentage
Chief Officer (CEO, CFO, COO, etc) or the equivalent	10.8%
Senior Vice President or the equivalent	9.4%
Vice President or the equivalent	15.1%
Senior Director or the equivalent	15.8%
Director or the equivalent	48.9%

Industry Breakout

An industry breakout is illustrated in Table 6. The respondents worked for organizations that included all sixteen industries that were provided in the survey as choices. The highest percentage of respondents (19%) reported working in the Manufacturing (Non-Computer) industry while the second largest industry represented was the Health-Care/ Pharmaceuticals industry at 13%. Wholesale/ Retail/ Distribution (Non-Computer) was the third largest majority at 12% of the respondents.

*Table 6**Industry Breakout*

Industry of Respondent's Organization	Percentage
Manufacturing (Non-Computer)	18.5%
Banking/ Financial	8.4%
Government	4.2%
Transportation/ Utilities	1.7%
Wholesale/ Retail/ Distribution (Non-Computer)	11.8%
Marketing/ Advertising	5.0%
Business Services (Non-Computer)	7.6%
Entertainment/ Publishing	3.4%
Aerospace	1.7%
Insurance/ Real Estate/ Legal	2.5%
Health Care/ Pharmaceuticals	13.4%
Construction/ Architecture/ Engineering	0.8%
Education	8.4%
Research & Development	6.7%
Computer Manufacturer (Hardware/ Software/ Etc.)	5.0%
Biotech/ Agriculture	0.8%

Demographics Overview

Table 7 provides an overview of the demographic data from the respondents. The majority of the participants were over 51 years old, male, educated, and had been at their current employer less than three years. In

addition, the majority of respondents were in the health care and pharmaceuticals industries.

Table 7

Demographics Overview

Age:	Largest percentage (34%) of subjects between 51 and 60 years old
Gender:	More than half were male
Education:	Largest percentage (39%) had a doctorate
Tenure:	Largest percentage (26%) had been at current employer 1 – 3 years
Industry:	Majority in Manufacturing and Health Care/ Pharmaceuticals

Research Questions

Research Question 1

To what degree will leader-member exchange (LMX) be related to executives' turnover intentions? To answer the first research question, the researcher analyzed the data by computing a bivariate correlation between leader-member exchange (LMX) and the dependant variable, turnover intentions.

The analysis yielded a negative and significant relationship between leader-member exchange and turnover intentions ($r = -.549$). This result indicates that an executive's high quality relationship with his manager was associated with lower turnover intentions. In other words, an inverse association was found between leader-member exchange (LMX) and turnover intentions

among executives. Bivariate analysis for the three research questions is summarized in Table 7.

Research Question 2

To what degree will team-member exchange (TMX) be related to executives' turnover intentions? To answer the second research question, the researcher analyzed the data by computing a bivariate correlation between team-member exchange (TMX) and the dependant variable, turnover intentions.

The analysis yielded a non-significant and positive association between team-member exchange (TMX) and turnover intentions ($r = .056$). This result indicates that a significant association does not exist between team-member exchange and turnover intentions among executives.

Table 7

Bivariate Analysis of Independent and Dependent Variables

Independent Variables	Dependent Variable (Turnover Intentions)
Leader-member Exchange (LMX)	-.549**
Team-member Exchange (TMX)	.056
Perceived Organizational Support (POS)	.128

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

Research Question 3

To what degree will perceived organizational support (POS) be related to executives' turnover intentions? To answer the third research question, the

researcher analyzed the data by computing a bivariate correlation between perceived organizational support (POS) and the dependant variable, turnover intentions.

The analysis yielded a non-significant and positive association between perceived organizational support (POS) and turnover intentions ($r = .128$). This result indicates that a positive association exists, although not significant, between perceived organizational support (POS) and turnover intentions.

Summary of Findings

To what degree will leader-member exchange (LMX) be related to executives' turnover intentions? The analysis indicated a negative and significant relationship between leader-member exchange and turnover intentions. This result indicates that an executive's high quality relationship with his manager was associated with lower turnover intentions. In other words, an inverse association was found between leader-member exchange (LMX) and turnover intentions among executives.

To what degree will team-member exchange (TMX) be related to executives' turnover intentions? The analysis indicated a non-significant and positive association between team-member exchange (TMX) and turnover intentions. This result indicates that a significant association does not exist between team-member exchange and turnover intentions among executives.

To what degree will perceived organizational support (POS) be related to executives' turnover intentions? The analysis indicated a non-significant and positive association between perceived organizational support (POS) and turnover

intentions. This result indicates that a positive association exists, although not significant, between perceived organizational support (POS) and turnover intentions.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

This chapter includes a summary of the study, main conclusions, and implications. In addition, recommendations for further study are introduced for industry professionals and academics.

Summary of the Study

The aim of this study was to study the relationship, if any, between four variables among the executive population. These variables included: a) leader-member exchange (LMX), b) team-member exchange (TMX), c) perceived organizational support (POS), and d) turnover intentions. In order to fulfill this aim, the researcher combined four instruments, shown to have high reliability and validity, without altering any aspect of the surveys. The data set was collected using an online service called SurveyMonkey in order to ensure confidentiality and anonymity.

After the data was gathered from the target population, it was sorted and merged. Statistical analysis was performed to examine the correlation, if any, between the variables. A significant and negative association was found among executives between leader-member exchange (LMX) and turnover intentions. A non-significant and positive association was found among executives when examining team-member exchange (TMX) and turnover intentions. Finally, the

analysis suggested a positive association at a non-significant level between perceived organizational support (POS) and turnover intentions.

Discussion

Research Question 1

To what degree will leader-member exchange (LMX) be related to executives' turnover intentions?

The LMX variable was measured using the LMX-7 scale by (Scandura & Graen, 1984), which is the most frequently used measure of leader-member exchange quality (Gerstner & Day, 1997; Graen & Uhl-Bien, 1995; Schriesheim, Neider, Scandura, & Tepper, 1992). Graen and Uhl-Bien (1995) revised the wording and increased the number of anchors on the response format from four to five.

Turnover intentions was a dependent variable in this study. The conceptual definition for turnover intentions is the relative strength or an employee's intent to leave the company. This variable is operationally defined using three indicators: intent to search, intent to quit, and thinking of quitting (Hom and Griffeth, 1991). The measure utilizes a 3-item scale to assess an individual's turnover intentions. The response format used for the scale was based on a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

While numerous studies have examined the association between LMX and turnover intentions, to the author's knowledge, none have studied the association between these two variables among the executive population. The researcher was seeking to understand if the association commonly found in the literature between

LMX and turnover intentions would hold true when looking at the executive population.

This study provides a preliminary distinction in the literature among the population as a whole and the executive population. The reliability score in this study for the LMX-7 scale, a Chronbach's alpha of .93, confirmed the historical reliability of this particular instrument. Additionally, the reliability score found in this particular study for the turnover intentions scale, a Chronbach's alpha of .93, confirmed the historical reliability of this instrument.

The statistical analysis of the data from the LMX-7 portion of the survey indicated a significant and negative correlation between leader-member exchange and turnover intentions among executives. Given cause and effect relationships cannot be gleaned from this study, it may be reasonable to conclude that an executive's relationship with his leader had a significant and inverse relationship with his intention to leave the company. If the executive's relationship with her leader was high in quality, then the executive is less likely to want to leave the company. Accordingly, if the executive's relationship with his leader was low in quality, then the executive is more likely to want to leave his company.

Research Question 2

To what degree will team-member exchange (TMX) be related to executives' turnover intentions?

Liden, Wayne, & Sparrowe's (2000) adaptation of the TMX scale developed by Seers (1989) was used to assess team-member exchange. This measure of TMX utilized a 9-item scale to assess individual perceptions of

exchange quality with other members of the work group (in aggregate). A 3-item scale by Hom and Griffeth (1991) was used to assess the executive's turnover intentions. The response format used for the scale was based on a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

While several studies have examined the association between team-member exchange (TMX) and turnover intentions, to the author's knowledge, none have reported the association between these two variables among the executive population. The researcher was seeking to understand if the association commonly found in the literature between TMX and turnover intentions would stay consistent when examining the executive population.

This study provides a preliminary distinction in the literature among the population as a whole and the executive population. The reliability score in this study for the TMX-9 scale, a Chronbach's alpha of .97, confirmed the historical reliability of this particular instrument. . Additionally, the reliability score found in this particular study for the turnover intentions scale, a Chronbach's alpha of .93, confirmed the reliability of this instrument.

The statistical analysis of the data from the TMX-9 portion of the survey indicated a non-significant and positive correlation between team-member exchange and turnover intentions among executives. Given cause and effect relationships cannot be gleaned from this study, it may be reasonable to conclude that an executive's relationship with her team does not have a significant association with her intention to leave the company. In other words, if the relationship with her team was high in quality, then she isn't more likely to stay

with the company necessarily, as implied by previous studies in the literature. Conversely, the assumption could be made that if the relationship with her team was low in quality, then she isn't more likely to leave the company.

Research Question 3

To what degree will perceived organizational support (POS) be related to executives' turnover intentions?

Executives completed a shortened version of the Survey of Perceived Organizational Support Scale (SPOS; Eisenberger, Huntington, Hutchison, & Sowa, 1986; Eisenberger, Fasolo, & Davis-LaMastro, 1990). Eisenberger, Cummings, Armeli, & Lynch's (1997) shortened version of the Survey of Perceived Support (SPOS) contains eight items that loaded highly on the main POS factor as reported by Eisenberger et al. (1986) in the scale's source article. The items were also selected due to their applicability to a wide variety of organizations. A 3-item scale by Hom and Griffeth (1991) was used to assess the executive's turnover intentions. The response format used for the scale was based on a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

While several studies have examined the association between perceived organizational support (POS) and turnover intentions, to the author's knowledge, none have reported the association between these two variables among the executive population. The researcher was seeking to understand if the association commonly found in the literature between POS and turnover intentions would stay true when examining the executive population.

This study provides a preliminary distinction in the literature among the general population and the executive population. The reliability score in this particular study for the SPOS scale, a Chronbach's alpha of .85, confirmed the historical reliability of this particular instrument. Additionally, the reliability score found in this particular study for the turnover intentions scale, a Chronbach's alpha of .93, confirmed the reliability of this instrument.

The statistical analysis of the data from the SPOS portion of the survey indicated a non-significant and positive correlation between perceived organizational support and turnover intentions among executives. Given cause and effect relationships cannot be determined from this study, it may be reasonable to conclude that an executive's relationship with her organization does not have a significant association with her intention to leave the company. In other words, if the relationship with the organization was high in quality, then the executive isn't more likely to stay with the company necessarily, as implied by previous studies in the literature. Conversely, the assumption could be made that if the relationship with the organization was low in quality, then the executive isn't more likely to leave the company.

Conclusions

The chief finding of this research illustrated that executives in this study's population give more weight to the quality of their relationships with their leaders when contemplating leaving exiting their organizations, than they do with their relationships with their teams or organizations. This finding is partially consistent with the majority of past research (Graen et. al., 1982; Liden et. al., 1992; Wayne

et. al., 2002) in that the general population has been found to give importance to the quality of their relationships with their leaders when contemplating leaving their organizations. In other words, in this study, the sample population of executives (Directors and above) is similar to the general population in regards to allowing the relationship with their leaders to affect their intentions to leave their companies.

However, the chief finding of this study is partially inconsistent with the majority of past research in regards to the relationship between TMX and turnover intentions as well as the relationship between POS and turnover intentions. Past research has overwhelmingly revealed that there is a significant and negative relationship between TMX and turnover intentions as well as between POS and turnover intentions. The majority of past research has focused on the front-line workers and lower to middle level management. In this study, the findings suggest that a significant association does not exist between TMX and turnover intentions as well as between POS and turnover intentions.

The key difference between this study and past studies is the sample population. In prior research, the executive population has not been focused on as a sample population (Eisenberger, et. al., 1990; Liden et. al., 2000; Porter et. al., 1974). In this study, the respondents are all executives (defined in this study as Directors and above, or the equivalent). Consequently, one may glean from this study's results that executives do not put as much significance on their relationships with their teams as the general population does when contemplating leaving their companies. Moreover, the results suggest that executives do not put

as much significance on their relationships with their organizations as the general population does when contemplating exiting their companies.

Implications

The implications of this study can aid companies going forward to increase their ability to keep top talent in the executive ranks. To the author's knowledge, there is no research that has been done regarding the examination of the relationship of the quality of leader-member exchange (LMX), team-member exchange (TMX), and perceived organizational support (POS) on turnover intentions among executives.

This is the only study to date that integrates the three main social exchange variables in organizations: a) quality of the relationship with the leader, b) quality of relationship with the organization, and c) quality of the relationship with the team among the executive population. This study could provide a richer understanding of the antecedents of executive turnover intentions.

This study provided a critical confirmation of the significant and negative association between leader-member exchange (LMX) and turnover intentions among a sample population that has not yet been studied in isolation, the executive population, when measuring the association between these two variables.

Additionally, this study revealed an important distinction from the majority of past studies in regards to the association between team-member exchange and turnover intentions. Overwhelmingly, the literature has suggested that a negative and significant correlation exists between TMX and turnover

intentions among the general population. This study focused on executives, not the general population, and found results counter to previous studies. The researcher found that no statistically significant association existed between TMX and turnover intentions among this executive sample population. Moreover, a positive association was found, though not significant, in this study.

Finally, the results of this study unveiled a key distinction from the majority of past studies in regards to the association between perceived organizational support and turnover intentions. Overwhelmingly, the literature has suggested that a negative and significant correlation exists between POS and turnover intentions among the general population. This study focused on executives, not the general population, and found results counter to previous studies. The researcher found that no statistically significant association existed between POS and turnover intentions among this executive sample population. Moreover, a positive association was found, though not significant, in this study.

It is important to note that the researcher conducted statistical analysis to understand if gender affected turnover intentions. While it was not the researcher's focus of this study, it is an interesting finding that gender did not have a significant relationship to turnover intentions.

Recommendations

Based on the results of this study, several recommendations are made for scholars and for human resources professionals. The results can be applied by scholars to the existing literature in the areas of industrial/ organizational psychology, organizational development, and strategic human resources. Leaders

in the human resources field, leaders from other functions of the company as well as outside consultants in the human resources field may apply the findings to their internal and external client engagements.

Recommendations for the Profession

Seventy percent of executives leave their respective companies within two years of being in their roles (Liden, Sparrowe, & Wayne, 1997). Overton (2001) estimated that the direct and indirect costs of replacing an executive are on average \$500,000 per lost executive, which does not include the value of the tacit knowledge each executive took with him or her. When retention is above average in comparison to rivals, productivity, profitability, and customer satisfaction also tend to be above average (Development Dimensions International, 2006).

The findings from this study may provide insight into what key relationships executives put emphasis on when deciding whether to leave their respective organizations. The study's results can aid management in their effort to retain their top talent in the executive ranks, which will directly influence the entire organization. Retaining executive talent will most likely have a positive impact on the executive, their team members, as well as the organization as a whole. When a talented and dynamic executive leaves an organization a negative ripple effect permeates the company.

When human resources leaders have the knowledge to curtail the undesired executive turnover, they will save the company operational costs, the team will have a consistent leader, tacit knowledge will stay in-house, and there will be less disruption to the business. The culminating effect has a positive

impact on people's lives and sustains a competitive advantage for the organization. This research study can aid human resources leaders and consultants by giving them the knowledge that the relationship an executive has with his leader is of particular importance with regards to his intention to leave the company.

From this study, industrial/ organizational psychologists can design interventions to strengthen the relationship between an executive and her leader, while coaching client companies to spend less time and energy on the executive's relationship with the organization and his team. The researcher is not suggesting losing focus on the executive's relationships outside of her leader. For clarity, the researcher advocates a stronger emphasis on interventions and initiatives that will enable the development and maintenance of strong relationships between executives and their respective leaders.

In the researcher's consulting experience executives care more about generativity, rather than compensation or other motivators that appeal to the general population. In other words, an executive at this point in his career generally wants to leave a lasting legacy, mentor the next wave of top talent, and be able to say, "I will be remembered for the unique contribution I made for XYZ Company." With this in mind, professionals in the field of talent management would be wise to tap into that motivation more. This study basically found that when it comes to executives, the relationship with the leader is more important than the relationship with co-workers or the organization when it comes to turnover intentions.

So where does that leave us? Let's bolster the relationship between executive and leader through interpersonal coaching. Why not conduct a communication gap analysis and personality sorting using tools we already have at our disposal? Let's make sure that a talent management professional on a monthly basis facilitates a one on one dialogue about possible areas of conflict. We assume executives don't have time for "soft stuff" like this, but it is up to us to educate them on the research that says if you don't pay attention to this relationship, talented executives will leave.

Michaels, Handfield-Jones and Axelrod (2001) found on average, the overall revenue attributed to just one executive in one year is \$1.5 million, a significant amount. Subsequently, losing executives to turnover and having open positions affect total company revenue and the bottom line. Every time an executive position becomes vacant, the organization becomes less capable of meeting its business objectives. Almost half of organizations surveyed have no formal strategy for addressing retention (Development Dimensions International, 2006). Questions need to be asked by human resources leaders and organizational development consultants such as "How can we strengthen the relationship between an executive and the leader? What strategic programs can we put in place to ensure this focus? How do we measure and hold leaders accountable for strengthening the relationship with their direct reports who are executives?"

Company leaders could be unaware of what factors to consider when trying keep their premier talent in the executive ranks. Internal and outside human resources consultants have an opportunity to educate company leaders

about the importance of the executive's relationship with his leader. This is one lever that is at the disposal of human resources professionals that has yet to be exploited. Lastly, the instrument used in this study may be leveraged as a diagnostic tool for assessing a company's quality of relationships among executives and its executive population's proclivity to leave the company. By doing this in a proactive manner, human resources leaders could spotlight specific areas of the company, whether by geography or function, to preemptively deter the exit of critical talent at the executive level.

Recommendations for Further Research

This study was limited by the convenience sample participating executives (n=158). The generalizability of this study's results is limited to the degree which results can be applied to various populations. For example, this study was limited to executives based in the United States and who read English. It would be useful for further researchers to expand the sample population to other cultures and non-English speaking executives. The inclusion of more diverse participants would add to the depth of knowledge the academic community currently has in regards to the executive population.

Further study is suggested to investigate the correlation between all variables in this research study. Given this is the first study, from the researcher's knowledge, that examines these variables among the executive population, it would be advantageous to duplicate this study so scholars and human resource leaders could understand if the results of this study hold true.

Further research is suggested in the area of testing interventions that strengthen the relationship between an executive and his or her leader. Understanding more ways to bolster this relationship would better equip human resources leaders and consultants when trying to retain key executives.

Concluding Thoughts

This journey has been transformative and even daunting at times. I gleaned a deeper understanding of what goes into completing a thorough and thoughtful research study. The review of the literature allowed me to appreciate the scholars before me who have paved the way for research in the social exchange field. I have great respect and admiration for the researchers that have added to the body of literature. My hope is that in a modest way, I was able to contribute to the literature in a positive way.

I was surprised at the dearth of empirical research examining the main social exchange variables among the executive population. With this discovery, I was motivated and energized to focus on the executive population for my study. This was a perfect marriage with my professional consulting work helping companies retain their top executives.

The results of my study have shed new light for me in regards to possible initiatives I could create to help my clients keep their most valuable executives in the future. For example, I could introduce the diagnostic tool of the survey used in this study to diagnose the areas of the company in which the most executives were at risk of turnover. Leveraging this data, I could then build a thorough action plan to strengthen the relationship between each executive and respective

leader through engagements such as executive coaching and communication skills training and education. Further more off-site workshops could be initiated to develop interpersonal dynamics between the executive at risk and the respective leader. Such workshops could include rope courses, mountaineering and task-related outdoor activities, so that the executives could hone their newly attained skills in a non-traditional business setting.

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APPENDIXES

APPENDIX A
EXECUTIVE TURNOVER INTENTIONS SURVEY

Executive Turnover Research Survey

Directions

Thank you for participating in my doctoral research on turnover intentions among executives (Directors and above). This 32-question survey will take less than 10 minutes to complete. Please be assured that your responses are, and will remain confidential, and will be used only in aggregated survey results. Participation in this survey is voluntary.

Executive Turnover Research Survey

Part I: Relationship with your leader (your direct boss)

1. Do you know where you stand with your leader...do you usually know how satisfied your leader is with what you do?

- ☐ Rarely
 ☐ Occasionally
 ☐ Sometimes
 ☐ Fairly Often
 ☐ Very Often

2. How well does your leader understand your job problems and needs?

- ☐ Not a Bit
 ☐ A Little
 ☐ A Fair Amount
 ☐ Quite a Bit
 ☐ A Great Deal

3. How well does your leader recognize your potential?

- ☐ Not at All
 ☐ A Little
 ☐ Moderately
 ☐ Mostly
 ☐ Fully

4. Regardless of how much formal authority he/she has built into his/her position, what are the chances that your leader would use his/her power to help you solve problems in your work?

- ☐ None
 ☐ Small
 ☐ Moderate
 ☐ High
 ☐ Very High

5. Again, regardless of the amount of formal authority your leader has, what are the chances that he/she would "bail you out," at his/her expense?

- ☐ None
 ☐ Small
 ☐ Moderate
 ☐ High
 ☐ Very High

6. I have enough confidence in my leader that I would defend and justify his/her decision if he/she were not present to do so.

- ☐ Strongly Disagree
 ☐ Disagree
 ☐ Neutral
 ☐ Agree
 ☐ Strongly Agree

7. How would you characterize your working relationship with your leader?

- ☐ Extremely Ineffective
 ☐ Worse Than Average
 ☐ Average
 ☐ Better Than Average
 ☐ Extremely Effective

Executive Turnover Research Survey

Part II: Relationship with your co-workers (anyone other than your immediat...

8. When I am in a bind, my coworkers will take on extra work to help ensure the completion of my important tasks.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

9. My coworkers have asked for my advice in solving a job-related problem of theirs.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

10. I would come to a co-worker's defense if he/she were being criticized.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

11. I respect my coworkers as professionals in our line of work.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

12. My coworkers create an atmosphere conducive to accomplishing my work.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

13. My coworkers are the kind of people one would like to have as friends.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

14. Even when they disagree with me, my coworkers respect the value of my judgments and decisions.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

15. I feel that I am loyal to my coworkers.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

16. My coworkers value the skills and expertise that I contribute to our work group.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

Executive Turnover Research Survey

Part III: Relationship with your organization

17. My organization cares about my opinions.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

18. My organization really cares about my well-being.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

19. My organization strongly considers my goals and values.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

20. Help is available from my organization when I have a problem.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

21. My organization would forgive an honest mistake on my part.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

22. If given the opportunity, my organization would take advantage of me.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

23. My organization shows very little concern for me.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

24. My organization is willing to help me if I need a special favor.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

25. I often think about quitting.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

26. It is very likely that I will actively look for a new job in the next year.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☐ Strongly Agree

Executive Turnover Research Survey**27. I will leave this organization in the next year.**☐ Strongly
Disagree☐ Disagree☐ Somewhat
Disagree☐ Neutral☐ Somewhat
Agree☐ Agree☐ Strongly
Agree

Executive Turnover Research Survey**Part IV: Demographics****28. What age range do you fall in?**

- ☐ 21 - 30 years old
- ☐ 31 - 40 years old
- ☐ 41 - 50 years old
- ☐ 51 - 60 years old
- ☐ 61 - 70 years old
- ☐ 71 - 80 years old

29. What is your gender?

- ☐ male
- ☐ female

30. How long have you been working at your current employer?

- ☐ less than 1 year
- ☐ 1 - 3 years
- ☐ 4 - 6 years
- ☐ 7 - 9 years
- ☐ 10 - 12 years
- ☐ more than 13 years

31. What best describes your job title?

- ☐ Chief Officer (CEO, CFO, COO, etc.) or the equivalent
- ☐ Senior Vice President or the equivalent
- ☐ Vice President or the equivalent
- ☐ Senior Director or the equivalent
- ☐ Director or the equivalent

Executive Turnover Research Survey**32. What is your organization's primary business activity?**

- ☐ Manufacturing (Non-Computer)
- ☐ Banking/Financial
- ☐ Government
- ☐ Transportation/Utilities
- ☐ Wholesale/Retail/Distribution (Non-Computer)
- ☐ Marketing/Advertising
- ☐ Business Services (Non-Computer)
- ☐ Entertainment/Publishing
- ☐ Aerospace
- ☐ Insurance/Real Estate/Legal
- ☐ Health Care/Pharmaceuticals
- ☐ Construction/Architecture/Engineering
- ☐ Education
- ☐ Research & Development
- ☐ Computer Manufacturer (Hardware/Software/Etc.)
- ☐ Biotech/Agriculture

Other (please specify)

33. What best describes your completed education level?

- ☐ High School diploma
- ☐ Bachelors degree
- ☐ Masters degree
- ☐ Doctoral degree

Executive Turnover Research Survey

Thank you very much for your participation!

APPENDIX B

TMX SCALE PERMISSION REQUEST AND APPROVAL

from **Anson Seers/AC/VCU** <aseers@vcu.edu>
 to maryfrancis@gmail.com
 date Tue, Aug 17, 2010 at 7:57 AM
 subject Re: Requesting your permission to use TMX scale
 mailed-byvcu.edu

[hide details](#) Aug 17

Hi Mary,

I'm honored to have other researchers make use of my work, so by all means I am pleased for you to use TMX in your research. I've included two file attachments. The one labeled TMX10 is the original from the study that produced data for the 1995 Seers et al. paper as well as for the 1989 Seers paper in OBHDP. The revision into the form labeled TMX13 was used in a 2006 Ford & Seers Leadership Quarterly paper. What strikes me as a potentially interesting possibility with TMX13 is the possibility that separate use of the subscales TMX Contributions and TMX Receipts as in the Ford and Seers paper might show differential relationships to turnover intentions. I wouldn't be the slightest bit surprised if contributions had a notably weaker correlation with turnover than did receipts. The contributions subscale tends to have a higher mean than the receipts subscale, which suggests that some respondents self-assess their own exchange contributions more generously than would be seen by their teammates. This would make variance in the receipts subscale more sensitive to perceived inequity, with individuals being lower on receipts more inclined toward turnover intentions than individuals who self-admit to relatively modest contributions.

In any case, please feel free to use whichever version best fits your research objectives. I wish you success in your work, and look forward to the publication of your study.

Best regards,

Anson

Anson Seers
 Department of
 Management Virginia
 Commonwealth
 University Snead Hall, 301 West
 Main, P.O. Box
 844000 Richmond, Virginia

The Management Department of the VCU School of Business offers a Ph.D. in Business Organizational Behavior.

23284-4000 (804) 828-
1624 aseers@vcu.edu

From: Mary Francis <maryfrancis@gmail.com>
To: aseers@vcu.edu
Date: 08/16/2010 06:39 PM
Subject: Requesting your permission to use TMX scale

Hello Dr. Seers,

The purpose of this email is to formally request your permission to use the Team-Member Exchange Scale (with 10 items) you developed in 1995 as part of my research. This instrument is referenced in many journals and will serve well in support of my dissertation.

I am presently pursuing a doctorate in Organization and Leadership at the University of San Francisco. My major area of research is examining LMX, TMX, POS and turnover intentions among executives.

If you agree, I would greatly appreciate you sending a confirmation to:

Mary Francis

1041 San Anselmo Avenue

San Anselmo, CA 94960

Or via email to maryfrancis@gmail.com

Thank you and I look forward to your reply.

Sincerely,

Mary Francis

maryfrancis@gmail.com

APPENDIX C

LMX-7 SCALE PERMISSION REQUEST AND APPROVAL

from **Scandura, Teresa Anne** <scandura@miami.edu>
 to "maryfrancis@gmail.com" <maryfrancis@gmail.com>
 cc Monica Sharif <monicasharif@gmail.com>
 date Mon, Aug 16, 2010 at 3:51 PM
 subject RE: Requesting permission to use LMX-7 scale
 mailed-by miami.edu

[hide details](#) Aug 16

Dear Mary Francis,

The LMX-7 is available for use in basic research. We appreciate your interest in this line of inquiry. Should you need a copy of the most current version of the LMX-7, please contact Monica Sharif (copied on this response).

Best wishes for your dissertation project.

Terri

From: Mary Francis [mailto:maryfrancis@gmail.com] **Sent:** Monday, August 16, 2010 6:43 PM **To:** Scandura, Teresa Anne **Subject:** Requesting permission to use LMX-7 scale
 - Hide quoted text -

Dr. Terri A. Scandura (scandura@miami.edu)
 Department of Management
 School of Business Administration
 University of Miami
 414 Jenkins Building
 Coral Gables, Florida 33124-9145

Hello Dr. Scandura,

The purpose of this email is to formally request your permission to use the Leader-member exchange survey instrument (LMX-7 scale) as part of my research. This instrument is referenced in many journals and will serve well in support of my dissertation.

I am presently pursuing a doctorate in Organization and Leadership at the University of San Francisco. My major area of research examines LMX, TMX, POS and turnover intentions among executives.

If you agree, I would greatly appreciate you sending a confirmation to:

Mary Francis
1041 San Anselmo Avenue
San Anselmo, CA 94960

Or via email to maryfrancis@gmail.com

Thank you and I look forward to your reply.

Sincerely,

Mary Francis
maryfrancis@gmail.com

APPENDIX D

SPOS SCALE PERMISSION REQUEST AND APPROVAL

fromeisenber@udel.edu
 tomaryfrancis@gmail.com
 dateTue, Aug 17, 2010 at 6:51 AM
 subjectRe: Requesting permission to use 8-item SPOS
 mailed-byudel.edu

[hide details](#) Aug 17

Dear Mary,

I am happy to grant permission to use the SPOS. I would be interested in hearing about your findings once you have them. Best of luck with your research.

Cordially,

Bob

Robert Eisenberger

Professor of Psychology

College of Liberal Arts & Soc. Sciences

Professor of Management

C. T. Bauer College of Business

University of Houston

reisenberger2@uh.edu

(302)353-8151

- Hide quoted text -

----- Original message -----

>Date: Mon, 16 Aug 2010 15:53:47 -0700

>From: Mary Francis <maryfrancis@gmail.com>

>Subject: Requesting permission to use 8-item SPOS

>To: eisenber@UDel.Edu

>

> Hello Dr. Eisenberger,

>

>

>

>

> The purpose of this email is to formally request
 > your permission to use the 8-item Survey of
 > Perceived Organizational Support (SPOS) as part of
 > my research. This instrument is referenced in
 > many journals and will serve well in support of my
 > dissertation.

>

>
>
> I am presently pursuing a doctorate in Organization
> and Leadership at the University of San
> Francisco. My major area of research examines
> LMX, TMX, POS and turnover intentions among
> executives.

>
>
>
> If you agree, I would greatly appreciate you sending
> a confirmation to:

>
>
>
> Mary Francis
>
> 1041 San Anselmo Avenue
>
> San Anselmo, CA 94960

>
>
>
> Or via email to maryfrancis@gmail.com

>
>
>
> Thank you and I look forward to your reply.

>
>
>
> Sincerely,

>
>
>
> Mary Francis
>
> maryfrancis@gmail.com

APPENDIX E
PERMISSION REQUEST AND APPROVAL
TO USE FIGURES 3 – 6 AND TABLE 1

from **Lmxlotus@aol.com**
 to maryfrancis@gmail.com
 cc gjoang@aol.com
 date Thu, Dec 9, 2010 at 6:53 AM
 subject Re: Requesting your permission to reprint
 mailed-by aol.com

Mary,

You have my permission to reprint said material. Thank you very much for asking. Please send me a copy.

Holiday cheers,

George

 --

from **Mary Francis** <maryfrancis@gmail.com>
 reply-to maryfrancis@gmail.com
 to Lmxlotus@aol.com
 date Wed, Dec 8, 2010 at 2:42 PM
 subject Requesting your permission to reprint
 mailed-by gmail.com

Hello Dr. Graen,

First let me say that I am a very big fan of your work. I am currently working on my dissertation for my doctorate in Organizational Leadership. The purpose of this email is to request your permission to reprint one figure and one table from your article, "Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective," (G. Graen and M. Uhl-Bien, 1995. *Leadership Quarterly*, 6).

The particular figure and table I would like to reprint, with your permission are listed below:

- a) Figure 1: The Domains of Leadership
- b) Table 2: Three Domain Approaches to Leadership

Thank you for your consideration and Happy Holidays!

--

Regards,

Mary

maryfrancis@gmail.com

415.505.6712

APPENDIX F
INSTITUTIONAL REVIEW BOARD (IRB) FOR THE PROTECTION
OF HUMAN SUBJECTS APPROVAL

from **USF IRBPHS** <irbphs@usfca.edu>
 to USF IRBPHS <irbphs@usfca.edu>,
 maryfrancis@gmail.com
 cc mitchell@usfca.edu
 date Thu, Sep 2, 2010 at 3:29 PM
 subject IRB Application #10-073 - Approved
 mailed-by usfca.edu

[hide details](#) Sep 2

September 2, 2010

Dear Ms. Francis:

The Institutional Review Board for the Protection of Human Subjects (IRBPHS) at the University of San Francisco (USF) has reviewed your request for human subjects approval regarding your study.

Your application has been approved by the committee (IRBPHS #10-073). Please note the following:

1. Approval expires twelve (12) months from the date noted above. At that time, if you are still in collecting data from human subjects, you must file a renewal application.
2. Any modifications to the research protocol or changes in instrumentation (including wording of items) must be communicated to the IRBPHS. Re-submission of an application may be required at that time.
3. Any adverse reactions or complications on the part of participants must be reported (in writing) to the IRBPHS within ten (10) working days.

If you have any questions, please contact the IRBPHS at (415) 422-6091.

On behalf of the IRBPHS committee, I wish you much success in your research.

Sincerely,

Terence Patterson, EdD, ABPP
 Chair, Institutional Review Board for the Protection of Human Subjects

IRBPHS – University of San Francisco
Counseling Psychology Department
Education Building – Room 017
2130 Fulton Street
San Francisco, CA 94117-1080
(415) 422-6091 (Message)
(415) 422-5528 (Fax)
irbphs@usfca.edu

<http://www.usfca.edu/soe/students/irbphs/>

APPENDIX G
INFORMATIONAL EMAIL COVER LETTER

Hello,

My name is Mary Francis and I am a doctoral student in the Organization & Leadership department at the University of San Francisco. I am conducting a study that examines the quality of relationships at work and turnover intentions among executives.

I am asking you to participate in this research because you have a unique and experienced perspective based on your seniority. If you agree to participate in this study, you will complete a short survey that asks about the quality of your relationships at work. The survey should take no more than 8 minutes to complete.

All of your responses are **confidential**. No individual responses will be released. And when published, it will be impossible for any individual or corporation to be identified.

Obtaining a large sample size is essential; however, your participation is entirely voluntary. You are free to decline to be in this study. There will be no costs to you as a result of taking part in this study, nor will you be reimbursed for your participation in this study. If you would like a copy of the results of this study, please send me an email and I will gladly forward it to you.

If you have questions about the research, I will be happy to respond. I can be reached by email at megeck@usfca.edu.

If you have further questions about your participation in this study you may contact the IRBPHS at the University of San Francisco, which is concerned with the protection of volunteers in research projects. You may reach the IRBPHS office by calling 415-422-6091, or by emailing IRBPHS@usfca.edu.

I would like to thank you in advance for your assistance. Please complete the short survey online by visiting the following website:

<http://www.surveymonkey.com/s/6D6MYP7>

Warm regards,

Mary Francis
Doctoral Candidate
University of San Francisco

APPENDIX H
RESEARCH SUBJECT'S BILL OF RIGHTS

RESEARCH SUBJECTS' BILL OF RIGHTS

UNIVERSITY OF SAN FRANCISCO CONSENT TO BE A RESEARCH SUBJECT

The rights below are the rights of every person who is asked to be in a research study. As a research subject, I have the following rights:

- (1) To be told what the study is trying to find out;
- (2) To be told what will happen to me and whether any of the procedures, drugs, or devices are different from what would be used in standard practice;
- (3) To be told about the frequent and/or important risks, side effects, or discomforts of the things that will happen to me for research purposes;
- (4) To be told if I can expect any benefit from participating, and, if so, what the benefit might be;
- (5) To be told of the other choices I have and how they may be better or worse than being in the study;
- (6) To be allowed to ask any questions concerning the study both before agreeing to be involved and during the course of the study;
- (7) To be told what sort of medical or psychological treatment is available if any complications arise;
- (8) To refuse to participate at all or to change my mind about participation after the study is started; if I were to make such a decision, it will not affect my right to receive the care or privileges I would receive if I were not in the study;
- (9) To receive a copy of the signed and dated consent form; and
- (10) To be free of pressure when considering whether I wish to agree to be in the study.

If I have other questions, I should ask the researcher. In addition, I may contact the Institutional Review Board for the Protection of Human Subjects (IRBPHS), which is concerned with protection of volunteers in research projects. I may reach the IRBPHS by calling (415) 422-6091, by electronic mail at IRBPHS@usfca.edu, or by writing to USF IRBPHS, Department of Counseling Psychology, Education Building, 2130 Fulton Street, San Francisco, CA 94117-1080.