

INTERACTIVE EFFECTS OF MANAGER AND SUBORDINATE JOB SATISFACTION ON SUBORDINATE TURNOVER INTENTIONS

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ABSTRACT

Previous research has provided substantial support for the role that attitudes play in predicting turnover intentions. In particular job satisfaction has been found to be a consistently significant predictor of turnover intentions. Little attention, however, has been paid to the cross-level effects of managerial attitudes on the subordinate job satisfaction - turnover intentions relationship. Using hierarchical linear modeling (HLM), this study examined the cross-level interactions of both manager job satisfaction and manager turnover intentions on the subordinate job satisfaction - turnover intentions relationship based on a sample of respondents involved in the merger of two banking institutions. The results of the analysis confirmed that the negative relationship between subordinate job satisfaction and subordinate turnover intentions was stronger when manager job satisfaction is high, suggesting that managers' attitudes may have influence on the turnover intentions of subordinates if those attitudes are apparent to subordinates. Manager turnover intentions, however, did not moderate the subordinate job satisfaction-turnover intentions relationships.

Keywords: Turnover, Turnover Intentions, HLM, job satisfaction

INTRODUCTION

In seeking to explain and predict employee turnover, a considerable body of research consisting of more than 1500 studies has accumulated (Holtom, Mitchell, Lee, & Eberly, 2008). The sheer volume of this research suggests that scholars and organizational leaders alike understand the importance of employee retention, especially given highly skilled individuals' ability to maintain mobility under stressful economic conditions, such as when unemployment rates are high and labor markets are unfavorable (Trevor, 2001). Organizational leaders also recognize that replacing high-performing employees results in significant increases in selection and training costs (Albrecht, 2006; Cascio, 2003) as well as costs associated with loss of production and overall workforce disruption (Allen, Bryant, & Vardaman, 2010).

Current models of employee voluntary turnover are based on early work by March and Simon (1958) suggesting that turnover is driven by both cognitive (perceived availability of alternatives) and affective (perceived desirability to leave the organization) factors. Affective-based models primarily focus on the role of employee job satisfaction in turnover decisions (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). In these models, negative organizational factors (e.g., poor human resource practices and poor leadership) reduce job satisfaction which, in turn, initiates the withdrawal process, including thoughts of quitting, job search, evaluation of alternatives, and intentions to quit, that then leads to actual turnover (Allen et al., 2010; Johnsrud & Rosser, 2002).

As part of the withdrawal process, turnover intention is the most studied precursor of turnover (Barrick & Zimmerman, 2005). Turnover intentions are an individuals' own estimated probability that they will leave the organization permanently (Vandenberg & Nelson, 1999), and represent the link between the thought of leaving and the actual behavior (Crossley, Bennett, Jex, & Burnfield, 2007). Thus, employee turnover intent is widely acknowledged to be one of the best predictors of actual turnover (Griffeth, Hom, & Gaertner, 2000).

Despite the ubiquitous nature of research that includes turnover intentions, it continues to be an important topic of study for at least two reasons. First, while the majority of employees who claim to have high turnover intentions fail to actually leave their organization (Allen & Weeks, 2005), these individuals may “check out” mentally, suffer from lower motivation to perform, and become distracted through job search or other withdrawal activities resulting in decreased job performance (Bowen, 1982). Second, it may be more beneficial to focus on factors that influence employee turnover intentions rather than actual turnover (Albrecht, 2006), because attitudes can be modified while the employee is with the organization, but once an employee has left there is little chance of getting them back (Lee & Mitchell, 1994).

To better understand employee turnover intentions, researchers have examined a number of micro- and macro-level antecedents. At the micro- (individual) level, antecedents include, career stage (Flaherty & Pappas, 2002) and personality (Jenkins, 1993), but more commonly employee turnover intentions have been viewed as an outcome of job attitudes, particularly job satisfaction and organizational commitment, (Chiu, Lin, Tsai, & Hsiao, 2005; Freund, 2005; Jenkins, 1993; Karsh, Booske, & Sainfort, 2005). At the macro- (organizational) level, human resource practices, such as socialization tactics (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007), work design (Humphrey, Nahrgang, & Morgeson, 2007), and pay practices (Shore, Tashchian, & Jourdan, 2006) have been commonly linked to turnover intentions.

The emphasis on micro- and macro-level antecedents to turnover intent leaves room for additional research on meso-level (i.e. work unit) antecedents. Unless the organization is very small, most employees spend a significant amount of time with supervisors/managers and coworkers in their work unit. For many employees, the work unit becomes the “organization” and unique work unit characteristics have the potential to influence an employee's attitudes and behaviors. Specifically, this study was interested in what role a manager's job attitudes might play in determining their subordinates' level of turnover intentions. While studies have examined the interaction effects of organizational factors such as trust (e.g., Brower, Lester, Korsgaard, & Dineen, 2009) and employee morale (Johnsrud & Rosser, 2002) on turnover intentions, the interaction effects of manager's job attitudes on the relationship between subordinate job attitudes and subordinate turnover intentions remains neglected. In addition, this research responds to more general calls for multi-level turnover studies (Holtom et al., 2008).

THEORY AND HYPOTHESES

Studies have begun to examine the meso- (work-unit) level factors affecting turnover intent. Brower, Lester, Korsgaard, and Dineen (2009) found that manager's trust in subordinates was a significant indicator of individual-directed organization citizenship behaviors beyond the influence of the subordinate's trust in the manager. Johnsrud and Rosser (2002) found that

differences in perceptions of faculty across institutions influenced morale and, in turn, turnover intentions. Smith and Canger (2004) investigated the effects of supervisor personalities on subordinate attitudes using the five-factor model of personality. They found that supervisor Extraversion was negatively related to subordinate turnover intentions ($r = -.24$).

What remains unclear is whether manager attitudes moderate the relationship between subordinate attitudes and their turnover intentions. Often, in studies assessing subordinate attitudes in relation to their supervisor or manager, satisfaction with their supervisor is assessed either as an element of overall job satisfaction or as a factor within a higher order job satisfaction construct (Tett & Meyer, 1993). This approach fails to examine how the attitudes of the manager might influence the relationship between subordinate job satisfaction and their turnover intentions. Similarly, research on Perceived Supervisor Support (PSS) and Perceived Organizational Support (POS) suggests that perceptions of support from the organization and its representatives (i.e., supervisors or managers) have an influence on turnover cognitions and actual turnover (Allen, Shore, & Griffeth, 2003; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Maertz, Griffeth, Campbell, & Allen, 2007). Again, however, this work looks at supervisor and organizational support through the eyes of the subordinate rather than as reported by the supervisor.

In an effort to address these cross-level concerns, an assertion is made that a manager's attitudes interact with subordinate attitudes (e.g., job satisfaction) to alter the strength of the relationship of subordinate attitudes and subordinate turnover intentions. The negative relationship between job satisfaction and turnover intentions is well established. But is the nature and strength of that relationship influenced by the attitudes of a subordinate's manager? This study argues that it is.

In the present study, signaling theory (Spence, 1973) is used to frame the investigation of the role of supervisors' self-reported job satisfaction and turnover intentions on their subordinates' job satisfaction to turnover intentions relationship. Signaling theory, developed originally in the market economics literature, suggests that individuals will make inferences based on environmental cues about job and organizational characteristics when faced with an absence of adequate information regarding current organizational conditions (Rynes, Bretz, & Gerhart, 1991; Spence, 1973). Signaling theory has been used in the OB/HR literature in studies on Web-based recruiting (Allen, Mahto, & Otondo, 2007) and employee recruiting (Cable & Judge, 1997; Ma & Allen, 2009), work-family conflict (McNall, Masuda, & Nicklin, 2010), and psychological contracts (Suazo, Martínez & Sandoval, 2009). Ramaswami, Dreher, Bretz, and Wiethoff (2010) extended signaling theory by suggesting that it is not just the signal that is important, but how strong the person is (in terms of status and/or position) that sends the signal ("signal strength") and how noteworthy that signal will be to the recipient ("signal visibility").

In a work group context, managers have great potential to influence their subordinates in terms of the meanings that people give to their jobs, co-workers, leaders, pay, and other job-related factors (James et al., 2008). In the manager/subordinate relationship, managers are often privy to information not readily available to subordinates. The job attitudes of managers may thus be influenced by this information, and in turn managers may send cues related to their job satisfaction (e.g. facial expressions, cordiality, mood) and their turnover intentions (e.g. job search activities, unusual and frequent early departures from work) that subordinates observe and interpret. Further,

a manager's cues may be more readily accepted due to his or her authoritative position, and managers may also have more opportunities to send cues, as they tend to set the goals and performance standards of the group. Likewise, subordinates may be more attentive to those cues because they come from an individual in a position of authority (Hatfield, Cacioppo, & Rapson, 1994; Sy, Côté, & Saavedra, 2005).

After viewing these cues, subordinates may reconsider, either consciously or unconsciously, their own attitudinal relationships, such as their job satisfaction to turnover intentions relationship. Specifically, one could expect these cues about the manager's attitudes to operate as a moderator of the subordinate's job satisfaction to turnover intent relationship. When manager job satisfaction is high and manager turnover intentions are low, the negative relationship between subordinate job satisfaction and subordinate turnover intentions may be strengthened (i.e., the negative slope of the subordinate job satisfaction-turnover intentions relationship will become steeper). When a manager's job satisfaction is low and their turnover intentions high, the negative relationship between the subordinate's job satisfaction and subordinate's turnover intentions may be weakened (i.e., the negative slope of the subordinate job satisfaction-turnover intentions relationship will become less-steep).

In sum, considering the attitudes of *both* the manager *and* the employee will give a fuller picture of the negative relationship between subordinate job satisfaction and subordinate turnover intentions in comparison to considering the subordinate's attitudes alone. This interactive effect is thought to emerge out of manager signals displayed through interactions comprising the manager/subordinate relationship. Thus, the following hypotheses are posited:

Hypothesis 1: Manager job satisfaction will moderate the negative relationship between subordinate job satisfaction and subordinate turnover intentions such that when manager job satisfaction is high the negative relationship will be stronger and when manager job satisfaction is low the negative relationship will be weaker.

Hypothesis 2: Manager turnover intentions will moderate the negative relationship between subordinate job satisfaction and subordinate turnover intentions such that when manager turnover intentions are high the negative relationship will be weaker and when manager turnover intentions are low the negative relationship will be stronger.

METHODS

Research Setting

The data used in this study were collected from all 98 branches of a regional bank in the Southeastern U.S. created by the merger of two other banks. Mergers have often been used as a means of enabling organizations to improve their effectiveness and competitiveness (Andrade, Mitchell, & Stafford, 2001; Daly, Pouders, & Kabanoff, 2004), but mergers are particularly stressful because of the organizational and human resource changes that often occur (Schweiger & DeNisi, 1991). These drastic change events can negatively influence job attitudes because the merger is viewed as a psychological contract breach, which may be evidenced by higher turnover intentions (Raja, Johns, & Ntalianis, 2004).

Data were collected eight months after the merger was announced and several months after it became official. At the time of the study, bank branch consolidation and name changes to reflect the new parent had been fully completed, but standardized goals, performance reporting criteria, and operations were still not yet finalized, and some planned changes, such as integrating accounting systems, were still in progress. Thus, the potential for variability in turnover intentions created a good setting for this study.

Sample and Procedure

Survey packets were created for all bank managers and assistant managers, customer service representatives, and tellers inviting them to participate in a survey addressing employee morale and merger issues ($N = 1052$, 98 branches). Regional managers were asked to deliver the survey packets identified by job type to bank branch managers for distribution to employees. Each survey packet contained a prepaid return envelope that respondents were instructed to use to return the completed survey directly to the researchers. Employees were encouraged to participate and were assured that all responses were completely anonymous. A total of 466 employees returned surveys; there was no discernible overarching reason for why the remaining employees failed to respond. Data were screened for missing values, of which 37 cases were found. Missing data analyses produced no significant differences between respondents and non-respondents on the variables of interest, thus these 37 cases were deleted. Of the final 429 participants, 61% worked for the acquired bank and 39% came from the acquiring bank. Job positions consisted of 24% managers, 22% customer service employees, and 54% tellers.

The final sample contained data on a total of 64 branches. To arrive at this number, respondents identified the branch for which they worked using a unique bank identifier. For some of the branches, multiple employees classified themselves as being in a management position. This is reflective, typically, of the branch size, where larger branches might have a manager and several assistants and smaller branches might only have a single manager. Due to the anonymity of the responses, subordinates were not directly linked to a specific manager. Thus, to produce one manager-level score for both job satisfaction and turnover intentions, each was averaged using these level-2 attitudes resulting in a single score for every branch. This was necessary for 31 out of the 64 branches (48%), with the vast majority of the branch-level manager attitudes (28 out of the 31) being the average of two manager respondents, and no branch having more than four manager respondents. Subordinates were those participants who indicated their position title as either customer service representative or teller. The analysis required at least one manager/subordinate match per branch. Thus, those branches not meeting this requirement were eliminated resulting in a final sample of 64 manager scores at the branch level and 263 employees (an average of four employees per branch).

Measures

Unless otherwise noted all responses were measured on a 5-point Likert-type scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Manager and Subordinate Job Satisfaction. Job Satisfaction was measured for both manager's and employee's using Cammann, Fichman, Jenkins Jr., & Klesh's (1983) 3-item scale. A sample

item is “All in all, I am satisfied with my job.” Coefficient alphas for subordinate and manager job satisfaction were .83 and .88 respectively.

Manager and Subordinate Turnover Intentions. Turnover intention was measured using Kelloway, Gottlieb, & Barham’s (1999) 4-item scale. A sample item is “I am thinking about leaving this organization.” Coefficient alphas for subordinate and manager turnover intentions were .91 and .90 respectively.

Controls. Previous bank affiliation was expected to cause differing turnover intention levels and was thus included as a control. I dummy coded previous bank affiliation so “1” represented the absorbed company and “0” the acquiring company. Position was also used as control because the job characteristics (e.g., autonomy) associated with teller and customer service representative positions may influence turnover intentions.

Analysis Strategy

To test the multi-level hypotheses in this study, HLM was used (Raudenbush & Bryk, 2002). Subordinate turnover intentions were entered as the level-1 outcome variable and subordinate job satisfaction as the level-1 independent variable. Manager responses to these two attitudes were entered as level-2 variables. A slopes-as-outcomes model was tested, allowing the level-2 variables to predict the level-1 slope between subordinate job satisfaction and turnover intentions. As recommended by Hofmann and Gavin (1998), job satisfaction at level-1 was group mean centered and all level-2 variables were grand mean centered. This centering approach was used to protect against chance-shared variance in slopes-as-outcomes models due to the same type of centering (e.g., all variables grand mean centered). The control variables were not centered and fixed because they represent non-random dummy coded values.

RESULTS

Table 1 shows the means, standard deviations, and intercorrelations among the study variables at each level. The correlations for the study variables are in line with, though slightly lower than a previous meta-analysis placing the correlation between job satisfaction and turnover intentions at -.58 (Tett & Meyer, 1993). To ensure construct distinction, however, a confirmatory factor analysis (CFA) was conducted for the study variables. Model fit was evaluated using Chi-squares [$\chi^2(df)$] test, comparative fit index (CFI), standardized root mean squared residual (SRMR) and root-mean-square error of approximation (RMSEA) as well as its 90% confidence interval (Hu & Bentler, 1999). The model fit for the two-factor model [$\chi^2(13) = 53.86$, CFI = .98, SRMR = .03, RMSEA = .10 (.072 \leq RMSEA_{90%CI} \leq .16)] was significantly better ($\Delta\chi^2 = 93.70$, $p = .000$) than the one-factor model [$\chi^2(14) = 147.56$, CFI = .93, SRMR = .04, RMSEA = .17 (.15 \leq RMSEA_{90%CI} \leq .20)]. Given the results of the CFA, the two-factor structure generated more confidence and the analysis was conducted.

Table 1. Means, standard deviations, correlations, and reliabilities for study variables

Variable	Mean	s.d.	1	2	3	4	5	6
Level 1								
1. Previous bank affiliation	.64	.48	--					
2. Subordinate Position Title	.28	.45	.08	--				
3. Subordinate Job Satisfaction	3.74	.88	.18**	-.05	(.83)			
4. Subordinate Turnover Intentions	2.54	1.13	-.22***	-.01	-.78***	(.91)		
Level 2								
5. Manager Job Satisfaction	3.94	.79					(.88)	
6. Manager Turnover Intentions	2.26	.81					-.78***	(.90)

Note. Level-1 N = 263; Level-2 N = 64; s.d. = standard deviation; Cronbach's alphas appear on the diagonal in parentheses.

** p < .01; *** p < .001

Before running the HLM model, it is important to determine the amount of variance in the outcome variable due to the level-2 variable (i.e., bank branch; Davison, Kwak, Seo, & Choi, 2002) by calculating the intraclass correlation coefficient (ICC). The ICC for this sample indicated that 27.33% of subordinate turnover intentions is explained by a variable at level-2, supporting the multi-level nature of the data.

Hypothesis Testing

Table 2 presents the results of the hypotheses tests. The hypotheses were tested by entering the study variables in a sequential manner that allows the observation of any changes in variance attributed to the introduction of new variables in the model. In Step 1, the control variables were entered as fixed effects and previous bank affiliation (1= absorbed company, 0 = acquiring company) was found to reduce turnover intentions in subordinates. The fact that employees had lower turnover intentions from the absorbed company than from the acquiring company may seem unusual, but in this case the culture of the absorbed company, a more aggressive and outcome-focused culture, was adopted by the acquiring company, whose culture was characterized as more customer-focused (i.e., spending more time developing existing business than acquiring new accounts; Harris & Gresch, 2010). Thus, the employees of the acquiring company were the ones making the greatest change, possibly increasing their turnover intentions accordingly.

Table 2. HLM Results for Study Hypotheses with Subordinate Turnover Intentions as Outcome

	Step 1		Step 2		Step 3	
	Coeff.	SE	Coeff.	SE	Coeff.	SE
Intercept, β_0						
Intercept, δ_{00}	2.80***	0.17	2.79***	0.16	2.64***	0.15
MJS, δ_{01}					-0.28	0.18
MTI, δ_{02}					0.12	0.16
For Bank Affiliation slope, β_1						
Intercept, δ_{10}	-.48*	0.2	-.47*	0.19	-0.22	0.2
For Position slope, β_2						
Intercept, δ_{20}	-0.03	0.14	-0.12	0.1	-0.13	0.09
For SJS slope, β_{30}						
Intercept, δ_{30}			-.93***	0.08	-.89***	0.07
MJS, δ_{31}					-.34*	0.14
MTI, δ_{32}					-0.1	0.16
Level-2 variance β_0	.30***		.42***		.34***	
SJS slope variance	--		.08*		.05	
Level-1 variance	0.91		0.44		0.44	

Note. Coeff. = Coefficient; SE = standard error; MJS = Manager Job Satisfaction; MTI = Manager Turnover Intentions; SJS = Subordinate Job Satisfaction

* $p < .05$; *** $p < .001$

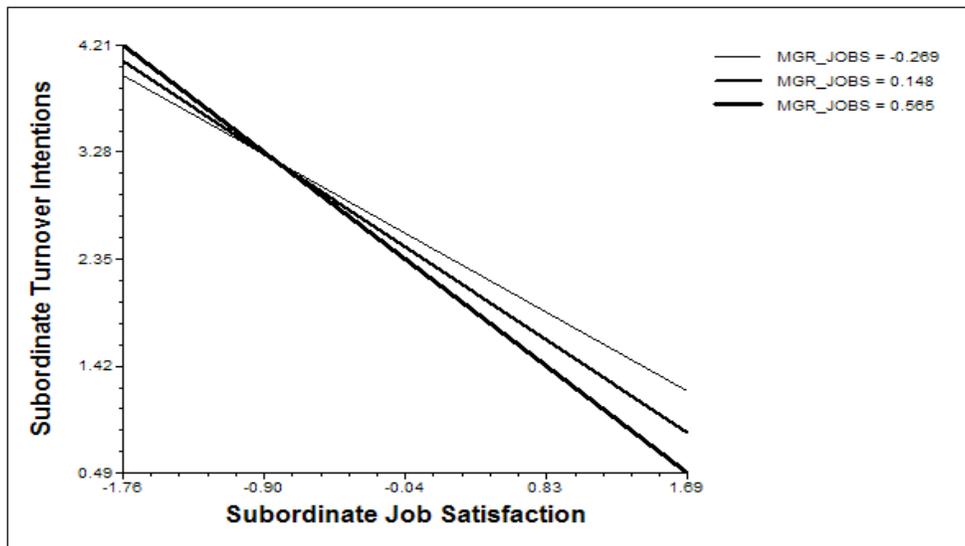
Before entering the level-2 variables to formally test the hypotheses, it was necessary to ensure that variance existed between bank branches. This is accomplished by modeling the slope between subordinate job satisfaction and turnover intentions (level-1); a significant slope coefficient indicates variance between branches. Therefore, in Step 2 subordinate job satisfaction was entered as a random effect. The test was significant ($\chi^2(54) = 75.57, p < .05$), indicating that the slope of the subordinate job satisfaction - turnover intentions relationship differs by branch.

In the final step, manager job satisfaction and manager turnover intentions were entered as predictors of the relationship between subordinate job satisfaction and turnover intentions. Though not hypothesized, manager job satisfaction and manager turnover intentions as predictors of the mean differences of subordinate turnover intentions was also entered.

Hypothesis 1 posits that manager job satisfaction will increase the strength of the subordinate job satisfaction - turnover intentions negative relationship when it is high and decrease the strength when it is low. This hypothesis was supported ($\beta = -.34, SE = .14, p < .05$), suggesting that management job satisfaction does influence the subordinate job satisfaction/turnover intentions relationship. Hypothesis 2 posited a similar interaction effect for manager turnover intentions but was not supported ($\beta = -.10, SE = .16, p > .10$).

Figure 1 provides an interaction plot between subordinate and management job satisfaction on subordinate turnover intent. Plots were generated based on the 25th (low), 50th (mid), and 75th (high) percentile ranks of manager job satisfaction. When manager job satisfaction is high (75th percentile = .565) the slope between subordinate job satisfaction and subordinate intentions to quit is more steeply negative. When manager job satisfaction is low (25th percentile = -.269), the slope of the subordinate job satisfaction-turnover relationship is less steeply negative. The level-1 slope variance was also no longer significant after manager job satisfaction and manager turnover intentions were introduced into the model, suggesting that management job satisfaction can play a significant role in reducing employee turnover intent.

Figure 1. The Moderating Effect of Manager Job Satisfaction on the Relationship between Subordinate Job Satisfaction and Turnover Intentions.



DISCUSSION

Turnover intent continues to be a topic in need of additional study. As the results of the study suggest, while the micro-level relationship between job satisfaction and turnover intentions is still relevant, it appears that meso-level factors such as manager job attitudes can influence the strength of this negative relationship. Specifically, manager job satisfaction was found to moderate the negative relationship between subordinate job satisfaction and subordinate intentions to quit. In essence, when manager job satisfaction goes up, the negative relationship between subordinate job satisfaction and subordinate intentions to quit is stronger. When manager job satisfaction goes down, the negative relationship between subordinate job satisfaction and subordinate turnover intentions weakens. This study provides new evidence that it is important to consider work-unit-level factors as well as individual-level job attitudes when examining the relationship between subordinate level attitudes (e.g., job satisfaction and turnover intentions).

The signaling framework utilized in this study suggests that manager job attitudes may create behavioral cues witnessed by subordinates, which in turn affects subordinate job attitude relationships. That is, employees' reactions to these behavioral cues may result in changes in how their own attitudes (such as job satisfaction and intent to leave) relate to one another, whether

consciously or subconsciously. In sum, given the myriad of factors that can potentially influence subordinate job satisfaction, the results appear to warrant additional research that considers the meso-level variable of manager attitudes in an effort to better understand employee's intent to leave.

The moderate influence of manager job satisfaction and the failure to detect effects from manager turnover intentions, however, suggests that other factors may be operative in influencing the relationship between subordinate job satisfaction and turnover intent. One such factor may be the difficulty subordinates have in determining manager job satisfaction levels. There are two probable explanations for this. A first consideration involves social norms in the workplace. It is generally not considered appropriate to openly discuss one's current job dissatisfaction or intentions to leave. This is particularly true in the manager/subordinate relationship. A manager is an organizational representative and is expected to maintain a certain disposition when interacting with subordinates and customers. To openly display job dissatisfaction with one's subordinates is not typically considered socially acceptable. A second consideration involves the issue of interpretation. Even if a manager is signaling to employees regarding their attitudes or intentions, these signals are often open to misinterpretation and inferences (Rosenbaum, Kariya, Settersten, & Maier, 1990). Thus, a manager's cues may either be missed or misinterpreted if received.

Given the potential difficulty a subordinate might have with recognizing and interpreting a manager's signals, the relationship a subordinate has with their manager and its influence on the signaling function may be an area of future research. For example, the length of time a subordinate has known their manager might influence how the subordinate recognizes and interprets the signals. Trust in the manager and the quality of the relationship with the manager may also influence the signaling process. Research on these topics may prove fruitful in helping to understand the recognition and interpretation of manager signals by subordinates.

Limitations

As is the case for all studies, this study is not without limitations. All of the data was self-report data collected in a single survey and is thus subject to common method bias. These biases were unavoidable due to the study variables being self-report attitudes that could not be adequately assessed by any other source. However, given the voluntary nature and anonymity of study participation, there is no reason to believe that respondents were untruthful or biased in their responses, and as such that common method bias is not likely to be unduly influential (Conway & Lance, 2010). Although the data are cross-sectional, there does not appear to be a potential for reverse causality as job satisfaction has been well established as a predictor of turnover intentions and there is no theoretical reason to argue reverse causality.

A second potential limitation involves the fact that data were collected in the midst of a merger. Human Resource issues, such as lower job satisfaction and turnover, are often high in a merger environment. This presents the possibility that the results may not replicate in a more stable organizational environment. The merger provided, however, the ideal context for testing the hypotheses. It is possible that employees may have been especially attentive to managerial cues and signals due to the uncertainties and ambiguities associated with the merger. Subordinate attentiveness to these signals may have been a lurking variable establishing the results produced

in this study. If future research were to examine subordinate environmental awareness as a potential moderator to consider when examining the cross-level influence of manager job satisfaction on the subordinate job satisfaction - turnover intentions relationship (such as in a lab experiment), it is possible that managerial influence on employee turnover intent may be common but exhibited on a much smaller scale in more stable organizations.

Implications for Practice

The findings provide empirical support that manager job satisfaction may influence the strength of the relationship between subordinate job satisfaction and turnover intent. Oftentimes, managers may send subtle cues through expressions or behaviors regarding their attitudes and intentions that may interact with a subordinate's own job satisfaction in a way that causes the subordinate to react adversely, as evidenced through relational changes of subordinate job satisfaction with turnover intent. Thus, organizational leaders should consider the following suggestions to help mitigate the possibility that managers might inadvertently influence increased turnover among employees.

First, employers should foster a communication environment that is safe for both managers and employees to express themselves genuinely without fear of retaliation. When situations or circumstances are positive personal expressions are not usually problematic, but employees should feel capable of expressing themselves openly under negative circumstances as well. Allowing genuine expression in the workplace reduces faking behavior, cognitive dissonance, and mitigates the opportunity for misinterpretation. When managers feel free to express themselves genuinely, employees are more likely to get the correct signal.

Second, managers and employees should receive training in communication, both verbal and nonverbal. Signaling theory suggests that employees take cues from the signals they receive from each other, therefore, employees need to be aware of the importance of their "signals" and how those signals might be interpreted. Raising awareness among managers as to how they send signals and how those signals may be interpreted will further increase more accurate and genuine expression, and decrease the possibility for misinterpretation by employees.

Third, while job satisfaction for all employees is important, job satisfaction among managers may be particularly important, because it may influence both manager turnover and employee turnover. Employers should actively monitor manager job satisfaction in all of its facets (i.e., work loads, work environment, pay, access to information, etc.) and work to ensure that satisfactory job satisfaction levels of their managers is sustained. This is particularly relevant in today's organizations where managers shoulder heavy loads due to the increased demand to maintain organizational performance while doing so with fewer resources.

CONCLUSION

Turnover will continue to occur, and turnover intent will continue to be an important predictor of turnover. While much work has been done on the micro- and macro-level influences of turnover intent, more emphasis may be warranted on detecting and altering turnover intentions at the meso-level in order to prevent the possible loss of valuable employees that may inhibit competitive advantage. As one part of this process, the effects of manager job attitudes should be considered

when attempting to understand the relationship between subordinate job satisfaction and turnover intent. This study is a first step in that direction, and provides support that managers can influence subordinate-level job attitudes. Future research should continue to work towards identifying other work-unit level factors that influence the relationship between subordinate job satisfaction and turnover intent. One potential avenue may be to examine actual manager behaviors. In conclusion, this study represents a new avenue for future research to deepen the understanding of the relationship between job satisfaction and turnover intent by examining the multi-level nature of this relationship. It is hoped that other researchers interested in turnover will further examine this potentially fruitful area of study.

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