'People don't leave jobs, they leave managers'. An examination into the influence of leadership styles on employee satisfaction and turnover in the Irish residential social care sector.

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Abstract

This research aimed to examine the impact of leadership style on job satisfaction and turnover intention within an Irish residential social care setting. This research was undertaken as there was a gap in the literature with regard to the Irish social care sector, particularly in relation to leadership styles and their effects. Previous research had shown that transformational leadership was associated with higher job satisfaction and lower turnover intention, with the opposite reported for transactional leadership. It also showed that job satisfaction and retention were highly correlated. Findings from this research has shown that in the selected social care setting transformational leadership style was associated with lower job satisfaction and turnover intent. Transactional leadership style and low job satisfaction was found to be associated with high turnover intention.

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Chapter 1

1. Introduction

In Ireland, very little has been investigated in relation to employees in the social care sector, in particular, residential services. This is similar to the situation in other countries however in recent years more information has been gathered with regards to this sector. Colton and Roberts (2004) research presents that child welfare workers in the USA report 'not feeling valued' as one of the main reasons for leaving their jobs (Human Services Workforce Reform, pp.137, 2003). Colton and Roberts (2004) report that residential child care staff in the UK maintain that there is a perception of their job as being 'the lowest form of social worker' and report being undervalued in work and exhausted by the challenges faced on a daily basis. Staff perceive the work as having a 'shelf life' and always contemplate moving on to less demanding options (Colton and Roberts, pp.137, 2004).

The literature review will cite evidence considered relevant for this study from previous research in the social work and nursing sector. These two fields are considered relevant for this study as all three jobs have multiple similarities. Social Work is a Masters qualification. Individuals can enrol on this when their undergraduate degree is in a related discipline. Social workers work across a large span of services. They work with individuals and care teams in situations of adoption, mental health, elderly, probation and substance abuse. Social workers work with a number of different individuals or families at the same time and do not have daily physical interaction with them. Their work includes visiting clients, organising appropriate supports and referring for additional services if required. Social workers, for the most part, work regular shift hours from Monday to Friday. Social care workers must attend college for 3 or 4 years, depending on the level of qualification they wish to receive. Social care workers typically work as a support to social workers, implementing care plans and providing physical and emotional support. This may be done in the client's home, in a day centre or residential home. Responsibilities range from providing personal care such as washing, dressing and feeding, assisting with daily activity programmes and behaviour management. Social care workers can be required to work with individuals with intellectual disabilities or mental health problems, substance abuse clients and others with a range of challenging behaviours. Social care worker's role differs from the social worker as they have daily interaction with the client. Social care workers are also required to do shift work, including nights and weekend work. Hospital nurses must complete a four-year university

degree. Nurses also work in differing circumstances. The daily tasks will differ whether they work in a public or private hospital, the nature of the ward they work will also influence the nature of tasks required. For the most part nurses will work with the same populations already mentioned (mental health, substance abuse). Nurses have similar work patterns to social care workers, as they work in a 24-hour service, shift work is necessary. Dealing with individuals and families in pain and/or under the influence can create a volatile environment and so nurses are required to deal with challenging behaviour regularly. As each of these professions comes under the health care sector and has similar characteristics (shift work, managing behaviour, working within child protection guidelines, personal care) this study will examine previous research in the nursing and social work environments. This will form a basis as there is insufficient research specific to the social care field.

Hussein, Moriarty, Stevens, Sharpe and Manthorpe (2014) indicate that the recruitment and retention problems among social workers has gained policy interest in England. High turnover of employees resulted in the government implementing a 'Children's Workforce Strategy' with the aim of creating a world class children's workforce (Department for Education and Skills, 2005). In this strategy, retention of staff was highlighted as a key challenge as it is crucial in providing a high quality service and important for the organisation as turnover incurs costs. A Social Work Task Force was established in 2009 and a Social Work Reform Board in 2010. These have attributed most of the problems occurring due to the quality of social work education but Moriarty et al (2010) cited in Hussein et al (2014) comment that placing the emphasis on the quality of education is neglecting the importance of the experiences faced by social workers and how these experiences have added to or taken from their quality of work. Hussein et al (2014) argue that this does not only apply to social work as similar relationships between job stress, actual experience and turnover intent in work have been reported in similar healthcare fields e.g. nursing. This issue is also documented in the USA, both the public and private sector there are experiencing high turnover, with figures suggesting a turnover rate of 30%-40% (American Public Human Services Associated, 2004). Colton and Roberts (2007) highlight that although residential care has an large and important role in child and family services there has not been sufficient research on its employees, they note that the limited research on residential staff has focused on recruitment of employees while there is little on the retention of staff in this type of service.

In examining leadership styles, leadership must first be defined. Leadership can be described as an interaction between two or more members of a team, Bass (1990) suggests that this interaction involves structuring expectations and perceptions of the leader and members of the group. There are many theories around leadership in previous research, these include trait theory, path goal theory and contingency/situational model. Later the concept of transformational and transactional leadership was proposed by Burns (1978) followed by Bass (1985). Early leadership theories assumed that the personal traits of the individual leader were the basis for the leadership style. Later theories looked at what leaders do and how employees react. Scherp, Elshout and van der Feltz-Cornelis (2013) express that organisational effectiveness and performance of employees' rests on three pillars, organisational commitment leadership style and job satisfaction. It is therefore argued that leadership is of high importance to organisational success aswell as entwined with many other factors. Mahadevamangalam and Gundluru (2015) highlight the importance in identifying the styles of leadership that will increase employee satisfaction and commitment in aiding managers to maximise employee productivity.

The Child Welfare League of America (2005) recognise that gaining an understanding of issues influencing turnover is of the highest importance in providing a high quality service for people using these services. Redmond, Guerin, Nolan, Devitt and Egan (2010) report on turnover findings within the social work sector in the United States. The figures in the USA show high rates of turnover with an average annual turnover of 20% for frontline child workers (American Public Human Services Associated, 2001). Turnover in the UK is reported to be 25.4% annually (Workforce Intelligence Analysis Team, 2015), which is unacceptably high for an industry where familiarity of staff is crucial to the children and vulnerable adults using the service. Redmond et al (2010) suggest a range of issues that impact on this level of turnover. One of the central issues is that of job satisfaction. Rothfelder, Ottenbacher and Harrington's (2013) research in the hospitality industry into leaderships styles and their influence on employee satisfaction suggest that different leadership styles do have a positive influence on employee job satisfaction. Rothfelder et al (2013) argue from their findings, the importance of applying these styles within the organisation. This research aims to further examine if this is applicable in an Irish setting.

Employee satisfaction and how it relates to perceived leadership styles has not been conducted in an Irish social care setting. Leaders in social care settings face many challenges

which are unlikely to be experienced in other more traditional settings, they are also faced with the challenge of leading and retaining staff who are faced with complex issues every day. The purpose of this research is to investigate the relationship between employee satisfaction, turnover and leadership styles in an Irish social care residential setting. This is carried out with the intention of furthering our knowledge of the impact of leadership styles in general terms as well as gaining an insight into the impact of this in this setting.

The Towers Watson Global Workforce Survey (2014) reported that hiring and turnover levels were beginning to increase across sectors and that employers were beginning to experience challenges in attracting and retaining employees. The Towers Watson Global Workforce Survey (2014) also found that there was a need for employers to gain an understanding into successful employee retention. The findings from this survey show that employers focus more on the importance of pay and promotion in retention but employees name 'trust and confidence in senior leadership' to be a key retention driver. This research, while gaining an insight into social care, will also serve the wider business market. As the country grows out of recession and recovers economically, individuals are faced with growing employment opportunities. This may become an issue for employers in retaining employees.

1.1 Justification for this research

In 2012 the Centre for Ageing Research and Development in Ireland (CARDI) published research on the future for long term care in Ireland. CARDI (2012) reports that Irelands population is aging and the issue of how to provide and pay for care both at home and in residential services in becoming more important. The report highlights that at least 2,833 extra people will need residential care each year from 2012 until 2021. This suggests that the residential sector in Ireland will need huge growth in coming years. This area will require increased numbers of employees and ensuring these employees are satisfied in their role will be a major focus for human resources in achieving low turnover rates. In 2013 the central statistics office (CSO) reported that over one-third of health expenditure in Ireland is in hospitals but the second highest expenditure, with 20%, is in long-term residential facilities. With such a large proportion of the health budget allocated to this sector it is increasingly important for research to investigate the many factors that lead to a successful organisation. The justification for this research is the gap in the literature regarding residential social care

workers in an Irish context. There are numerous studies conducted on leadership styles, job satisfaction and turnover intent, however very little of this has been carried out in social care settings and the studies that have occurred in social care tend to be in American or UK organisations. By addressing this gap in research, it is hoped that the data collected will be of use to policy makers and leaders in the growing Irish residential social care sector.

1.2 Aims and Objectives

The aims and objective of this research is to examine transformational leadership styles and job satisfaction in an Irish social care setting, leadership style and turnover intention in an Irish social care setting and job satisfaction and turnover intention in an Irish social care setting.

1.2.1 Hypothesis 1: In relation to transformational leadership styles and job satisfaction, it is hypothesised that 'those who perceive their leader to have transformational leadership qualities will have a high score on the job satisfaction scale'

1.2.2 Hypothesis 2: In relation to leadership style and turnover intention, it is hypothesised that turnover intention will decrease with perceived transformational qualities and increase with transactional qualities'.

1.2.3 Hypothesis 3: In relation to turnover intention and job satisfaction, it is hypothesised that 'individuals with low levels of job satisfaction will have high levels of turnover intention'.

<h1 align="center">Chapter 2</h1>

2. Literature Review

2.1 Social Care in Ireland

Christie (2005) reports on the evolution of the social care field and how the role of 'social care worker' has emerged, he highlights that this job title is a relatively new one in Ireland. The care system in Ireland has evolved from the reformatory and industrial schools' system with the introduction of the Child Care Act and Mental Health Acts. The new legislation enacted on the basis of these acts has increased the focus on accountability and client's rights. Moore (2012) mentions that there are two inspectorates set up to monitor this sector, the Health Information and Quality Authority (HIQA) and the Child and Family agency (TUSLA).

Social care services vary and provide care for a range of different clients across differing settings. The social and care sector employs individuals under a range of different job titles. These titles include, community and welfare workers, social housing, care workers, personal assistants, home helps, care attendants and social care workers. One major area within this service is residential care for children and vulnerable adults who can no longer live at home. This care is generally provided in small homes throughout the country with differing numbers in each, depending on client's needs. The staff that work in these residential centres are described as Social Care Workers, their job includes caring for the clients physical, social and emotional needs along with interacting with teachers, social workers, parents, counsellors and any other professional that may be involved in the clients care e.g. Speech and language therapists (Christie, 2005). In truth, there has been very little research conducted in this area in Ireland and it remains a profession that the public know little about. In recent times there has been more focus on the field in general with numerous headlines coming from Oberstown detention facility in Dublin. This is a public facility that hires social care workers.

According to the Behan, McNoboe, Shally and Burke (2015) there were approximately 102,000 people employed in social and care professions in 2014 in Ireland. This is 5.3% of the Irish workforce. During the period from 2009-2015 the social and care workforce was predominantly female, with two fifths of people employed in the field working part time (Behan et al, 2015). This figure is double the national average. Behan et al (2015) report that the social and care profession have high turnover rates with 6,700 transitions recorded in

2014. Given these figures it is recognised that some employers are not succeeding in attracting and retaining suitable care workers.

Residential care is considered a last option for individuals who can no longer live at home. These individuals level of need is high which can create a complex and unpredictable environment. For this reason, it is highly important employees in this environment are supported and retained over time to retain their knowledge for the benefit of other employees as well as the client.

The focus of this study is centred around social care workers who work in the private residential social care sector with children and vulnerable adults. They work with a range of clients, of all ages, many of whom are on the autism spectrum. Christie (2005) describes this work as immensely complex due to the demands placed on the worker to draw upon resources which may not always be readily available, while engaging in close teamwork to cope with sometimes volatile clients.

2.2 Leadership Styles

Bernard Bass (1985) proposed the three-dimensional model of leadership styles. Since that time this model has been used in research literature to examine the styles from different perspectives e.g., job performance, job satisfaction and managerial performance. Sakiru, D'Silva, Othman, Daudsilong and Busayo (2013) note that across the board, leadership is noticed to have an important role in creating an effective organisation for success. Bass (1985) describes three components in leadership theory. Transformational leadership, transactional leadership and non-leadership (laissez-faire). Each of these leadership behaviours have different dimensions. Some reliability and validity issues have been raised with these styles of leadership, for example, Northouse (2004) said the transformational model was personality based and lacked clarity and Gilbert (1985) suggested that the transactional approach focused too much on task behaviour without sufficient development of the relationship between the leader and follower. However, these styles have received widespread acceptance and use within the literature, as discussed below.

2.2.1 Transformational Leadership

Rothfelder et al (2012) describe four behavioural components of transformational leadership, they are: idealised influence, inspirational motivation, individualised consideration and intellectual stimulation. As cited in Rothfelder et al (2012) Bass and Avolio (1994) note that transformational leaders who employ one or more of these dimensions achieve higher results. Welford (2007) reports that transformational leadership is agreed to be the most appropriate style for health care settings. The HSE in 2007 set out a transformation programme, this programme states that respect for co-workers and recognising successes would be vital components for the future management of the HSE. Welford (2007) argues that this would need to be directed by the transformational leadership ethos.

i.   Idealised Influence

The first transformational dimension: idealised influence, in often referred to as charisma. It describes a leader who demonstrates a high standard of moral and ethical conduct, this leader is described as being expected on to do the right thing. Bass (1997) describes these leaders as self-confident, determined, willing to take risks and highly competent. They sacrifice their personal interest for organisation benefit and are regarded as role models. Followers respect, trust and admire this style of leadership. Sullivan (2012) conducted a correlational study on perceived transformational leadership styles and job satisfaction with a social worker sample. The results indicated a statistically significant correlation between the supervisor's transformational leadership style and the social workers job satisfaction. Specifically, Sullivan (2012) shows that the idealised influence leadership style has a strong correlation with job satisfaction.

ii.   Inspirational Motivation

Inspirational motivation is the second transformational dimension; this is highly correlated to idealised influence but is not conceptually the same (Bass, 1997). This dimension refers to a leader who provides meaning to the followers work and sets challenging goals to motivate and inspire the follower. Followers are more committed, share the organisations vision and have increased optimism and enthusiasm. Sullivan (2012) findings show a strong direct relationship between job satisfaction and inspirational motivation. Sullivan (2012) reports that when the supervisors score on inspirational motivation increases or decreases the followers job satisfaction score moves in a similar direction.

iii.   Intellectual Stimulation

The third dimension, intellectual stimulation, describes a leader who stimulates their followers to be innovative and creative. This leadership behaviour aims inform the follower of any problems and challenge them to look at these problems from a new perspective. This leader encourages and does not criticize follower's ideas if they differ from their own. Bass (1997) describes this leader as questioning current value systems and provoking re-examination of assumptions. Dublinsky et al (1995) describe followers of this leader to re-examine their way of thinking and become more effective in their problem solving. Mohammad Al-Zeaud and Batayneh (2011) research with nurses in private hospitals found statistically significant positive relationships between each of the five dimensions of transformational leadership and job satisfaction, but notes that intellectual stimulation dimension had the strongest relationship.

iv.   Individualised Consideration

The fourth dimension is individualised consideration. Rothfelder et al (2012) report that it refers to the leader's awareness and willingness to accept each follower as being unique, as well as their individual needs and concerns. Individualised considerate leaders provide socio-emotional support to their followers through attentive listening and maintaining frequent contact with followers while empowering them. This leader behaves as a coach or mentor and followers tend to feel supported, appreciated, respect the leader and be more self-confident. Sullivan (2012) looked at the relationship between perception of individualised consideration style and job satisfaction. The results show sufficient evidence that there is a correlation between job satisfaction and the perception of individualised consideration style, the correlation coefficient in his study points to a strong direct relationship between the two variables, similar to inspirational motivation, when individualised consideration values increase or decrease job satisfaction values move in a related way. Similarly, Mahadevamangalam and Gundluru (2015) research on leadership effects on job satisfaction found that individualised consideration leadership directly positively influences satisfaction.

2.2.2 Transactional Leadership

Transactional leadership is comprised of three dimensions- Contingent reward, active management-by-exception and passive management by-exception. Contingent reward leaders provide rewards for followers for successful task completion after getting an agreement on what needs to happen from the followers. This exchange process begins with the leader giving the follower a clear understanding of what needs to happen and how they will be rewarded or recognised when the task is complete. Rewards happen in the form of bonuses, praise or pay increases (Bass 1997). This style of leadership can be described as a constructive transaction. Management by exception is said to be practiced actively or passively. In the active form the leader constantly monitors follow behaviour and takes corrective action, the passive form is only taking corrective actions if things go wrong (Bass, 1997). Active management by exception is mostly based on taking corrective action, these leaders closely monitor and control follower's performance and act when there are any mistakes. If any failures, deviations from standards or errors are made this leader will take corrective action immediately (Bass, 1997). Passive management by exception on the other hand describes a leader who only intervenes if standards have failed or a problem has occurred. As expressed in Rothfelder et al (2012) this leader waits for something to go wrong before acting to correct the problem (Harms and Crede, 2010). Passive management can be best described as that of negative feedback in the form of criticism, correction or punishment. There has been multiple research carried out which has shown that followers of transactional leaders have a lower work satisfaction that those of transformational leaders.

2.2.3 Laissez-faire Leadership

Non leadership style represents a non-working behaviour that cannot be described as transformational or transactional. This style involves laissez-faire behaviour which in turn refers to an actual lack of leadership. Laissez-faire leadership is correlated conceptually to the passive form of management by exception however in this case there is little or no action even when a form of correction is required. Laissez-faire leaders display indifference to tasks and to subordinates needs. Avolio (1999) describes this style as the total lacking of effective leadership. Overbey (2013) describes this style as avoiding decision making, hesitance in taking action and being absent when required. This leader lets things go their own way and usually take no authority or responsibility. They are reluctant in taking positions and offer no feedback for followers. Followers to this leadership style seek assistance from alternative

sources like peers or other managers (Bass, 1990). Bass and Avolio (1989) note that this laissez faire leadership is not often observed in industry however there are still some individuals exhibiting it. Erkutlu (2008) reports that a laissez faire leadership style is negatively related to follower's job satisfaction in a hospitality setting (cited in Rothfelder et al., 2012).

2.2.4 Leadership Styles in the Healthcare Sector

Exploring transformational and transactional leadership styles will form the basis of this research. Gellis (2001) reports findings on leadership styles within the social work sector. His findings imply that transformational leadership has significant add on effects to transactional leadership in how the follower in the social work sample perceived the effectiveness and satisfaction with their leader. This research also reveals that follower's effort and performance levels increased under transformational leaders more than transactional.

Transformational leadership is based on the idea that the behaviour of leaders can influence followers achieving a higher level of thinking. By appealing to the ideas and values of the followers the leader will inspire them to create new patterns of behaviour through problem solving. Despite the vast research on the positive uses for transformational leadership style, there are some disadvantages to the theory. Lee (2014) points to authors who have criticised Bass for representing the transformational leader as great men (Northouse, 2013; Tourish and Pinnington, 2002; Yukl, 1999). Lee (2014) also argues that transformational leadership style assumes that influence occurs in one direction: from the leader to the follower, implying that the follower is more susceptible to deception which is antidemocratic. Northouse (2013) criticises the model of transformational leadership as lacking 'conceptual clarity' (Northouse, 2013: 202), which causes ambiguity in measuring and explaining its effectiveness. Lee (2014) agrees with this criticism and argues that the four components proposed by Bass are relatable but do not answer the question of how leaders can perform these four components. In spite of these criticisms Mujkic et al (2014) highlight that the majority of previous research has been conducted on transformational leadership styles.

In the study on registered nurses by Bycio et al (1995) a positive correlation was found between transformational leadership and employee satisfaction. They argue that transformational leadership is the dominant predictor of employee satisfaction. Later Bushra, Usman and Naveed (2011) also argue the importance of transformational leadership in the

financial sector, finding that transformational leadership has a significant positive effect on job satisfaction and that adopting the transformational style can increase job satisfaction by 42%.

Cummings (2012) observes that a relational leadership styles such as transformational, were associated with higher job satisfaction in relation to work, role, environment, pay and effectiveness in the nursing profession. Cummings (2012) also indicates that nurses had lower turnover intention in and organisation where the relational leadership style was evident.

Bycio, Hackett and Allen (1995) present data collected from a nursing sample which show that greater degrees of transformational leadership are associated with reductions in intentions to leave. Angermeier et al (2009) report similar findings which indicate that transformational leadership style reduces turnover intentions amongst employees in the healthcare industry in America. Wells and Peachy (2011) argues that the reasoning behind this relationship between leadership and turnover is that how a leader behaves can be perceived as an indication of organisational intent. Transformational leaders create vision which in turn fosters a sense of pride and belonging to an organisation, Bass (1985) reports that this enables followers to internalise group or organisational values. Powell et al (2008) cited in Ahmad et al (2013) argue for the importance of leadership styles in job satisfaction and point to transformational and transactional leadership styles as being the main factors contributing to job satisfaction

2.3 Job Satisfaction

Job satisfaction is described by Schermerhorn et al (1991) as an aspect of work that depends on the individual person cultivating either positive or negative emotions towards his or her work (cited in Mujkic et al., 2014). Spagnoli et al, 2012 (cited in Martins and Procena, 2012) mention that the main obstacles in assessing job satisfaction is the fact that an individual may be satisfied with some aspects of the job at the same time as being dissatisfied with other aspects. Landsmann (2001), cited in Redmond et al (2010) reports that personal factors including perceived supervisory support, opportunity for promotion and a belief in the value of your work are all related to job satisfaction.

Shan Li, Yao, Shi, and Ren (2014) report that satisfaction is a multifaceted construct and that the most accepted and common indicators of satisfaction are pay, promotion opportunities, colleagues, supervision and the work itself (Judge et al., 2001). Matzler and Schubert (2004)

argue that employee satisfaction is one of the most important influences in customer satisfaction, productivity and quality in modern management theory. Mujkic, Sehic, Rahimic and Jusic (2014) report that job satisfaction has been found to correlate with productivity, motivation, physical/mental health and satisfaction with life in general (Landy, 1989).

There are two types of job satisfaction in the literature. The first is overall work satisfaction which refers to the employees' overall emotions towards work. The second type refers to feelings towards specific aspects of the job e.g. salary and the quality of relationships with co-workers. According to Mujkic et al (2014) an employee's perspective on job satisfaction can be used to identify specific needs for business improvement, which can result in benefiting organisations to improve overall job satisfaction and to understand organisational matters such as turnover.

One misconception with employee satisfaction is that salary is the main contributing factor. Berry (1997) reports that employees are more satisfied with a pleasant working environment and can be highly unsatisfied in a well-paid job. Robbins (2001) claims that satisfaction can be viewed through five dimensions- mentally stimulating work, justified reward, interesting work conditions, friendly colleagues and individual compatibility with work. Each of these five dimensions has a strong link with the dimensions of transformational and transactional leadership. For example, appreciating Robbins (2001) 'justified reward' is linked with the contingent reward dimension in transactional theory is helpful in gaining understanding into the impact of this particular leadership style, the inspirational motivation and intellectual stimulation dimensions of transformational leadership can also be associated with Robbins (2001) dimension of mentally challenging work and stimulating work conditions.

 According to England and Folbre (2003) employees providing direct care are awarded with a 'psychic income', this refers to their appreciation of the care recipient. This 'psychic income' compensates for the less pleasant aspect of their job e.g. shift work and enables the employee to stay on in their job. Work is a huge part of the individuals' life as we spend more time in work than doing any other single activity. There are numerous reasons why people work, for earnings, for motivation aswell as a resource of social contacts. Having the employee satisfied in this can be an essential facet of work. Cited in Shakiru et al (2013), Spector (2008) highlights that work may be a source of pleasure for a person and as a result bring about a healthier individual both emotionally and physically.

Employee satisfaction is important for managers and the greater organisation. Research has shown that when workers are pleased their output is enhanced, Ostroff (1992) expressed that organisations with content workers surpass other organisations and that low job satisfaction has the opposite effect as it is associated with withdrawal behaviour and growing costs (cited in Sakiru et al., 2013). Based on Spector (1997) workers who are discontent are more likely to cultivate troublesome behaviours which in turn can affect individuals around them. Today, workers expect to obtain satisfaction from their employment and may consider it as a means to stay in their current organisation rather than change to another (Boseman, 2008). Boseman (2008) also reports that organisations cannot generate consumer support and satisfaction if their employees do not feel satisfied, therefore to have an organisation with satisfied clients it must first have satisfied workers. This has greater relevance when the employee has a direct connection with the client, as is the case in social care work.

2.3.1   Job Satisfaction in Healthcare

In a healthcare context, job satisfaction is of particular interest as studies have shown that job satisfaction and quality of care are related (Martins and Procena, 2012). Evidence from Aiken et al in 1994 and 1997 suggest that nurses job satisfaction level affects patient quality of care, other research from West et al (2006) showed that Nurses job satisfaction can even reduce mortality (cited in Martins and Procena, 2012). Job satisfaction in the human services field is generally reported on as being good. Onyett (1997) investigated job satisfaction in relation to burnout and morale in community mental health teams and found satisfaction was high. Billings, Johnson, Bebbington, Greaves, Priebe and Muijen, (2003) report that community care teams are moderately satisfied with their jobs, this research was conducted to examine overall attitude to the job.

Scherp et al (2013) indicate the importance of organisational change in employee satisfaction. Social care jobs are subject to constant change, higher than the average. Howard and Frink (1996) found an association between organisational restructuring and employee satisfaction which showed that work turbulence has a negative impact on employee satisfaction. They also report that satisfaction with a supervisor influences overall job satisfaction. This research highlights the importance of the supervisor/leader at all times but particularly in times of change or turbulence in the work environment.

Job satisfaction has also been linked with turnover in the literature. Carston and Spector (1987) found that employees who were satisfied were less likely to quit their jobs than dissatisfied colleagues (cited in Boone, 2003). Martins and Procena (2012) cite multiple research that has established a positive relationship between nurse's job satisfaction and retention (Leveck and Jones, 1996; Molassiotis and Haberman, 1996). Evans and Huxley (2009) report on evidence from the literature which indicates that job dissatisfaction is directly related to intention to leave within the social work sector. They also report that feeling undervalued is associated with job dissatisfaction, which may be due to leadership style. Boone (2003) reports that job satisfaction and turnover intentions have been linked together in multiple research papers. This link shows that the lower an individual's job satisfaction, the more likely they are to have thoughts of quitting or finding another job. Boone (2003) also cites work by Lambert et al, 2001 that theorises that job satisfaction is a key antecedent of worker turnover.

Ahmad et al (2013) present Malaysian research on job satisfaction and leadership style in the healthcare industry there. There is a shortage of nurses and high turnover in this industry due to the workload. Previous research by Lorber and Skela Savic (2012) cited in Ahmad et al (2013) shows that high job satisfaction scores in nurses are influenced by leadership style. Ahmad et al (2013) suggest that job satisfaction can lead to employees being more productive and dedicated to the service resulting in a higher quality service for the patient. A recommendation from this research was that further investigation is needed into job satisfaction and leadership style in health organisations. Lim (2007) also highlights that continued research is needed on job satisfaction as it has a big impact on productivity, particularly in health care where the employee is at the front line of quality services.

2.4 Employee Turnover

Cited in Overbey (2013) employee turnover is "the rate of change in the working staff of an organisation during a defined period" (Shahnawaz and Jafri, 2009, p. 159). O'Connell and Kung (2007) define turnover using the combination of two factors: voluntary vs involuntary and internal vs external. Voluntary turnover refers to when the employee leaves their job by their own choice. Involuntary is a situation in which the employee is asked to leave due to under-performance or layoffs (O'Connell and Kung, 2007). Internal turnover is the promotion or transfer of the employee to another position within the organisation, while

external refers to when they leave the organisation entirely (Collini, Guidroz, Perez, 2015). All forms of turnover can be unbeneficial to the organisation.

Wells and Peachy (2011) report similarly on turnover and categorise it as voluntary or involuntary along with functional and dysfunctional. Voluntary organisational turnover, is when the individual makes a personal decision to leave an organisation, this is usually dysfunctional and is the most harmful to the organisation. As they choose to leave, their experience, knowledge and talent are lost. Involuntary turnover is the process in which the organisation makes the decision for the employee to stay or leave, this is considered functional turnover as it is typically associated with removing underperforming employees. Turnover intent is a sufficient means of measuring turnover as Rosser and Townsend (2006) have shown that there is a strong relationship between turnover intention and actual turnover.

Pollack (2008) argues that high turnover has negative results, in the form of direct and in-direct costs. Harlow (2004), cited in Pollack (2008) reports on the two categories of costs. Direct costs include additional recruiting and advertising, training, orientating, overtime for other staff, time on interviewing, exit interviews and background checks. Indirect costs include dissatisfied clients, reduced staff morale, effected teamwork, remaining staff being overworked and decline in productivity (Harlow, 2004).

2.4.1 Turnover significance in the Social Care Sector

Pollack (2008) reports that employee turnover figures are reaching crises point in social work organisations around the world which is having a detrimental impact on the quality of care being provided. The high levels of turnover have been flagged, internationally, as a major problem. The United States National Association of Social Workers (NASW) (2007) report on the turnover of child welfare workers. The rate is at 30-40% annually and the average time spent in this job is less than two years. As a result of this the average supervisor will only have three years' experience. NASW (2007) estimates that 60% of the turnover is preventable (cited in Pollack 2008). Evans, Huxely, Gately, Webber, Mears, Pajak, Kendall and Katona (2006) report that in England and Wales 81% of local authority's report problems in recruiting and retaining social workers. It is also highlighted that staffing is more problematic in social work and healthcare settings than any other professional group in that region.

Ahmad, Mohd, Abdul, Yushuang (2013) present that there are multiple issues that contribute to high turnover in healthcare settings, one of these being job satisfaction. Lim (2007) also supports that job satisfaction levels cause the high turnover rates in the healthcare industry. Maintaining balance with work and family life has been noted as having an impact on high turnover among child welfare staff in the USA (Human Services Workforce Reform 2003). Smith (2005) shows that staff are more likely to stay in employment when they believe their organisation is willing to facilitate employees in maintaining a work life balance. Colton and Roberts (2004) also report that inflexible work patterns effect turnover in residential care in the UK.

Cited in Colton and Roberts (2007) there are various factors which contribute to the turnover level in residential homes, heavy workload, poor pay and poor supervision contribute to turnover rates on both sides of the Atlantic (Fleischer 1985; Samantrai 1992; Rycraft 1994; Dickinson & Perry 2002; Human Services Workforce Reform 2003; United States General Accounting Office 2003; McCarthy 2004; Association of Directors of Social Services 2005; Child Welfare League of America 2005; Department for Education and Skills 2005).

Research commissioned by the Skills for Care group through an independent group 'ekosgen' revealed many facts on turnover in the social care sector in the UK. They found that turnover is more common in the private sector. Skills for Care (2013) note the numerous factors which play a part in employers achieving and then sustaining high employee retention. Their research reports that 90% of respondents agreed that the most important of these factors are effective communication, training, autonomy and flexibility. Manager respondents agreed that verbal communication was the best approach and having an open door policy was important. Providing training also served to influence retention as companies that offered training which went beyond the mandatory requirement tended to have lower turnover (Skills for Care, 2013). The report notes that organisations with high retention rates avoid asking their employees to change their hours or location of work without reason and adequate notice, they also do not require their employees to work alone at night. The report highlights that it is not the presence of one of these factors but instead the combination of these factors which contributes to a more supportive and motivational working environment. Skills for Care (2013) report on the satisfaction levels of the employees researched as being high in relation to high retention organisations, with more than 90% saying they feel loyal to their employer.

The Skills for Care report (2013) separate their findings into that discovered in high retention organisation and low retention organisations. In high retention organisations managers are aware of the benefits of low turnover for the clients as it lends itself to relationship building and higher familiarity with personalised care plans and client preferences. Mangers in these organisations also noted the benefit to the organisation as a whole as it leads to more efficient team working aswell as more skilful and experienced staff. On the other side low retention organisations were found less likely to have open door policy's and less likely to report on the importance of communication.

Leadership and its relationship with turnover is most appropriately described based on satisfaction with the work environment and with leader (Griffith, 2004). The characteristics of transformational leadership style within the idealised influence and the individualised consideration dimensions fit with this description. Wells and Peachy (2011) report that employees who are satisfied, will have higher quality relationships in work and will reduce turnover intent. Griffith (2004) suggests that if the employee has a high quality relationship and is satisfied with their leader, leaving the organisation would involve a psychological loss, making this withdrawal incur a personal cost.

This body of research establishes the need to address the high turnover in residential care staff, not only for the benefits to the organisation but for the quality of care given to vulnerable children and young people in residential placements.

Chapter 3

3. Aims and Objectives

The aims and objectives will be put forward for the quantitative based study in this section. The main research title is "'*People don't leave jobs, they leave managers': An examination into the influence of leadership styles on employee satisfaction and turnover in the Irish residential social care sector*". Based on the research discussed in the literature review, this research aims to gain greater knowledge and understanding into how the different leadership styles impact on job satisfaction and turnover in an Irish residential setting. It is anticipated that the findings will display a connection between transformational leadership styles, higher levels of job satisfaction and low turnover intention. It is believed that these findings may also aid managers in managing employees to increase job satisfaction and reduce levels of turnover intention. The fundamental reason for carrying out this research is that very few studies have previously been carried out in this context. In addressing previous research and reports, three central hypotheses have been developed.

3.1 The first hypothesis is in relation to leadership style and job satisfaction: it is that 'Those who perceive their leader to have transformational leadership qualities will have a high score on the job satisfaction scale'. This hypothesis is proposed due to previous studies which have shown the transformational style relating to job satisfaction in this way (Bycio et al 1995, Cummings 2012, Mahadevamangalam and Gundluru 2015, Sullivan 2012). It is, however, important to begin with the basis of understanding if this is also the case in Irish residential social care.

3.2 The second hypothesis relates to leadership style and turnover intention: it is that 'Turnover intention will decrease with perceived transformational qualities and increase with transactional'. This will be examined as although there are many reports of the effects of turnover in health related fields and the detrimental outcome it can have for clients (Aiken et al 1997, Pollack 2008, West et al 2006), there are very few studies that look directly at how leadership styles impact on turnover intent. The Skills for Care report (2013) does show employees to report characteristics associated with transformational leadership (communication, autonomy) as being important contributors to turnover intention. This will be examined here within the Irish context.

3.3 The third and final hypothesis in this research is related to job satisfaction and its relationship to turnover intention in the Irish residential social care setting, it is hypothesised that 'individuals with high levels of turnover intention will have low levels of job satisfaction'. This will be analysed by looking at how those who have low levels of job satisfaction responded to items on the Turnover Intent scale. Previous research has shown strong relationships between job satisfaction and turnover intentions (Ahmad et al 2013, Boone 2003, Carston and Spector 1987, Evans and Huxley, 2009) but this needs to be further investigated in this Irish context.

Chapter 4

4. Methodology

4.0 Sampling

The sample consisted of social care employees from one private residential social care organisation. Employees were e-mailed the survey and informed that participation was completely voluntary. The organisation was chosen due to its large size and variety of settings, giving the research access to a range of different employees with differing leaders. In gaining access to the organisation, the regional manager was contacted through email to seek permission in distributing the surveys. The research was also explained at this time to avoid any confusion or confidentiality concerns. Once the manger granted access, the survey was sent to employees through e-mail, with the option of completing it during working hours or at home. The organisation had 350 social care staff, the survey was distributed to 150 staff, across several different houses based in the Leinster region. From these 150 employees, 127 responses were recorded on 'Google Forms'. 106 of respondents were female, while 21 were male. 89 of the respondents had been in social care for 3 years or more, accounting for 70.6% of the sample. 69 respondents were between the age of 20 and 30 which accounts for over 50% of the overall sample. A pilot study was not conducted as part of this research as the author did not want to create any bias's within the sample.

4.1 Research Purpose and Question

In the field of Human Resources and Organisational behaviour, job satisfaction is one of the most frequently used variables. Numerous research has examined leadership styles, job satisfaction and turnover intentions but little has been investigated into the three variables together. This research aims to fill this research gap and broaden our understanding of the impact of leadership styles on the turnover and job satisfaction variables. In particular, focusing on the Irish residential social care sector. Although research has been conducted on social services, the majority of this research has been in the USA or UK (Hussein 2014, Redmond et al 2010). The social services are also extremely broad and this research is limited to residential social care staff. This research hopes to gain further information on this field, while gathering evidence on the three variables, which will be beneficial to any organisation employing leaders.

4.2 Research design

Designing research is constrained by what is practical for the researcher and what is ethical. In choosing the research design for this study The 'Research Onion' (Saunders, Lewis and Thornhill, 2009) was used to ensure that research undertaken was both appropriate and coherent. The 'Research Onion' consists of six layers which advises the researcher to begin with the outer layer and work toward the centre. The research philosophy is the outermost layer of the research onion (Saunders et al, 2009). It includes realism, interpretivism and positivism. Saunders et al (2009) highlight that survey research is most normally associated with positivism and realism. The approach layer requires the researcher to adopt an inductive or deductive approach. The inductive approach refers to developing a theory based on observing empirical data, whereas the deductive approach involves testing existing theories through your own research (Saunders et al, 2009). Considering both approaches, it did not seem appropriate to this research to use the inductive approach as the author aimed to test existing theories within the social care sector. It was therefore decided to use a deductive approach which allowed the researcher use previously validated multiple choice questionnaires based on earlier theories. Determining what strategy to use is the next step in research, however, Saunders et al (2009) state that researchers can use more than one strategy within their design. The strategy decided upon in this case was on-line surveys, this was done with cost and convenience for the respondents in mind. The choice layer of the onion requires the researcher to determine whether to use mono, multi or mixed method design. This research used a mono method quantitative approach. A mono method approach was decided upon as mixed method studies place higher demands on time and resources. Bryman (2007) points to some potential issues in publishing mixed method research due to challenges with word counts and page limits within journals. Given the time frame for this study and the aim for the author to be fully skilled in a single approach the quantitative mono method was utilised. The final layer before the core is the time horizon, this is the time span in which the researcher undertakes the research. This can take the form of longitudinal or cross-sectional. Due to time constraints the research design utilised in the present study is cross-sectional as it will aim to answer the question at a particular time. The core of the onion is collecting the data and analysing this data in order to answer the research question.
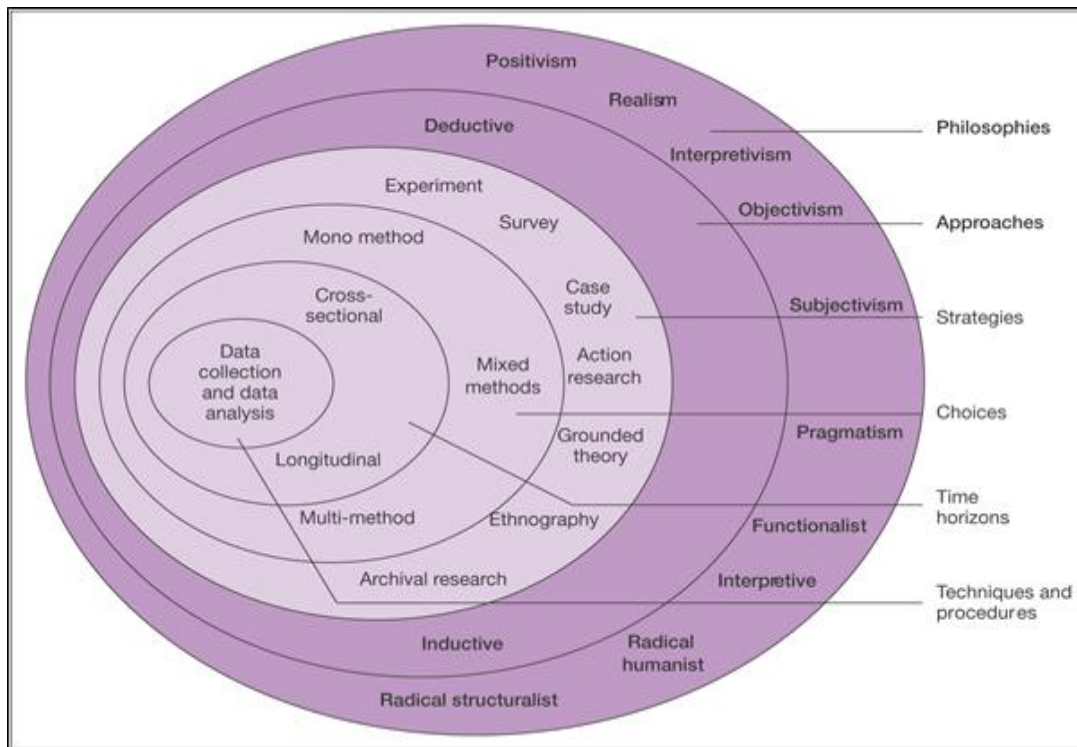
Source: Saunders, Lewis and Thornhill, (2009)

4.3 Methodology

A quantitative non-experimental design was employed to examine the relationship between leadership styles, job satisfaction and social care worker's intent to leave their role. This method was chosen as the research aimed to confirm hypotheses based on the literature. The author attempted to quantify the question and understand it in a way in which the result could be applicable to a larger population. Two leadership styles were researched: transformational and transactional. Respondents answered a single online survey, received through e-mail. The survey contained three validated survey measures, Multifactor Leadership Questionnaire (MLQ) Form 6-S, Minnesota Satisfaction Questionnaire Short Form (MSQ) and the subscale Turnover Intent. Respondents were asked to answer the survey based on their current manager and current employment. The survey also included a demographic section to determine age, gender and length of time in current employment. The logic for using a quantitative method for this research was that many of the authors mentioned in the literature review collected data through this method rather than qualitatively, eg. Martins and Procena, (2012). By collecting data through the online survey it made allowances for the participant to complete it in their own time rather than scheduling time out of their working hours to engage

in interviews. This was seen as a benefit to the employer. Evans and Mathur (2005) report on the importance of convenience is gaining data, the respondent is likely to be more willing to participate if they can complete the survey at their leisure and not be tied to a time for telephone or in person interview. The survey also allowed the participant answer freely, due to the anonymity provided.

4.4 Quantitative research

A quantitative approach was selected following an extensive review of the literature. The majority of previous research has adopted a quantitative approach as a means of measuring the intended question (Joo & Lim 2013, Lee & Phelps, 2009, Mahadevamangalam & Gundluru 2015, Sullivan 2012)

Quantitative research is carried out to test objective theories by examining relationships among different variables (Ingham-Brromfield,2014). Quantitative, by definition, implies quantity or amounts and information in this form of research is collected in a quantified or numeric form, referred to as statistical evidence (White and Millar, 2014). Quantitative research aims to establish statistically significant relationships through correlation and causation.

The nature of this research will be non-experimental and will aim to examine the relationship between the variables described within the study. Quantitative research is based on various theories that the researcher wants to test; hypotheses will be used to test these theories. There are various ways to analyse the data. These include descriptive statistics, correlational designs and survey research. Quantitative research is useful to explain the relationships between variables. Swanson and Holton (2005) describe quantitative research as a format in which the researcher creates specific criteria to test a theory in order to define a problem that needs a solution. Swanson and Holton (2005) report that using quantitative research methods will measure behaviours, knowledge, opinions and attitudes and interpret these to answer any questions in the course of the data collection (Cooper and Schindler, 2008). Creswell (2003) presents that quantitative research is an investigation into a social or human problem that tests a theory with a variety of variables. These variables are analysed and measured using a statistical formula to add to a framework that already exists to explain or predict a phenomenon of interest. Data that is collected and interpreted can be applied to similar situations as quantitative research methods allow for a generalisation of conclusions. Macur

(2013) carried out research within a health care setting and reports that quantitative research was beneficiary if the number of respondents was large enough and the research was general enough. This research does not aim to achieve results of a definitive or causal link between the variables, it does however seek to discover association levels between key variables.

4.5 Instruments

In using the knowledge from previous research, each of the scales used in this study had been used before and had strong construct validity which had been established in the literature.

    i.   Multifactor Leadership Questionnaire (MLQ)

The Multifactor Leadership Questionnaire, Form 6-S was used to measure leadership styles. This is a shortened form based on the original developed by Bass and Avolio (1992). The original instrument (as used in Ahmad et al 2013, Mohammad 2011 and Sullivan 2012) is considered the most well researched and validated leadership instrument in the world (Tejeda, 2001). This measure was chosen as it has been used in a large variety of organisational settings across many different cultures (Bass, 1998). Vinger and Cillers (2006) highlight that the transformational leadership scales within this measure comprise of: idealised influence, individualised consideration, intellectual stimulation, and inspirational motivation (Tejeda, 2001). While the transactional scales include contingent reward and management-by-exception-active and passive. Responses are measured on a Likert scale ranging from 1 - Not at all to 5- Frequently, if not always. Rothfelder et al (2012) note that the MLQ is regarded as the benchmark measurement for transformational and transactional leadership.

The MLQ has received a lot of attention in the literature and has subsequently been tested using a variety of approaches to confirm its reliability, including subordinate-superior agreement, and peer ratings based on performance in small groups. Bass (1995) reports that the evaluations of the measure have shown a positive relationship between transformation behaviour and high MLQ rating. Tejeda (2001) found that reducing the items on the MLQ will still show evidence of predictive and construct validity. The MLQ form 6S consists of 20 items measuring three dimensions including transformational, transactional and laissez-faire leadership. The shortened version of the MLQ was chosen as this was hoped to increase the level of responses.

ii.   Minnesota Satisfaction Questionnaire (MSQ)

Job satisfaction can be measured in an overall way or with regard to one or several aspects of the job. The approach of looking at different aspects of the job examines the overall degree to which the individual reports on satisfaction with the job. The Minnesota Satisfaction Questionnaire adopts this perspective. For this reason, the dependent variable, social care worker work satisfaction level was measured using the Minnesota Satisfaction Questionnaire (MSQ) short form, as used previously by Martins and Procena (2012) and Mohammad (2001). Responses were measured on a Likert scale ranging from 1- totally dissatisfied to 6- extrememly satisfied. Measure reliability (Cronbach's alpha) for this questionnaire is .91 (M=4.2, SD=0.81).

Various scales to measure job satisfaction have been developed. The short version of the Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss in 1967. This measure is a self-reporting measure which is suitable for individuals of all school levels. It came about from the 'Work adjustment project' at the university of Minnesota, with the underlying theory being based on the assumption that work satisfaction is dependent on the reinforcements in the work environment and the individual's skills (Weiss et al., 1967). Martins and Proenca (2012) highlight that since then this scale has been widely used in the literature, remaining well-known and stable over time. This scale has also been widely studied and validated (Fields, 2002). As with the MLQ, the shortened version was chosen to increase the rate of return on the survey.

iii.   Turnover intent

Many measures for turnover intention exist in the literature. In this research turnover intention was measured using a four item scale adapted by Shore and Martin (1989) from Hunt, Osborn and Martin (1981). The items in this measure aims to assess the respondent's intent to leave the organisation. This measure does not make reference to the respondent's intent to change profession or the nature of the work they do. Respondents answer on a 5-point Likert scale and the higher they score the higher the indication is of their intention to leave. Cronbach's Alphas from two different samples were reported at .78 and .74 (Shore and Martin, 1989). This measure was deemed most appropriate for the current sample as it has

previously been used with a hospital employee sample (Shore and Martin, 1989) and a direct care staff/probation workers sample (Lee and Phelps 2009). These two employee populations have similar job descriptions and environments to social care workers.

4.6 Assumptions of this design

The quantitative method includes some basic assumptions on the researcher's behalf. Firstly, that the participant's responses are honest. Secondly, that the surveys used to measure the variables are reliable and valid. Thirdly, that the participants are of legal age and finally, that the participant is capable of making an informed decision to partake or refuse participation in the study.

4.7 Ethical Considerations

Ethical considerations were taken into account in conducting this research. The author ensured that no information about the organisation would be released, other than the fact that it was a private organization employing social care workers to work in residential homes. This was done to protect the organisation's anonymity and protect them from recruiting problems if the results yielded portrayed employees as having low satisfaction levels and high turnover intent. Mowday (1964) highlighted that when an organization have a high turnover level the public perceive it negatively, therefore ensuring anonymity was a crucial ethical consideration to ensure no negativity would arise from this research. Along with ensuring to protect the organization, the employees were also guaranteed anonymity. This was necessary, in order for the employees to feel comfortable answering the measures truthfully without fear of repercussions from the employer. Some of the items in the measures could be considered sensitive, for example answering 'how do you feel about leaving this organization?' with 'I am currently looking and planning to leave' could have negative repercussions for the individual if their anonymity was not maintained.

Chapter 5

5. Findings

The data collected from each respondent has been analysed using IBM SPSS Statistical Package-version 22. The results will be presented in the following chapter. The results chapter begins by identifying the characteristics of the respondents in this study.

5.1 Demographic Information

The respondents in this study were predominately female (83%) with the majority aged under 31 years (53%). The length of service was evenly distributed, however the majority of leaders had 6 or more years' experience. The results can be seen in Figure 1.
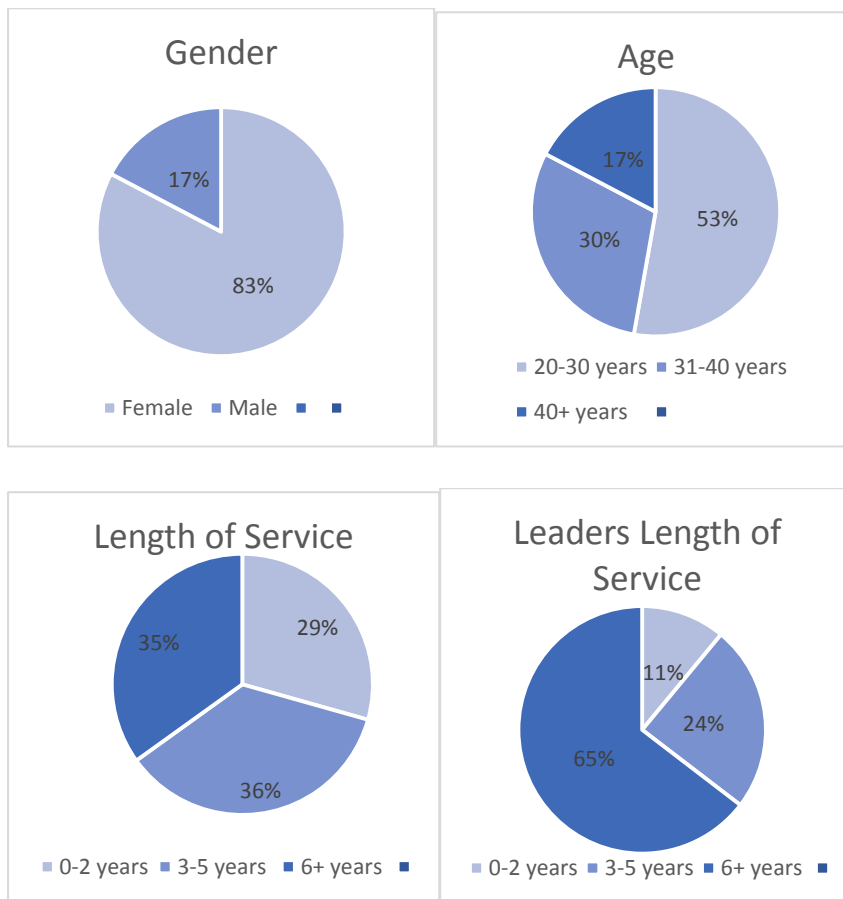
Figure 1: Demographic characteristics of respondents.

5.2 Multifactor Leadership Questionnaire (MLQ) Form 6S Reliability

The reliability of the Multifactor Leadership Questionnaire was analysed. There were 127 responses with a Cronbach's Alpha value of 0.953, meaning that this scale was reliable as the score is over the Cronbach's Alpha of 0.7.

Case Processing Summary

		N	%
Cases	Valid	122	96.1
	Excluded[a]	5	3.9
	Total	127	100.0

a. Listwise deletion based on all variables in the procedure.

Table 1: Multifactor Leadership Summary

Reliability Statistics

Cronbach's Alpha	N of Items
.953	21

Table 2: Multifactor Leadership Style Reliability Scale

5.3 Minnesota Satisfaction Questionnaire (MSQ) Reliability

The Minnesota Satisfaction reliability was tested. As seen in table 3 and 4, there were 127 responses with a Cronbach's Alpha value of 0.930. This displays that this scale is reliable.

Case Processing Summary

		N	%
Cases	Valid	127	100.0
	Excluded a	0	.0
	Total	127	100.0

a. Listwise deletion based on all variables in

the procedure.

Table 3: Minnesota Satisfaction Questionnaire

Scale Summary

Reliability Statistics

Cronbach's Alpha	N of Items
.930	20

Table 4: Minnesota Satisfaction Scale Reliability Score

5.4 Turnover Intention Reliability

The turnover intention reliability was tested. The results of which are seen in Table 5 and 6. The 127 responses had a Cronbach's Alpha value of 0.772.

Case Processing Summary

		N	%
Cases	Valid	127	100.0
	Excluded[a]	0	.0
	Total	127	100.0

a. Listwise deletion based on all variables in the procedure.

Table 5: Turnover Intent Scale Summary

Reliability Statistics

Cronbach's Alpha	N of Items
.772	4

Table 6: Turnover Intent Scale Reliability Score

5.5 Hypothesis 1

In investigating whether perceived transformational leadership is associated with higher job satisfaction, a Pearson's correlation was conducted to assess the relationship between the two variables. The results in Table 7 show a negative correlation [r = -.74, n =124, p =0.00]. Overall, there is a strong, negative correlation between perceived transformational leadership style and job satisfaction. As the Pearsons r value is negative we can conclude that when the transformational score increases, the satisfaction score will decrease. A Scatterplot summarizes the results, seen in figure 2.

Correlations

		MScomposit eScore	Transformati onalScore
MScompositeScore	Pearson Correlation	1	-.748**
	Sig. (2-tailed)		.000
	N	127	124
TransformationalSco re	Pearson Correlation	-.748**	1
	Sig. (2-tailed)	.000	
	N	124	124

**. Correlation is significant at the 0.01 level (2-tailed).
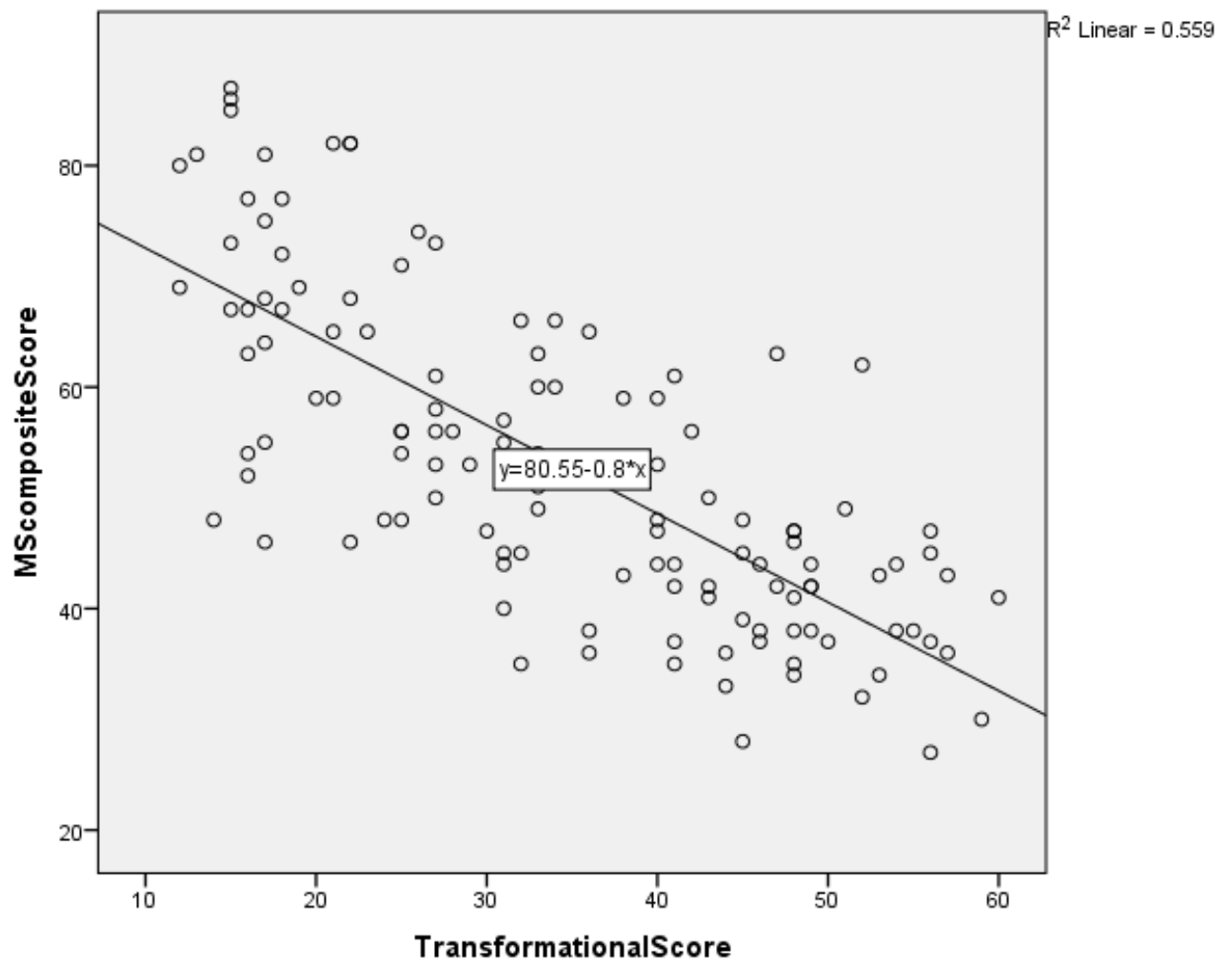
Table 7: Pearsons Correlation results

Figure 2: Scatterplot of Pearsons Correlation result

5.6 Hypothesis 2

The second hypothesis is concerned with examining how turnover intent is associated with perceived transformational and transactional leadership styles. A Pearsons correlation was carried out to determine if turnover intent increased and decreased with the different styles. The results show a positive correlation [r=.536, n=124, p=.00]. Table 8 and Figure 3 displays these results. There is a positive correlation between transformational leadership and turnover intent, telling us that as transformational leadership scores increase, turnover intent also increases.

Correlations

		TransformationalScore	TIcompositeScore
TransformationalScore	Pearson Correlation	1	.536[**]
	Sig. (2-tailed)		.000
	N	124	124
TIcompositeScore	Pearson Correlation	.536[**]	1
	Sig. (2-tailed)	.000	
	N	124	127

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

Table 8: Pearsons Correlation between transformational leadership and turnover intention

Figure 3: Scatterplot of Pearsons Correlation Result

The results were similar for the association between transactional leadership and turnover intent. The Pearsons correlation results show a positive correlation, although this correlation is less strong than that of transactional. The correlation reports as [r=.482, n=124, p=.00] (Table 9). This positive correlation between transactional leadership and turnover intent tells us that as transactional leadership scores increase, turnover intent also increases. This trend is displayed in figure 4.

Correlations

		TIcomposite Score	Transactional Score
TIcompositeScore	Pearson Correlation	1	.482[**]
	Sig. (2-tailed)		.000
	N	127	124
TransactionalScore	Pearson Correlation	.482[**]	1
	Sig. (2-tailed)	.000	
	N	124	124

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

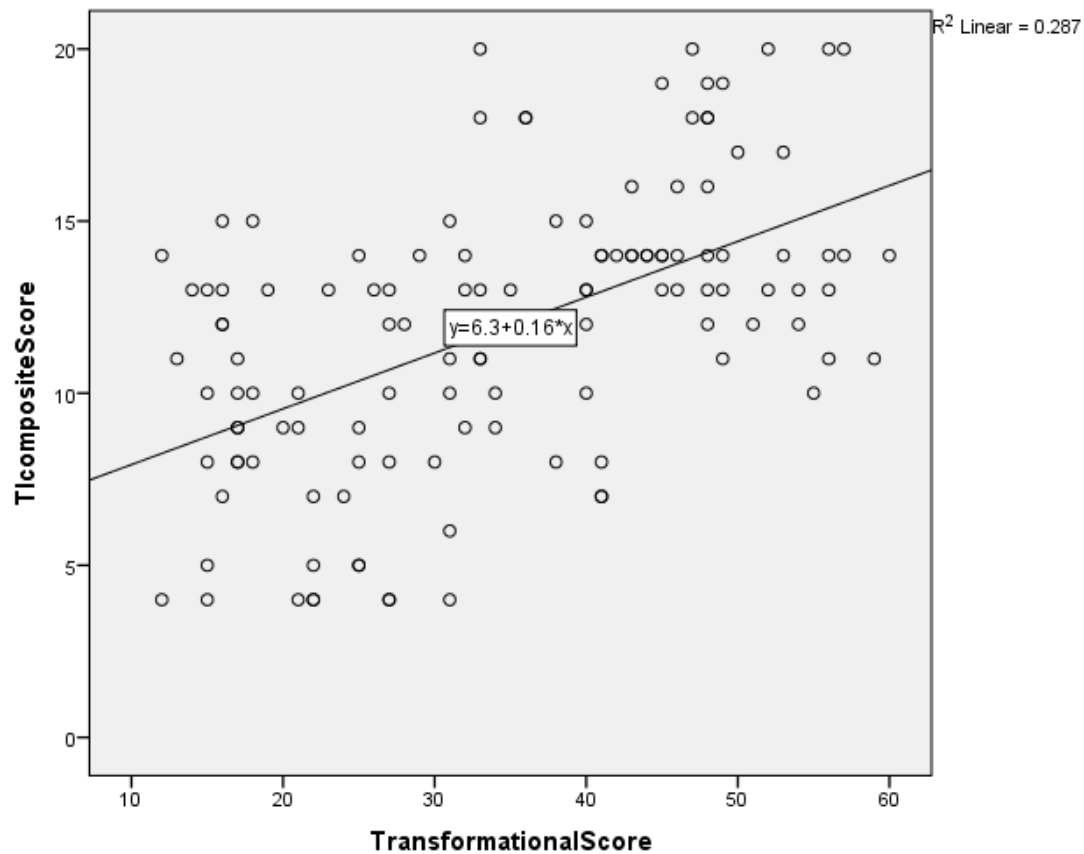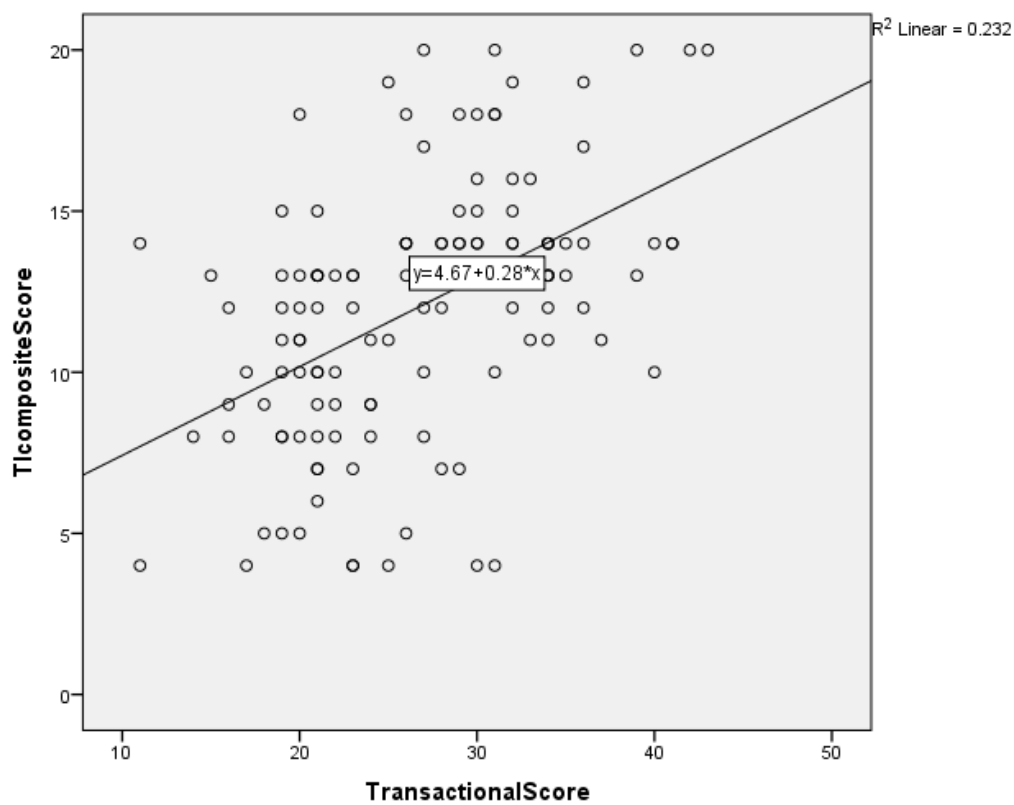*Table 9: Pearsons correlation between transactional leadership and turnover intention*

Figure 4: Scatterplot of Pearson correlation

5.7 Hypothesis 3:

The third hypothesis aims to answer if individuals with low job satisfaction scores will have high turnover intention. As seen in Table 10 the results show a negative correlation [r=-.56, n=127, p=.00]. As the Pearsons r value is negative we can report that when the job satisfaction score increases, turnover intention decreases. A scatterplot seen in figure 5 summarizes these results.

Correlations

		MScomposit eScore	TIcomposite Score
MScompositeScor e	Pearson Correlation	1	-.566[**]
	Sig. (2-tailed)		.000
	N	127	127
TIcompositeScore	Pearson Correlation	-.566[**]	1
	Sig. (2-tailed)	.000	
	N	127	127

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

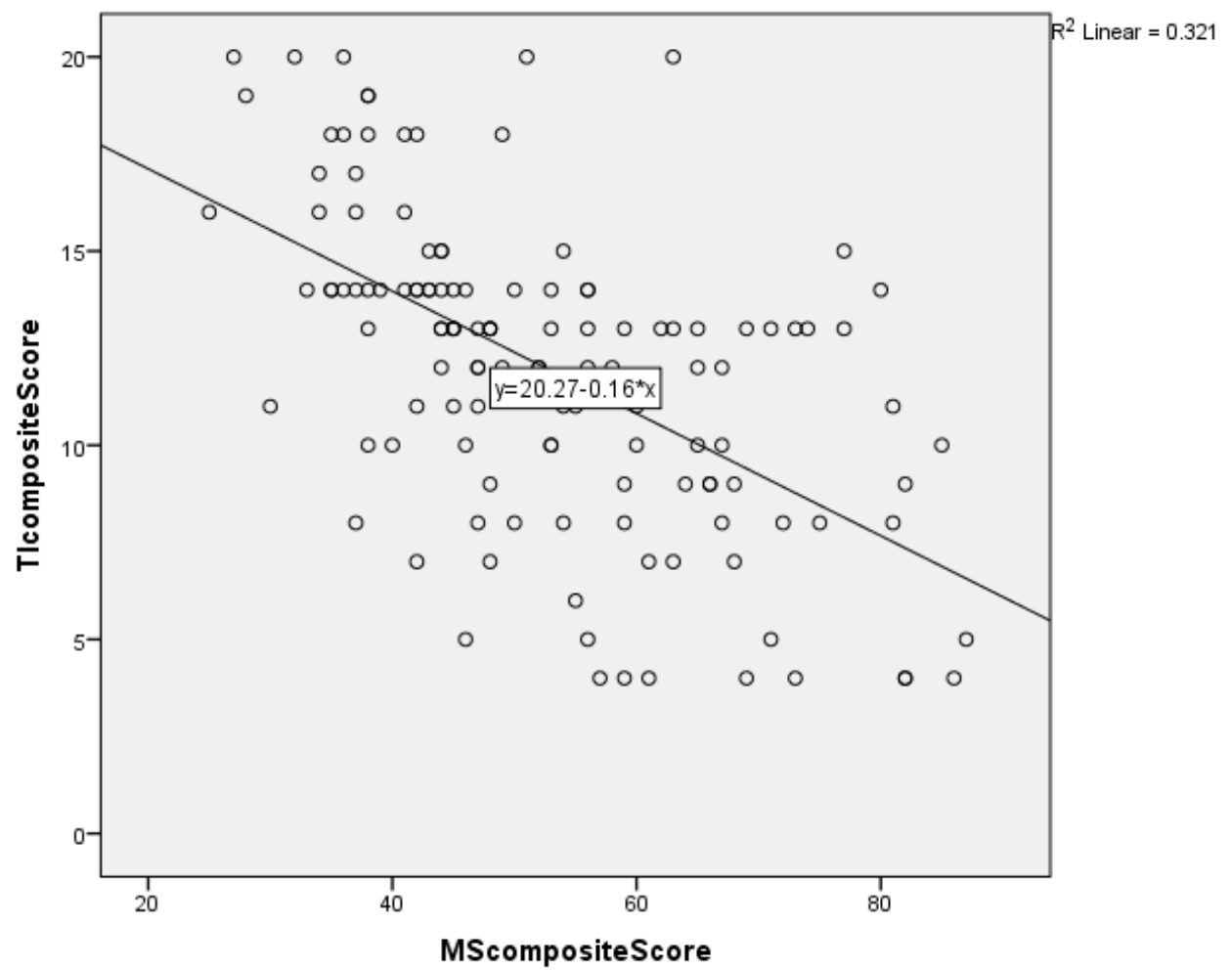*Table10: Pearsons correlation between job satisfaction and turnover intent.*

Figure 5: Scatterplot of Pearson Correlation Result

Chapter 6

6. Discussion

This chapter discusses the findings, in relation to this research and previous research mentioned in the literature review. Each of the hypothesis will be discussed in relation to previous studies and the current research. As previously mentioned social care worker retention is not only more effective from a human resource management perspective but also for the improvement of client care and satisfaction. One of the major factors contributing to employee retention is job satisfaction. This research examined whether leadership style has any relationship with job satisfaction and also examined how this relates to turnover intent. Social care workers are unlike employees who work in other settings, working in a residential environment gives rise to emotional and social bonds with clients through the daily and long-term nature of the interaction.

The demographic results in this research mirrors that reported in the literature as the majority of employees in the social care field are female, this can have underlying implications, especially as social care environments can be prone to higher levels of aggression than more traditional work settings.

In this research perceived transformational style was examined in relation to job satisfaction. To examine the hypothesis that those who perceive their leader to have transformational qualities will have higher job satisfaction scores, a number of tests were carried out in SPSS software. A reliability test of the Multifactor Leadership Questionnaire and Minnesota Satisfaction Questionnaire were conducted using Cronbach's Alpha. Both questionnaires had a score greater than the value 0.7 and were therefore deemed reliable. A composite scale for transformational leadership style and transactional leadership style was then created in SPSS to examine the two styles independently of each other. Job satisfaction scores were then tested in relation to transformational leadership qualities. This was carried out using the Pearsons correlation test, a relationship is evident if the Pearson Correlation is scored between +1 and -1. In this case the r value was -.74.

Based on previous research it was hypothesised that perceived transformational qualities would be associated with higher scores on job satisfaction. The previous research had shown statistically significant correlations between perceived transformational leadership styles and job satisfaction with a social worker sample (Sullivan, 2012). The results in this research do show a statistically significant correlation between these two variables, just as Sullivan found.

However, the results did not accept the hypothesis that job satisfaction scores are high with perceived transformational leadership qualities. The results here show a negative, but significant, correlation between the two. As perceived transformational qualities increase, job satisfaction scores decreased within this sample. This differs from the results of Mohammad Al-Zeaud and Batayneh (2011) and Bycio et al (1995) which both found positive correlations between these two variables. Bycio et al (1995) also concluded that transformational leadership is the main influence and prediction for employee satisfaction, if this claim is true, based on this study we could conclude that transformational leadership style is a predictor for lower satisfaction levels in employees. Although these results do not agree with previous research discussed in the literature review, there are multiple reasons they may have been collected. For example, a lot of previous research has been conducted in hospital settings (e.g. Bycio et al, 1995), although this is a similar setting to that of residential care there are some fundamental differences. Leaders in residential social care settings are present during office hours. This gives the employee more exposure to their leader than that in a hospital setting. The hours and shift patterns can also differ to a hospital which could affect the responses obtained as the author has no indication of the time of day the survey was completed. The challenges faced in residential social care settings may outweigh the challenges faced in a hospital setting, leaving higher expectations and demands on leaders in this setting effecting how the questionnaires are responded to.

The second hypothesis hypothesised that turnover intention would decrease with perceived transformational qualities and increase with transactional qualities. It was believed that those reporting on a transformational leader would have less desire to leave the organisation than those who had a transactional leader. To carry out these tests the turnover intent measure used was tested for reliability using Cronbach Alpha and found to be reliable with a score of .77. To determine the association between turnover intent and leadership style, two Pearsons Correlations were carried out. The first test investigated the relationship between transformational leadership and turnover intent, the r value was .536. This informed us of the positive correlation between the two variables meaning turnover intent increased when the perceived style was transformational leadership. This rejects the hypothesis proposed in this research. Previous research cited in the literature review has reported that transformational leadership is associated with lower intent to leave an organisation (Bycio et al, 1995), (Angermeier et al, 2009). The results obtained here contradict the previous research. As

research of this nature has not been conducted in an Irish setting, it may simply be a cultural issue as to why the results are not similar to the previous research. For example, Angermeier et al (2009) carried out their research in America. Cultural norms and differences in perceptions may be a factor in these differences of results, small changes in legislation and policies across cultures could also influence these results.

The next part of this hypothesis proposed that turnover intentions would increase with transactional leadership qualities. This hypothesis agreed with research by Cummings (2012). The Pearsons Correlation conducted gave an r value of .48. This result indicates that when perceived transactional leadership qualities increase, turnover intentions also increase, thus, accepting this section of hypothesis 2. This result confirms reports from previous literature that transactional qualities are associated with higher turnover intentions. However, this research also found high turnover intentions associated with transformational leadership qualities, indicating that high turnover intentions are being reported across the board in this organisation, regardless of leadership style. This may be due to a range of other factors e.g. hours, pay or working conditions. This result does however confirm the report from the Skills for Care group in the UK which found that turnover is more common in the private sector. These figures are unique to this study and require further investigation due to the importance of employee retention in this sector.

It was then hypothesised that individuals with low levels of job satisfaction will have high levels of turnover intention. This was based on research discussed in the literature review. A Pearsons Correlation was conducted to examine this association and returned an r value of -.56 indicating that when job satisfaction scores increase, turnover intention scores decrease. Thus, the hypothesis was accepted. Mujkic et al (2014) argues the importance in understanding job satisfaction for turnover and Aiken et al (1997) suggest that job satisfaction is important in the quality of care a patient receives. This research confirms claims made in previous research that turnover intention is lower when job satisfaction is good e.g. Evans and Huxley (2009) who reported that job dissatisfaction was directly associated with intention to leave in the social work sector. These results are important in this sector in Ireland in reducing turnover.

<center>**Chapter 7**</center>

7. Conclusion and Recommendations

7.1 Conclusion

This research aimed to discover if there were significant relationships between job satisfaction, turnover intention and leadership styles in an Irish residential social care setting. This research was considered important as 20% of the health expenditure in Ireland is spent on long term residential services (CSO, 2013), employing 102,000 people (Behan et al, 2015). Previous research conducted in the social care sector has mainly been conducted in hospitals or more traditional healthcare settings. Also, the main body of previous research has also been conducted in American or British organisations. This research, carried out in an Irish social care organisation had 127 respondents from 6 different settings within the one private organisation. It was found that there was a significant relationship between transformational leadership and job satisfaction, however it was not the association expected based on previous research, as increases in transformational leadership scores were associated with lower satisfaction scores. This contradicting result was also obtained in investigating transformational styles and turnover intent. The result for transactional styles and turnover intent showed a positive correlation which confirmed previous research findings. The correlation between job satisfaction and turnover intent also confirmed previous research which reported on significant negative relationships between the variables. It is hoped that the results gained here can add to existing literature on leadership styles, job satisfaction and turnover intent and start a new trend in the research to include residential social care settings. This is hoped to improve retention for the benefit of employees, organisations and most importantly clients in residential settings.

7.2 Recommendations

Policy makers, managers and funders in the social care profession can benefit from understanding the relationship of the variables which influence the social care worker's intention to leave. Understanding these variables would assist social care leaders reduce the overall turnover rate in social care. The purpose of making recommendations to leaders is to promote safe and settled work environments to reduce shortages of social care workers and

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provide higher quality of care for clients. This can be achieved through education and training for HR managers in recruiting appropriate people into social care roles. Leadership is about the individual's personal passion to assist the organisation move forward through energising the followers in attaining a mutual goal. Ensuring leaders are not leading in a transactional style may serve as a basis for developing training programmes and continuous education for current and new social care leaders. Another recommendation based on this research would be that job descriptions and evaluations are developed to avoid transactional leadership qualities, this can also inform managers of any further training needed for individuals within the organisation. A further recommendation would be for a more comprehensive study focusing on the factors which influence job satisfaction in the Irish residential sector in an attempt to reduce turnover.

7.3 Costings

Costs associated with improving employee satisfaction and reducing turnover intent through leadership are low as they can begin within the organisation. Ensuring the correct people are chosen for leadership roles can play a large part for the organisation. Training and developing these individuals can begin with job shadowing, mentoring and on-site training, all cost effective for the organisation. Job shadowing can be incorporating into the current induction process of the organisation. If management chose a more formal training option with an external provider this may incur more costs due to hiring the external trainer and covering the leaders shifts while on training. Creating more tailored job descriptions and job evaluations can be assigned to a member of HR which is unlikely to cost the organisation. This could be of major benefit for the future of the organisation also. This process will take time as the HR member will need to conduct research on the most effective job description. Implementing a new evaluation system across a large organisation is likely to take up to three months as it needs to be phased out across the organisation. With regard to the further study on job satisfaction, it may require hiring an external examiner to ensure honesty and impartial results, this would need to be factored into the budget but the information obtained from such a study is likely to inform strategic changes and save significant money moving forward.

7.4 Implication of findings

For any future similar research in the Irish social care sector it would be recommended to apply both the quantitative and qualitative approach. This is likely to allow for a fuller understanding of the impact of other factors influencing job satisfaction and turnover intention. A larger sample size across different organisations is also suggested in gaining a broader view of attitudes in social care. Any future research could also explore different measures of leadership style, turnover intent and job satisfaction to determine if all measures result in similar findings. This study is beneficial for employers as it shows how turnover intent, job satisfaction and leadership style are related. By decreasing turnover intent levels among employees the organisation can save both time and money. In implementing the recommendations outlined above the organisation may need to invest time in re-creating job descriptions in their advertisements. They may also need to adjust job evaluations to ensure the correct attributes and attitudes are being evaluated and from that implement an in house training programme to develop employee's attributes. The impact of satisfaction on turnover is also apparent from this research, organisations can use this information in an aim to reduce turnover.

7.5 Personal Learning Statement

The author in this study learned things about themselves and the organisation on which the research was carried out. The author became aware of her own internal bias's when beginning the research but through further investigation and insight into previous studies and quantitative research the author gained a greater understanding into the variables originally questioned. The author also learned a significant amount about the social care sector in Ireland, a sector, it appears, is not widely known about. This brought an understanding into a new sector as well as deepening the understanding of leadership, satisfaction and turnover and the influence each of them have on each other as well as this sector. Beginning work with the statistical package, SPSS, was new and at times overwhelming for the author. However, in taking on this new challenge and gaining a new skill, the author also boosted their appreciation for research in general. The measures used were useful in collecting data from participants, however a further qualitative study would have been of interest to the author in gaining further insight into the factors contributing to, or damaging overall satisfaction levels

in this sector. Finally, the author is pleased with the process and the findings obtained and hopes this research can be of benefit to any future research in the Irish social care sector.

Chapter 8

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Chapter 9

9. Appendices

9.1 Cover letter and Demographic questions

Thank You for taking the time to fill in this survey.

I am a HR Masters Student in NCI, my research in on leadership styles and how different styles influence employee satisfaction and turnover. I am conducting this research in the Irish Social Care Sector.

You are being asked to complete several questionnaires. Your participation in this study, and any answers you provide, will remain anonymous. The data generated during this study will be stored by the researcher and will only be accessed by the researcher. No outside body will have access to this data.

Your information will remain entirely anonymous and confidential.

If you have any questions, please do not hesitate to contact me on amy488@hotmail.com.

Thank You

9.1.1 Demographics

What is your gender?	Male	Female	
What age are you?	20-30	31-40	40+
How long have you worked in residential social care?	0-2 years	3-5 years	6+ years
How long has your leader worked in social care?	0-2 years	3-5years	6+ years

9.2 Multifactor Leadership Questionnaire (MLQ) Form 6S

INSTRUCTIONS: This questionnaire provides a description of your leadership style. Twenty one descriptive statements are listed below. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members.

KEY 1 - Not at all   2 - Once in a while   3 = Sometimes   4 = Fairly often 5= Frequently, if not always

1.He/She make others feel good to be around them....................................... ....0 1 2 3 4

2. He/She express with a few simple words what followers could and should do....0 1 2 3 4

3.He/She enables others to think about old problems in new ways..........................0 1 2 3 4

4.He/She helps others develop themselves...0 1 2 3 4

5. He/She tells others what to do if they wan t to be rewarded for their work.........0 1 2 3 4

6. He/She is satisfied when others meet agreed-upon standards..............................0 1 2 3 4

7. He/She is content to let others continue working in the same ways always.........0 1 2 3 4

8.Others have complete faith in him/her...0 1 2 3 4

9.He/She provides appealing images about what we can do....................................0 1 2 3 4

10.He/She provide others with new ways of looking at puzzling things..................0 1 2 3 4

11.He/She let others know how they think they are doing.......................................0 1 2 3 4

12. He/She provides recognition/rewards when others reach their goals..................0 1 2 3 4

13.As long as things are working, he/she does not try to change anything...............0 1 2 3 4

14.Whatever others want to do is OK with him/her...0 1 2 3 4

15.Others are proud to be associated with him/her..0 1 2 3 4

16.He/She helps others find meaning in their work...0 1 2 3 4

17. He/She get others to rethink ideas that they had never questioned before.........0 1 2 3 4.

18.He/She gives personal attention to others who seem rejected.............................0 1 2 3 4

19. He/She calls attention to what others can get for what they accomplish............0 1 2 3 4

20. He/She tells others the standards they have to know to carry out their work.....0 1 2 3 4

9.3 Minnesota Satisfaction Questionnaire-Short Form

All items are measured on a 5 part Likert Scale ranging from very dissatisfied to very satisfied.

On my present job this is how I feel about:

1. Being able to keep busy all the time

2. The chance to do different things from time to time

3. The chance to do different things from time to time

4. The chance to be 'somebody' in the community

5. The way my boss handles his/her workers

6. The competence of my supervisor in making decisions

7. Being able to do things that don't go against by conscience

8. The way my job provides for steady employment

9. The chance to do things for other people

10. The chance to tell people what to do

11. The chance to do something that makes use of my abilities

12. The way company policies are put into practice

13. My pay and the amount of work I do

14. The chances for advancement on this job

15. The freedom to use my own judgment

16. The chance to try my own methods of doing the job

17. The working conditions

18. The way my co-workers get along with each other

19. The praise I get for doing a good job

20. The feeling of accomplishment I get from the job

9.4 Turnover Intention (Shore and Martin, 1989).

1. Which of the following most clearly reflects your feelings about your future with this organisation in the next year?

I definitely will not leave.

I probably will not leave.

I am uncertain.

I probably will leave.

I definitely will leave.

2. How do you feel about leaving this organisation?

It is very unlikely that I would ever consider leaving this organisation.

As far as I can see ahead, I intend to stay with this organisation.

I have no feeling about one way or the other.

I am seriously considering leaving in the near future.

I am presently looking and planning to leave.

3. If you were completely free to choose, would you prefer or not prefer to continue working with this organisation?

I prefer very much to continue working for this organisation.

I prefer to work here.

I don't care either way.

I prefer not to work here.

I prefer very much not to continue working for this organisation.

4. How important is it to you personally that you spend your career in this organisation rather than some other organization?

It is very important for me to spend my career in this organisation.

It is fairly important.

It is of some importance.

I have mixed feelings about its importance.

It is of no importance at all.