FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

BURNOUT BREAKING POINT, THE FACTORS THAT CONTRIBUTE TO

TURNOVER INTENTION OF FEDERAL, STATE AND LOCAL GOVERNMENT

EMPLOYEES IN THE UNITED STATES

A dissertation submitted in partial fulfillment of

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by

Angel Cobb

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To: Dean William G. Hardin
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This dissertation, written by Angel Cobb, and entitled Burnout Breaking Point, the Factors Contribute to Turnover Intention of Federal, State and Local Government Employees in the United States, having been approved in respect to style and intellectual content, is referred to you for judgment.

We have read this dissertation and recommend that it be approved.

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Florida International University, 2024

DEDICATION

I would like to dedicate this work to my five children, as I have set the bar for you to meet and exceed this level. Never give up; you can accomplish anything you set your mind to. I am grateful to Michael Dasher and Linda Bee for bringing me into this world, as well as my parents, Willie and Marie Cobb for their unwavering guidance and support and for giving me a chance in life. I'd also like to thank Alvin Livingstone, Terry Cobb, and my entire family and friends for their love, support, encouragement and motivation throughout this program; I couldn't have done it without everyone. Above all, to the Almighty, who always gives me strength, knowledge, and wisdom in all that I do.

No weapon formed against me shall prosper, Isaiah 54:17

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ABSTRACT OF THE DISSERTATION

BURNOUT BREAKING POINT, THE FACTORS CONTRIBUTE TO TURNOVER

INTENTION OF FEDERAL, STATE AND LOCAL GOVERNMENT EMPLOYEES IN

THE UNITED STATES

by

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Florida International University, 2024

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Professor Miguel Aguirre-Urreta, Major Professor

Are you at your burnout breaking point like many other government employees? Well, you are not alone. This article will explore turnover intention among Federal, State, and local government employees in the United States since the onset of the pandemic. The research study aims to determine the effect of transformational leadership on employees as it impacts turnover intention during and after the COVID-19 pandemic. There are various motivating factors like job motivation, organizational development, artificial intelligence, and job burnout related to turnover intention. The burnout breaking point can significantly influence factors explored in the study, such as how satisfied employees are with their job, work-life balance, stress levels, workload, personal circumstances, career advancement and organizational environment. Future recommendations will be presented for ways research can expand on organizational growth, over promotion, employee retention and

loyalty by incorporating artificial intelligence can be used to perform recurring tasks more

efficiently and effectively than humans.

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CHAPTER I. INTRODUCTION

Employee turnover factors have become increasingly complex in recent years. With the rising increase of turnover intention, people are at their breaking point and burnt out from their jobs and are no longer motivated to make a positive difference. It is no longer possible to think about one's job apart from one's organization or occupation (Cooper-Hakim, 2005). Employees are spending time and energy looking for new job opportunities, rather than focusing on their current responsibilities. Employees are looking to further their career. Where there are many challenges in the workforce today, work can also be viewed as an opportunity for growth and development, and may be highly engaging (Bakker et al, 2021). There are numerous factors that influence individual's job satisfaction. Employees may be the only source of long-term competitive advantage for organizations (Cooper-Hakim, 2005). Previous research found that when employees believed their organizations provided less support for career development, they saw turnover as an appealing option for finding alternative jobs (Kim, 2015). Employees tended to stay in their organizations where they could advance their careers and learn new things, which was also mentioned as highly valued within organizations. The more employees regard social support from supervisors and colleagues as a resource and engage in positive interactions with their coworkers, the more satisfied they are with their jobs and the less likely they are to quit. Employees tended to stay in their organizations where they could advance their careers and learn new things, which was also mentioned as highly valued within organizations (Kim, 2015).

Previous research mentioned that employee's personal and professional resources begin to run out as their daily job demands grow (Bakker et al., 2014). Individuals who

have become burned out and exhausted by the job they once loved and are no longer interested in making a positive contribution. When a person can no longer tolerate work pressures and feels completely overwhelmed by stress, they are more likely to reach a breaking point and experience burnout, which may result in changes in attitudes and behavior (Weisberg, 1994). Bakker et al., (2021) stated that more intense feelings causing a greater possibility for turnover.

Many leaders were faced with the challenge of utilizing resources to help achieve the overall goal at the lowest possible cost while dealing with significant turnover in the workforce, which has become a significant concern and a never-ending revolving door within many organizations at all levels. Turnover is expensive to organizations due to advertising, recruitment, selection, hiring, and training costs for the company's different positions. It is also challenging when you have an employee leave the organization because the remaining employees will be left with taking over and completing the remaining workload of others. According to turnover intention (TI) theory, which focuses on behavioral intentions to quit or stay at a job, when deciding to quit a job, workers go through a series of stages, with turnover intention being a predictor of actual turnover behavior (Kim, 2018).

According to the Partnership for Public Services, the attrition rate among government employees was 6.1% in fiscal 2021, 5.5% in 2020, 6.1% in 2019, and 6.0% in 2018. Employees retired or quit at a rate of approximately 3.2% in fiscal 2021, 3.1% in 2020, 3.4% in 2019, and 3.4% in 2018.   This leads to employee job motivation (JM), organizational development (OD), artificial intelligence (AI), job burnout (JB), and the decision to leave or stay at one's current job. According to research, satisfied employees

are more likely to be committed to the organization and are less likely to intend to leave their jobs (Aydogmus, 2018).

1a. Study Background

Employees who are stressed on the job have a significant impact on how committed that employee is to the organization. Employees have a greater impact on organizational success (Cooper-Hakim, 2005). Job stress occurs when an employee perceives a mismatch between their work demands and their ability and resources to meet them, which leads to job motivation. It takes effort to maintain good employee performance. Organizations must understand and know how employees are involved in their work because low involvement can affect company performance, resulting in low engagement. Exhaustion, job disengagement, and a sense of ineffectiveness or lack of accomplishment are all signs of burnout in the workplace. Stress as a result of job burnout causes individual exhaustion. In previous research, The Society for Human Resource Management and Aon Consulting discovered the top three reasons why employees leave voluntarily leave: 1) Opportunities for training and career advancement, 2) A more competitive compensation and benefit package, and 3) Ineffective management (Rahman et al, 2013). These dimensions have a direct impact on job motivation and satisfaction when an employee is overburdened and depleted, resulting in little organizational development or rewards (Hernandez Sherwood, 2021). Most organizations do not prioritize employee development. As a result, we have a workforce that is less skilled and disengaged. Top talent is leaving at a higher rate than ever before in search of opportunities to grow and develop. Employee career development is critical for advancement. According to recent reports, the most important factor in career

advancement is career planning (Flippin, 2017). Government Accountability Office of the United States Teleworking can help employees achieve a better work-life balance and assist government agencies in maintaining operations during emergencies. Government agencies are responsible for providing an environment in which employees can perform their jobs safely and effectively during major emergencies. Government agencies are increasingly using teleworking to reduce the impact of such emergencies on their ability to carry out the organization's goals and objectives. The introduction of telecommuting and technological advancement like artificial intelligence has resulted in a more significant overlap between different types of commitment to the organization. (Cooper-Hakim, 2005). Artificial Intelligence is important because it can provide enterprises with previously unknown insights into their operations. In some cases, AI will outperform humans. When it comes to repetitive, detail-oriented tasks like analyzing many legal documents to ensure relevant fields are correctly filled in, AI tools frequently complete jobs quickly and with few errors (Burns, 2022). Artificial Intelligence improves operations and gives organizations an advantage in terms of efficiency.

1b. Need for the Study

It is difficult to keep people engaged as organizations improve their operations. People will move if they do not see any opportunities in the short, medium, or even the long term (Goldsmith 2003, p.131). The purpose of this research is to gain a better understanding of why businesses have employees who are dissatisfied with their jobs and intend to leave. Previous studies indicate that job stress, job satisfaction, and job motivation are significantly correlated with continuous commitment and will affect employee's decisions

to continue or quit their current job. Further investigation will also allow us to assess and investigate the relationship between job stress, job motivation, and job burnout, and the moderation of transformational leadership, as well as whether or not employees are satisfied with their jobs or if they are simply burnout as a result of being overworked, a lack of growth and development, and employee turnover intention increases as the organization grows.

1c. Research Question and Contribution

As we investigate how transformational leadership affects employee turnover intention. Job motivation, organizational development, artificial intelligence, and job burnout are all motivators for intention to leave. The burnout breaking point can influence factors such as increasing work-life balance, reducing stress levels, workload, personal circumstances, and increasing career advancement, as well as the organizational environment. This dissertation will answer the following two research questions as we seeks to answer, "What factors contribute to turnover intention among public employees of in the United States?", and "What is the role of transformational leadership as moderator of this process."

In current industries, the goal is to bridge the gap by continuing to research and explore the essential factors impacting many organizations worldwide to increase job satisfaction and motivate employees while decreasing burnout and turnover intention in the workforce. Healthy interaction among employees or personnel within a company, organization, or group will help form a powerful team environment. Learning how to foster a trusting working relationship with each employee will benefit the organization as it grows

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and improve employee's health. McKinsey Health found a significant number of workers experienced burnout symptoms in the workplace. Approximately 75% of workplace stress affects employee's mental health resulting in burnout. In the current workforce, it is essential to have an effective leader who can communicate because it determines how well your team will perform in today's society.

Exploring more about job burnout will also allow us to assess and investigate the relationship between transformational leadership with job stress, job motivation, as well as whether or not employees are satisfied with their jobs or just burnout due to being overworked, lack of development, and turnover intention increasing as the organization develops. Learning to work with different management styles is critical to prevent the loss of institutional knowledge, turnover intention, and burnout among Federal, State, and Local government.

Following this research, a company can improve or reduce turnover intentions by encouraging work-life balance and incorporating artificial intelligence to help implement and offer new products or services to streamline the organization's workload. The research will help current and future leaders demonstrate leadership skills, including effective communication, decision-making, and motivating teams to succeed. Organizations must evaluate, implement, and schedule more diverse work schedules for their employees to increase productivity. To provide more efficient customer service, the organization must improve communication with all employees to learn about and leverage each employee's strengths and experience. Employees want to believe that their opinions are relevant. This healthy work environment would be appealing, increasing morale and creating a dynamic benefit package that encourages employees to commit to and be loyal to an organization.

Employees want to feel valued because it prevents them from quitting their current jobs, being unmotivated, looking for a new job, and planning to leave.

CHAPTER II. BACKGROUND LITERATURE REVIEW

Retention and commitment can be exchanged for skill acquisition, career advancement, performance recognition, and opportunity (Rahman, 2013). As we explore current challenges facing many organizations, we now look at how to adapt to the changes in work style and new work norms involved with implementing new technology communication among the organization while maintaining the core values.

Many companies struggle to address the growing retention problem, and since 2021, approximately 47 million United States workers have retired, been thinking about leaving, or have left their current job (Work Institute, 2022). Since there are many different factors and challenges that companies face in terms of losing institutional knowledge and dealing with a lack of training or no training, organizations must figure out how to bridge the generational gap. How do we find a healthy path to unify organizations and provide simple building blocks to help individuals increase career development, salary increase, and employee growth opportunities? Providing resource that will help with retention strategies include charting a career path for new employees and looking for people who fit the culture of the organization. By providing challenging opportunities that stretch people's skills and help them build their personal market value, and the new talent structure will provide more desirable incentives for all employees (Siegfried, 2008). Organizations are concerned about voluntary turnover because losing talented employees reduces productivity and increases costs because new employees must be recruited and trained (Caillier, 2011).

Many businesses are struggling to address the retention issue, and many continue to work for a simple reason: they simply do not understand why employees are leaving,

rather than spending hours investigating the root cause of attrition. (De Smet, Dowling, Mugayar-Baldocchi, & Schaninger, 2021). A priority should be to strengthen relationships among leaders, colleagues, and employers. If not, this will serve as a reminder that the employee's needs must still be met.

With this reality in mind, both theorists and practitioners have increased their efforts to develop effective strategies for recruiting and retaining talented employees, the majority of which have been developed based on employee life cycle needs, maturity (age) needs, or career stage needs (Macky Gardner & Forsyth, 2008). The variables in the research proposal will focus on employees' feelings, reactions, and satisfaction with their current job.

2a. Job Motivation

Work motivation in an organization, particularly in the government sector, is more focused on developing abilities and encouraging subordinates, which will later affect the operation of the duties and responsibilities for the services provided (Huseno, 2023). In many organizations, growth, and opportunities, developing future leaders face overwhelming challenges as they look to provide their employees with training services. Organizations should consider a more comprehensive program designed to influence the organization's capacity and attract, retain, and develop skilled employees for competitiveness and success. The growth, opportunities, and upward mobility need to emphasize the core mission of providing education, training, and employment services to development goals for employment growth. Previous research has shown,

since the 1990s, individual state governments have been analyzing barriers to IT worker recruitment and retention and attempting to reform entrenched civil service systems (CSG, 2000). Salary increases, bonuses, improved benefits, employee development, alternative schedules and flextime, telecommuting, and enhanced IT training are examples of these. These modifications are clearly having an impact, but there is still much room for improvement (Kim, 2005). In order to retain IT employees, state governments have made significant changes to job classification and compensation systems (CSG, 2000). In the (Huseno, 2023) study it looked at how leadership, instruction, professional abilities, and motivation affect the efficacy of education in their chosen industries. The study focused on four latent variables: leadership, job training, work motivation, and performance. It was concluded that employee performance is influenced by leadership, job training, and motivation (Huseno, 2023).

2b. Organizational Development

Organizational development makes employees realize that their organization cares about them and their progress toward personal or organizational goals. When an organization provides training to its employees, it assists them in advancing their careers, which they desire and require. Employees' sense of advancement and skills result in increased productivity for themselves and their teams. They will be more satisfied with their jobs and are less likely to leave your company. Reduced employee turnover provides an immediate benefit to an organization's bottom line (Rahman, 2013). Encouraging employees to learn new technology can help with future career growth opportunities and as well as development. Being open-minded to learning new technology will help

individuals develop, be innovative, and streamline, making you more efficient. Making change rather than waiting to be changed by someone else is the best course of action when responding to change (Trisnawiana, 2023). Employees must understand and use a positive organizational culture in their behavior, attitude, and point of view so that they can use it as a guide for their daily work with positive behavior in completing their tasks. Earlier studies focused on organizational commitment and learning, career satisfaction, and developing employee feedback. To maintain a sustained competitive advantage, an organization requires committed and engaged employees (Joo, 2010).

2c. Artificial Intelligence

Artificial Intelligence (AI) can outperform humans in challenging tasks, making it a workable option for many jobs. AI technologies may replace a variety of roles in the hospitality industry (Kong, 2021). In Hong, 2021, it was mentioned that hotel desk clerks are at a high risk of being replaced by robots (94%). Smart hotels with AI in multiple departments have already been established.   Furthermore, if a large number of employees leave the organization, existing employees' workload and overtime are significantly increased, which may reduce their productivity level due to low employee morale (Tnay, 2013). An increasing number of conflicts with organizational and business consequences, a lack of communication, and the discovery that work was not done or was not done at home became apparent over time. Experts have varying expectations for the impact of AI and machine learning on future job opportunities.   In a survey of experts on AI's impact on economics and business, half predicted significant job displacement by 2025, potentially causing unemployment and social disruptions (Kong, 2021).   Better fit in an organization

leads to higher job satisfaction, job motivation and reduce job burnout. Leadership and management needed to understand how to connect and strengthen each team member's morale while remaining open, honest, and transparent with the organization. Employees with higher AI awareness are concerned about their future jobs in both organizations and industries as a result of AI implementation (Brougham and Haar, 2018). Individuals who are insecure about their current careers may have weaker career competencies. Employees who are dissatisfied will eventually leave the organization, and the organization will lose the knowledge that the employees brought with them (Tnay, 2013). Due to the existing conflicts, we found it necessary to motivate and develop each team member. It is also critical to maintain institutional and organizational knowledge while bridging the gap. If public employees are satisfied with their job they will be committed to the organization (Chordiya, 2017). AI, a general-purpose technology (GPT) with a unique learning capability, offers organizations the potential for significant improvements and new business opportunities. Organizations struggle to transition from pilots to across-the-organization AI programs due to concerns about business issues and business challenges that do not improve customer expectations or experiences (Fountaine, 2019). When we look more closely, transformational leadership is widely recognized as a method of increasing artificial intelligence. As previous researched by (Awamleh, 1999), the relationship between transformational leadership, and artificial intelligence is being documented, but the underlying processes that support that connection still need to be discovered.

Artificial Intelligence (AI) has rooted its way in changing how organizations conduct repetitive job tasks across many different sectors (Dharanikota, 2021). AI may

replace 47% of United States jobs in the future. AI awareness refers to employees' understanding that AI machines, such as robots and algorithm management, may replace their current jobs in the future, potentially posing a risk to their employment (Kong, 2021). It was mentioned in (Aguinis, 2024), well-trained Human Resource Management (HRM) professionals can use AI to reduce workload and job burnout. Implementing generative AI as an HRM assistant can help allocate more time to strategic and long-term issues. It is a measure of an employee's happiness with their job, whether they like their job or different aspects of the job, and changes response to changes in both personal situations and work environment. Being satisfied with one's current job is subjective, and each individual experiences a different level of job satisfaction. The more job aspects match an individual's desire, the higher job satisfaction (Atmojo, 2012). Middle-skilled service jobs are more vulnerable to AI than lower- and higher-skilled jobs due to their precision and predictability in procedures. Because of its implementation, employees who are more aware of AI are concerned about their future jobs in various industries (Kong, 2021). Organizational conflict is a major source of low job satisfaction in employees. An increasing number of conflicts within organizations leads to breakdowns in communication and increased work to be done over time in order to overcome these disruptions (Westover, 2009). Organizational actions should foster an open, honest, and transparent discussion in order to recognize conflicts that need to be addressed and resolved to strengthen an organization, which will positively impact job goals. Other research has looked into ways to keep employees satisfied; organizations should make a greater effort to provide their employees with resources to help them succeed. Employee's jobs and job autonomy are essential factors in predicting job satisfaction (Westover, 2009). AI awareness can cause

anxiety and insecurity among employees, negatively impacting their job performance related to self-efficacy and occupation-related self-management (Kong 2021). To help employees have a better job experience, creating a healthy work environment while retaining institutional and organizational knowledge and bridging the gap is critical.

According to Hackman and Oldham's (1976) job characteristics model of work motivation, the presence of specific aspects of an employee's job-related duties and tasks positively affects employee psychological states, which, in turn, reduces employee turnover and increases motivation, performance, and job satisfaction. Further research by Moynihan and Landuyt (2008), who studied government workers, concluded that job satisfaction had a strong negative impact on employees' decisions to leave.

2d. Job Burnout

Job Burnout occurs when a person experiences emotional exhaustion, a decrease in personal efficacy at work, or a growing distance from a specific job. Burnout is a common overload type that occurs when an employee works at an unhealthy level, resulting in exhaustion. As a precaution, that employee should take a break from work.

According to reports, researchers have argued that employee turnover intentions are caused by job burnout (Kim, 2015). Employees with a high turnover intention within their organizations have seen many employees experience job burnout, which causes increased stress. This increased intention to leave is closely related to high levels of burnout associated with emotional exhaustion, depersonalization, and personal accomplishment, three burnout dimensions investigated in previous research (Kim, 2015).

Emotional exhaustion is the exhaustion of an employee's psychological and emotional resources during intensive interpersonal interactions (Kim, 2015). It is frequently associated with harm to employees' mental and physical health (Kim, 2015). Depersonalization results from dehumanizing perceptions of others within organizations (Maslach & Jackson, 1981). It is associated with cold treatment of others, callous behavior toward others, and emotional exhaustion. Alternatively, personal accomplishment, the third aspect of burnout, influences an employee's mental state because they are dissatisfied with their job achievements. Previous research (Hansung, 2008) found that job autonomy and social support had no direct effect on burnout but a direct negative effect on intention to leave. However, regardless of perceived burnout levels, a lack of job autonomy and social support increased turnover intentions. The researchers discovered that job autonomy moderates the relationship between role stress and burnout.

2e. Transformational Leadership

Transformational leadership is the ability to tune in to the effectiveness of others. As referenced in (Burns, 1978), Transformational leadership is based on the premise that it promotes employee development and raises followers' motivation and morale. Having this competency will allow you to demonstrate compassion and sensitivity as a leader, putting others at ease and relating to and building rapport with a diverse range of people. It will teach you how to use diplomacy, tact, and transformational leadership skills to make transactions and relationships with others go more smoothly. People who scored high in Transformational Leadership effectiveness become better leaders because they can communicate and motivate those around them.

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Transformational leadership is an essential factor that can influence autonomous regulation is whether managers (individuals in direct contact with employees) and leaders (individuals who oftentimes are in a position to influence organizational strategies and processes) adopt behaviors that directly support the satisfaction of the three psychological needs (Manganelli, 2018).

Transformational leaders strive to motivate their subordinates to achieve a work performance that exceeds the organizational expectation, Bass (1985, as cited in Yukl, 2006). Transformational leader uses the following methods to motivate his or her subordinates (Yukl, 2006):

1. Encourage employees to have a deeper awareness of the importance of output;

2. Encourage employees to put group interests first; and

3. Uphold the higher needs of employees, such as pride and self-actualization.

In previous study, Transformational leaders will use the organization's vision and strategic goals to motivate employees to achieve higher self-worth. Leaders that will use their enticing leadership style to influence employees and genuinely care about their employees' work and lives are inspiring. Successful Transformational leaders will encourage employees to sacrifice personal interests to achieve organizational interests, interaction, and communication with employees, and they will provide employees with the necessary resources to be successful (Shang, 2023).

2f. Turnover Intention

Turnover intention among workers has been a strong tendency for employees to leave their current employer to work for another organization. It has been extremely critical with a turnover of skilled employees disrupting the day-to-day workload, and very expensive to replace these members. Losing highly skilled staff members or employees means that companies will have to incur substantial costs associated with recruiting and re-skilling, and dealing with extra costs associated with completing complex projects, and manage disruptions to the team-based work environments (Korunka, Hoonakker, & Carayon, 2008). In previous study, organizations strive to reduce their turnover ratio and save money. Turnover costs include hiring, recruiting, and selecting employees (Saeed, Waseem, Sikander & Rizwan, 2014). Time spent on researching turnover intention as it relates to different hypotheses, we are researching will help outline existing issues for government employee's concerns. We hope to explore and discover what is causing employees to get to burnout breaking point/exhaustion. This study will also explore ways to reduce the turnover intention of federal, state, and local government employees wanting to leave current organization. Employees who have a strong relationship with the organization are less likely to leave than employees who are not effectively and strongly committed to that organization (Saeed, Waseem, Sikander & Rizwan, 2014). The authors also mentioned, it is beneficial for an organization to fire ineffective employees and replace them with productive ones, which will increase human capital and bring innovative fresh, new ideas and solutions. Finally, this research focuses on the challenges that employees in terms of career advancement by finding a way to improved internal career advancement support.

CHAPTER III. RESEARCH MODEL, THEORETICAL DEVELOPMENT AND HYPOTHESES

Figure 1.1 illustrates a research model that explores the effects of four different antecedents to Turnover Intention (TI), namely Job Motivation (JM), Organizational Development (OD), Artificial Intelligence (AI), and Job Burnout (JB), as well as the moderating role of Transformational Leadership (TL), on the outcome of interest. The research model aligns with the two research questions addressed in this dissertation: The factors that influence turnover intention in public employees (RQ1) and the role of transformational leadership in this process (RQ2).

This research model, specifically, postulates a direct effect of Job Motivation, Organizational Development, Artificial Intelligence, and Job Burnout on Turnover Intention, as well as a moderating role of Transformational Leadership in these relationships. In the following, each separate relationship is thoroughly explored and justified, leading to the formulation of hypotheses capturing the effects of interest. Furthermore, the model contains six control variables: age, gender, education level, ethnicity, salary, and tenure, which account for the potential effects of demographics on turnover intention.

Figure 1 Research Model of Turnover Intention
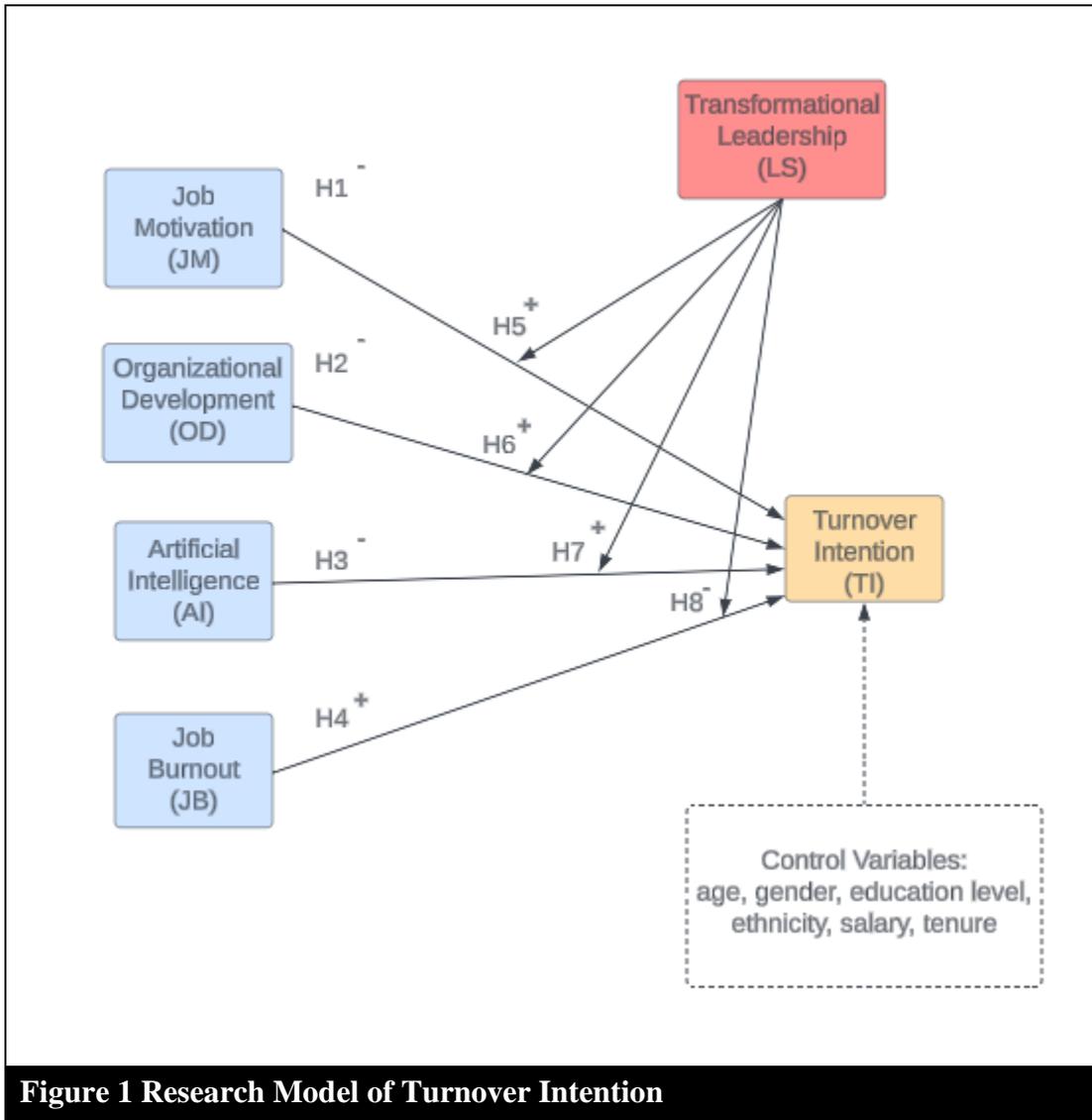
3a. Turnover Intention

Mobley (1977) defines turnover as a decision process, following a series of psychological steps, leading to an eventual decision to quit or stay in the current job. These steps include the evaluation of the current job, experienced job dissatisfaction, thinking of quitting, evaluation of the expected utility of search and cost of quitting, intention to search

for alternatives, search for alternatives, evaluation of alternatives, comparison of alternatives versus present job, intention to quit/stay, and quit/stay (Kim, 2014). Turnover intention is therefore the closest antecedent to the final decision to stay in the current job or quit and either transition into a new position or remain unemployed for some length of time; these options are expected to also factor in the decision. Turnover intention is defined here as an individual employee's intention to quit their job in the near or foreseeable future.

Turnover intention among workers has been on the rise in the past few decades, which has resulted in high realized turnover rates for organizations. Understanding the factors affecting, or driving these high turnover rates, may provide insights useful for the development of effective workforce management strategies, particularly within government agencies (Kim, 2005). Although public employees are the focus of this research, the effects of high turnover rates can be felt across a variety of organizations and industries, including not only government, but also for and not-for profit organizations. Frequent turnover, particularly of highly skilled employees, has a disruptive effect on the day-to-day workflow of organizations, and replacing these members is increasingly costly, both directly (in hiring and training costs) as well as indirectly (in terms of the disruption to the workflow and the necessary adjustment time until a new hire becomes productive). Losing highly skilled staff members or employees means that companies will have to incur substantial costs associated with recruiting and re-skilling, as well as the extra costs associated with completing complex projects, and manage disruptions to the team-based work environments (Korunka, Hoonakker, & Carayon, 2008). In short, lowering employee turnover would have, for any organization, an immediate impact on the bottom line

(Rahman, 2013), which makes understanding turnover intentions of prime theoretical interest.

3b. Job Motivation

Job Motivation is the engaging feeling that one's work truly matters or, put another way, that which pushes individuals to put energy and effort into what they do (Ghanbari & Eskandari, 2013); a more formal definition of this construct refers to a desire to incur high levels of personal effort in pursuit of the achievement of organizational objectives, which in turn also generate a feeling of accomplishment in the individual (Gomes, Asseiro & Ribeiro, 2013). Job motivation is also related to satisfaction with the workplace, education and training available from employers, as well as personal achievement through work and deriving pleasure from work itself, as well as any accomplishments. The availability and achievement of promotions, as well as the ability to balance work and family life, are also important factors. Motivated employee's desires to believe that they are making a positive difference in people's lives and for those they serve. High levels of job motivation have been shown to be related to low levels of job burnout and turnover intention among public employees (Kim, 2017), the target population for this research.

As is the case with other types of motivation-related constructs, job motivation can be examined from both intrinsic and extrinsic perspectives (Kim, 2018). While intrinsic motivation refers to taking actions because those are personally rewarding to oneself, extrinsic motivation involves performing behaviors in order to obtain a reward or avoid a punishment or undesirable consequence. However, the literature on job motivation,

burnout, and turnover intention has largely focused only on intrinsic motivation as an emotional resource related to stress and turnover intention of public employees, having the potential to significantly reduce burnout and turnover intention (Kim, 2015).   In order to reduce employee intentions to leave their organizations, public organizations must provide opportunities for self-development, education, and training related to their careers, which would have the dual benefit of increasing the motivation of employees, as they perceive they are valued by their organization, but also makes them more productive, which has positive implications for the achievement of organizational objectives. When other types of support are unavailable to public employees, raising levels of intrinsic motivation could serve as a strategy to reduce burnout and turnover intention (Kim, 2018).

Organizations of all kinds are increasingly competing on their ability to attract, retain, and develop skilled talent, which will in turn have an impact on organizational performance (Huseno et al, 2023). Organizations which provide education, training, and other employment services as more likely to be able to recruit and retain employees which are motivated to have long-term careers and goals, seek growth opportunities, and upward mobility, which would also allow for the retention of qualified talent. Employees who exhibit high levels of job motivation are those who are more engaged with their work and their organization and are, therefore, less likely to want to change jobs in the foreseeable future, compared to those employees with low levels of job motivation, who may not have the same level of commitment to their current employer. As a result, the following relationship is hypothesized:

H1: There is a negative relationship between Job Motivation and Turnover Intention, such that higher levels of Job Motivation will lead to lower levels of Turnover Intention.

3c. Transformational Leadership

Transformational leadership is a leadership style which seeks to influence both organizations and the individuals working in them in order to effect change. Transformational leadership theory emphasizes the importance of leaders to collaborate with other team members, demonstrate compassion and sensitivity as a leader, put others at ease, and relate to and build rapport with a diverse range of people. Transformational leaders inspire people to achieve unexpected or remarkable results by emotionally connecting with their audience and inspiring them to achieve something greater than themselves. They inspire employees to go above and beyond their perceived capabilities and gives them authority over specific tasks; through this, transformational leaders boost team morale and self-confidence while also bringing the team together around a larger vision or common goal.

Key skills for transformational leaders include diplomacy, tact, and relationship building. This ability to tune in to others is defined as transformational leadership effectiveness, and individuals who score high on this aspect of leadership are those that can communicate and motivate those around them (Bass et al, 1993). Transformational leadership is an essential factor that can influence autonomous regulation when managers (individuals in direct contact with employees) and leaders (individuals who oftentimes are

in a position to influence organizational strategies and processes) adopt behaviors that directly support the satisfaction of employees' psychological needs (Manganelli, 2018).

Transformational leaders strive to motivate their subordinates to achieve a work performance that exceeds the organizational expectation, Bass (1985, as cited in Yukl, 2006). Transformational leaders use different methods to motivate their subordinates (Yukl, 2006), such as encouraging employees to have a deeper awareness of the importance of output, to put group interests first, and uphold the higher needs of employees, such as pride and self-actualization. Four important dimensions of transformational leadership include motivation sources, inspiration sources, individual consideration source, and intellectual stimulation, Bass (1985; 1990, as cited in Yukl, 2006).

The research model under consideration here focuses on the antecedents of turnover intention in public employees, with a particular focus on job motivation, satisfaction, burnout, and organizational development. Additionally, this research seeks to examine the role that leaders, specifically leaders who exhibit the characteristics of transformational leaders to various degrees, may play in ameliorating the impact of those antecedents on turnover intention. Specifically, a negative relationship between job motivation and turnover intention is generally expected, such that those individuals who have higher levels of job motivation are less likely to want to change employers in the short term. Additionally, the degree to which the leaders of those employees exhibit the characteristics associated with transformational leadership is expected to moderate the relationship between job motivation and turnover intention such that, everything else being equal, those employees who work for transformational leaders, for a given level of job motivation, will exhibit an even lower interest in changing jobs that those employees who do not work for (or work

for less) transformational leaders. As a result, the following moderation hypothesis is offered:

H5: Transformational leadership will moderate the relationship between Job Motivation and Turnover Intention such that the relationship will become stronger when Transformational Leadership is higher.

3d. Organizational Development

Organizational development refers to the different processes and mechanisms in place within an organization which serve to foster the development of their employees over time. Organizational development is the planned development, improvement, and support of organizational effectiveness strategies, structures, and processes, by means of employee training and growth. These include not only formal employee training programs, but more generally the provision of opportunities to employees to grow at both professional and personal levels. In addition to training, these include additional opportunities for growth, such as mentoring, workshops, promotions, additional responsibilities, development rotations, cross-functional assignments, etc.

These organizational development practices benefit not only the employees themselves, from a personal and professional growth perspective, but also the organizations which employ them, as they make employees more productive and competent in discharging their duties; these are, in essence, a "win-win" for both employees and organizations. In addition, it would be reasonable to expect that employees in organizations which foster their personal development will also be more committed to their

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organizations, from two different perspectives: utilitarian, as staying at those organizations would provide for additional development opportunities, while the cost is shouldered by the employer and not the employee, and emotional, as employees would believe their organizations have an interest in fostering their development and well-being, and that would also lead to increased commitment. Organizations prioritizing learning and development have also found increases in employees' productivity, and profitability (Watkins & Marsick, 2003).

Employees who are committed are motivated to stay with the organization, put in extra effort to achieve organizational goals, and contribute to the development of the learning organization (Egan, 2004). Through fostering this commitment, it is expected that organizational development would have a negative impact on turnover intention, such that employees which perceive their organizations to be the kind of workplaces which provide these opportunities for both personal and professional growth will be more likely to want to remain employed at those than employees who do not hold their employers in the same regard. As a result, the following hypothesis is proposed:

H2: Organizational Development has a negative impact on Turnover Intention, such that employees who believe there are more development opportunities are less likely to change jobs than those which do not.

Transformational leadership relates to organizational development as a leadership approach in which leaders inspire and motivate team members to effect positive change within a company. These leadership styles may increase team morale, improve conflict resolution, and reduce turnover among the team. Transformational leaders are change

agents who can assist their organizations in embracing change within an organization. Primary goals of transformational leaders are to inspire growth, promote loyalty, and instill trust in-group members. Organizational development perceptions are expected to have a negative impact on turnover intentions, generally, but it is also expected that the relationship would be stronger for employees who perceived their leaders to exhibit the characteristics and behaviors of transformational leadership compared to those who do not. This is because employees working for transformational leaders can expect to continue benefiting from organizational development practices in their organizations, as development and growth of followers is a key characteristic of transformational leadership. Consequently, the following moderating hypothesis is proposed:

H6: Transformational leadership will moderate the relationship between Organizational Development and Turnover Intention such that the relationship will become stronger when Transformational Leadership is higher.

3e. Artificial Intelligence

Although resulting from a long history of research and both methodological and technological advances, Artificial Intelligence has become a household term in just the past few years, with new AI-enabled products coming to market every day and news covering both the benefits and downsides of AI in every major outlet. One major concern, which has been a recurring issue in every major technological revolution, but which seems to have quickly come to the fore with AI, involves the impact of the technology on jobs, now and in the future. In particular, AI appears capable of not only replacing employees but

also improving current performance in areas that had been so far impervious to technological advancements (e.g., knowledge work). AI is currently predicted to have a major impact on many different jobs and functions in only as little as the next decade (Kong, 2021). This research examines how concerns about AI replacing either employees outright or significant parts of their daily responsibilities could possibly have an impact on their intention to stay with their current employer. Employees who perceive AI having strong potential to replace them in their current organizations may be more interested in transitioning to other employers who are either in areas more resistant to the intrusion of AI, or who are not on the leading edge of that transition. Artificial intelligence is expected to have a negative relationship with turnover intention, meaning that employees repetitive job functions, or task that can easily be automated by artificial intelligence are more likely to change jobs in the short term. Employees with a high awareness of AI potential disruptions are more likely to be dissatisfied with their current jobs, fearing disruption from technological advancements, and interested in transitioning into new positions or employers. There is also research indicating a negative correlation between job satisfaction and organizational commitment (Kong, 2021), which is itself a predictor of turnover intention. Therefore, a positive relationship is expected between Artificial Intelligence and Turnover Intention, such that higher levels of concern about the consequences of AI will be associated with higher levels of Turnover Intention.

H3: As Artificial Intelligence will have a positive impact on Turnover Intention, such that higher levels of Artificial Intelligence will be associated with lower levels of Turnover Intention.

Organizational leaders play a significant role in the setting of a positive organizational culture, clear work goals and expectations, and ensuring that rewards are consistent with work performance. Applying AI for business transformation is a strategic decision, because transformation leadership commitment can positively impact new technology adoption (Alsheibani, 2018). Leaders and managers need to understand how to connect with and strengthen the morale of each team member while remaining open, honest, and transparent to the organization. Transformational leaders, in particular, must be able to recognize the various needs of individuals. It is generally expected that artificial intelligence will exhibit a negative relationship with turnover intention, such that the more dissatisfied employees are, the likely are they to want to change jobs in the short term. Effective AI requires transformational leadership, while data serves as the foundation (Brock, 2019). Transformational leaders should have the ability to balance the benefits derived from the introduction of new technologies with limiting the negative consequences of those for their employees, such that transformations can be effected with limiting the human cost associated with them. The expectation is, therefore, that transformational leadership can ameliorate the impact of AI on Turnover Intention of their subordinates.

H7: Transformational leadership will moderate the relationship between Artificial Intelligence and Turnover Intention such that the relationship will become weaker when Transformational Leadership is higher.

3f. Job Burnout

Job burnout is defined as emotional exhaustion, decreased personal efficacy at work, depersonalization, or increased distance from a specific job. A body of research has shown that employee turnover intention is caused by job burnout (Kim, 2005). Job burnout is a significant source of stress, which leads to turnover intentions. Previous research has found a strong link between increased intention to leave and high levels of burnout associated with emotional exhaustion, depersonalization, and personal accomplishment (Kim, 2005).

Emotional exhaustion is the exhaustion of an employee's psychological and emotional resources during intensive interpersonal interactions. It is frequently associated with harm to employees' mental and physical health (Kim, 2005). It is associated with the impersonal treatment of others, callous behavior toward others, and emotional drain (Kim, 2005). In addition, personal accomplishment, the third aspect of burnout, influences employees' mental state because they are dissatisfied with their job achievements.

Attitudes are functions of people's assumptions about the likelihood of various outcomes arising from the performance of a behavior, as well as their assessment of how good or bad those outcomes. Attitude theory suggests that the employees' attitudes toward their jobs could determine their behaviors, such as turnover intention, could explain the relation between social support and turnover intention (Jaramillo, Mulki, & Boles, 2011). Public employees' concern for their jobs increased following many of these changes, which is likely to result in employee stress (Cordes & Dougherty, 1993). Job stress and burnout may increase the intention of public employees to leave their jobs. Perceived turnover

intention, which eventually leads to organizational crisis, is a critical variable influenced by numerous organizational and individual factors.

Similarly, Job Demands-Resource theory predicts that when job demands are high and job resources are low, stress and job burnout will increase. We integrate self-regulation perspectives into job demands resources (JD-R) theory to propose that consistent high job demands and low job resources will combine with failed self-regulation - result in short-term job strain and eventually enduring burnout. Schafer and Picardi (2003) identify employee burnout as a serious issue in all types of organizations and one that can easily result in long-range turnover and productivity problems. Job burnout or work exhaustion is a factor having a positive effect on government employees' intentions to leave (Kim, 2005). As a result, there is an expected negative relationship between job burnout and turnover intention, such that employees experiencing higher levels of job burnout will be more likely interested in changing jobs than those experiencing lower levels of job burnout. The following hypothesis is thus proposed:

H4: There is a positive relationship between Job Burnout and Turnover Intention, such that higher levels of Job Burnout will be associated with higher levels of Turnover Intention.

While it is generally expected that job burnout will have an overall positive impact on turnover intention, it is also the case that leaders play a major role in setting the work culture and environment in which employees carry out their organizational duties. As a result, leaderships behaviors can either ameliorate or aggravate the proposed relationship between job burnout and turnover intention. We expect that transformational leaders, or

those displaying such characteristics and behaviors, will help manage the negative consequences of job burnout on turnover intention. Therefore, the following moderating hypothesis is proposed:

H8: Transformational leadership will moderate the relationship between Job Burnout and Turnover Intention such that the relationship will become weaker when Transformational Leadership is higher.

3g. Theoretical Development and Hypotheses

Table 1 will discuss the theories that is planned to test and verify the relationship between the two variables. The suggested hypotheses will be explored and tested outcome between variables, independent, dependent will be verified.

Table 1 Hypothesis and Theories for Independent Variables

	Hypothesis	**Theory**
H1	There is a negative relationship between Job Motivation and Turnover Intention, such that higher levels of Job Motivation will lead to lower levels of Turnover Intention.	**Kim, J. (2015).** What increases public employees' turnover intention? Public Personnel Management, 44(4), 496-519.
H2	Organizational Development has a negative impact on Turnover Intention, such that employees who believe there are more development opportunities are less likely to change jobs than those which do not.	**Egan, T. M., Yang, B., & Bartlett, K. R. (2004).** The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human resource development quarterly*, *15*(3), 279-301.
H3	As Artificial Intelligence will have a negative impact on Turnover Intention, such that higher levels of Artificial Intelligence	**Kong, H., Yuan, Y., Baruch, Y., Bu, N., Jiang, X., & Wang, K. (2021).** Influences of artificial intelligence (AI) awareness on career competency and job burnout. *International Journal of*

	will be associated with lower levels of Turnover Intention.	*Contemporary Hospitality Management*, *33*(2), 717-734.
H4	There is a positive relationship between Job Burnout and Turnover Intention, such that higher levels of Job Burnout will be associated with higher levels of Turnover Intention.	**Bakker, A. B., & de Vries, J. D. (2021).** Job Demands–Resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, *34*(1), 1-21. **Kim, J. (2015).** What increases public employees' turnover intention? Public Personnel Management, 44(4), 496-519. **Kim, J. (2018).** The contrary effects of intrinsic and extrinsic motivations on burnout and turnover intention in the public sector. *International journal of manpower*, *39*(3), 486-500.
H5	Transformational leadership will moderate the relationship between Job Motivation and Turnover Intention such that the relationship will become stronger when Transformational Leadership is higher.	**Chiaburu, D. S., & Marinova, S. V. (2006).** Employee role enlargement: Interactions of trust and organizational fairness. *Leadership & Organization Development Journal*.
H6	Transformational leadership will moderate the relationship between Organizational Development and Turnover Intention such that the relationship will become stronger when Transformational Leadership is higher.	**Alfes, K., Shantz, A., & van Baalen, S. (2016).** Reducing perceptions of overqualification and its impact on job satisfaction: The dual roles of interpersonal relationships at work. *Human Resource Management Journal*, *26*(1), 84-101.
H7	Transformational leadership will moderate the relationship between Artificial Intelligence and Turnover Intention such that the relationship will become stronger when Transformational Leadership is higher.	**Wijayati, D. T., Rahman, Z., Rahman, M. F. W., Arifah, I. D. C., & Kautsar, A. (2022).** A study of artificial intelligence on employee performance and work engagement: the moderating role of change leadership. *International Journal of Manpower*, *43*(2), 486-512.
H8	Transformational leadership will moderate the relationship between Job Burnout and Turnover Intention such that the relationship will become weaker when Transformational Leadership is higher.	**Lei, H., Nguyen, T. T., & Le, P. B. (2019).** How knowledge sharing connects interpersonal trust and innovation capability: The moderating effect of leadership support. *Chinese Management Studies*.

Table 2 Construct and Definitions

Construct	Definition	Source
Dependent Variable		
Turnover Intention	Turnover, defined as the voluntary separation of an individual from an organization, has particular importance in any organization because of the high turnover rate of employees. Theory: Conservation of Resources (COR)	**Price, J. L., & Mueller, C. W. (1986)**. *Absenteeism and turnover hospital employees*. JAI press. **Kim, J. (2015)**. What increases public employees' turnover intention? Public Personnel Management, 44(4), 496-519.
Independent Variables	**Definition**	**Source**
Job Motivation	Job motivation is the employees' satisfaction with their current workplace, the education, and training available for jobs, along with personal achievement through their jobs and the pleasure of their work. Job Motivation is also based on promotions and balance between work and family. Theory: Conservation of Resource (COR) theory	**Kim, J. (2015).** What increases public employees' turnover intention? Public Personnel Management, 44(4), 496-519.
Organizational Development	Organizational Development is the existing process that maximizes the effectiveness efficiency for the employee and organizations. Theory: Organizational Learning theory	**Egan, T. M., Yang, B., & Bartlett, K. R. (2004)**. The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. Human resource development quarterly, 15(3), 279-301.
Artificial Intelligence	Artificial Intelligence measures an employee's concern with AI replacing one's jobs in the future, not fully satisfied with their current job because different aspects of the job	**Kong, H., Yuan, Y., Baruch, Y., Bu, N., Jiang, X., & Wang, K. (2021).** Influences of artificial intelligence (AI) awareness on career competency and job burnout. *International Journal of Contemporary Hospitality*

	productivity is improving. Theory: Fit theory	*Management*, *33*(2), 717-734.
Job Burnout	Job Burnout is when one feels emotional exhaustion, reduction of personal efficacy in the workplace, depersonalization, or increased distance from an individual job. Theory: Conservation of Resources (COR)	**Kim, J. (2015)**. What increases public employees' turnover intention? Public Personnel Management, 44(4), 496-519.
Moderator	**Definition**	**Source**
Transformational Leadership	Transformational Leadership is a leadership approach that causes change in individuals and social organization. Theory: Transformational Leadership theory	**Shin, S. J., & Zhou, J. (2007).** When is educational specialization heterogeneity related to creativity in research and development teams? Transformational leadership as a moderator. Journal of applied Psychology, 92(6), 1709. **Rawung, F. H., Wuryaningrat, N. F., & Elvinita, L. E. (2015).** The influence of transformational and transactional leadership on knowledge sharing: An empirical study on small and medium businesses in Indonesia.

CHAPTER IV. RESEARCH METHODOLOGY

4a. Participants and Procedure

To evaluate the proposed model, quantitative research will be conducted on the independent and dependent factors, as well as the hypotheses, using an internet survey. Through extensive data analysis, the first part of this study focuses on establishing the validity and internal reliability of the proposed survey instrument and the configurations it contains. An quantitative pilot project that provides support will also demonstrate the feasibility of comprehensive survey methods, data collection, and data analysis procedures and provide some of the surveys' primary context. The second section of this study is a significant study that backs up the hypothesis. Participation is entirely voluntary, and all participants will remain anonymous. Before proceeding, each participant must agree to participate in the survey, and all completed surveys will be assigned a unique survey completion ID for future compensation. Each participant was within the age range of 18-69 years old.

4b. Research Design

The research design methodology included a informed pilot with Florida International University (FIU) Doctoral students and a few industry participants, followed by the quantitative pilot and main study survey using LinkedIn, Pollfish, or Connect by Cloud Research. This research project will demonstrate the feasibility of comprehensive survey methods, data collection, and data analysis procedures, clarify the main study surveys' primary context and add two screening questions to the survey instrument. The

main study is a significant study supporting the hypothesis using updated data from the quantitative pilot. All feedback during the informed pilot was positive and helped streamline the survey layout for the quantitative pilot and main study. The Likert scale was increased from five to seven, re-word questions, and eliminate survey questions to improve the main pilot survey instrument. We must ensure the integrity and accuracy of data collection by developing quantitative survey questions.

4c. Measurements

Control Variables: In the first section of the questionnaire, control variables will focus on:

1. Age

2. Gender

3. Education level

4. Ethnicity

5. Salary

6. Tenure

These control variables will help to gain general information about each respondent. Responses to all items will be measured using a seven-point Likert scale developed by Rensis Likert in 1932, ranging from (1) "strongly disagree" to (7) "strongly agree."

Measurement of Job Motivation: This measurement will range by seven-point Likert Scaling from (1) "Strongly disagree" to (7) "Strongly agree."

Measurement of Organization Development: This section will measure organizational development using a seven-point Likert Scaling from (1) "Strongly disagree" to (7) "Strongly agree."

Measurement of Job Satisfaction: Minnesota Job Satisfaction Questionnaire (MSQ) will help the respondents indicate how satisfied they are with various aspects of their current job. This measurement will range by seven-point Likert Scaling from (1) "Strongly disagree" to (7) "Strongly agree."

Measurement of Job Burnout: This measurement will range by seven-point Likert Scaling from (1) "Strongly disagree" to (7) "Strongly agree."

Measurement of Transformational Leadership: This measurement will range by seven-point Likert Scaling from (1) "Strongly disagree" to (7) "Strongly agree."

Measurement of Turnover Intention: The three-item measure will assess employee turnover intention. This measurement will range by seven-point Likert Scaling from (1) "Strongly disagree" to (7) "Strongly agree."

4d. Participants and Procedure

The quantitative pilot and main study's data collection methods were conducted using the following methods. Participants were given a consent form that described the research and explained the requirements to qualify and participate in the survey. Each participant who qualifies for and completes the study will receive compensation. Participants will be asked demographic questions. Each participant will be given questions that assess each construct in the research model. In addition, the attention

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check questions will make up one-third and two-thirds of the survey, ensuring that respondents read and answer the questions carefully. The quantitative pilot and main survey analyses filter out participant responses.

CHAPTER V. DATA ANALYSIS AND SURVEY RESULTS

This chapter reviews all data collection and analyses conducted as part of the empirical testing of the research model. The process followed three stages: informed pilot, quantitative pilot, and main study. Data collection was conducted through online surveys, and analyses were carried out with the Statistical Package for Social Sciences (SPSS) and SmartPLS to test the main hypotheses of interest. As appropriate at each stage of the process, data cleaning and validation procedures and sample descriptive statistics are provided.

5a. Informed Pilot

The research methodology included an informed pilot with two Florida International University (FIU) Doctoral cohort 4.4 members and six public government employees. One of the Doctoral cohort 4.4 member has experience supporting capital programs and implementing lean manufacturing and continuous improvement initiatives to promote sales and profit objectives, while the other has extensive experience as a public administrator in local government and emergency medical services. The six other participants of the informed pilot were public government employees with work experience in human resources, pedestrian safety, light and transit coordinator, and roadway construction project manager. They provided helpful information by recommending restructuring demographic questions at the start of the survey to establish a baseline of how well each participant feels and whether the impact is caused by work or other life factors. The participants also suggested that I include more answer options, so I

changed the survey scale from a five-choice Likert scale to a seven-choice Likert scale. All informed pilot recommendations were considered and implemented as needed to provide the most precise and clear main survey.   The purpose of the informed pilot was to evaluate and recommend changes to the survey instrument in order to inform, predict, and guide future studies that will follow.

5b. Quantitative Pilot

The quantitative pilot survey was conducted by using Connect by Cloud Research, an online market research firm. This research pilot will demonstrate the feasibility of comprehensive survey methods, data collection, and data analysis procedures, as well as clarify the primary context of the quantitative pilot surveys and add one to two screening questions to the survey tool. All feedback during the quantitative pilot was positive, and it assisted in streamlining the survey layout, rewording questions, and eliminating survey questions in order to improve the main pilot survey tool.

5c. Profile of Respondents from the Pilot

For the quantitative pilot, collected data was through an online survey conducted by Connect by Cloud Research and restricted to Public Government employees. The goal of the quantitative pilot was to evaluate the measurement quality of the survey questions and make any necessary adjustments before the main data collection. A total of 151 respondents completed the survey, but one was excluded from the final sample due to failing the attention check questions or not spending more than three minutes completing

the survey, which was deemed a reasonable minimum time. The final sample, therefore, consisted of 150 participants.

Table 2 shows the profiles of each respondent. Among the respondents, 74 (or 49%) were women and 76 (or 50.3%) were men. The majority of respondents, 58 (or 38.4) ranged in age from 30 to 39 years old. In terms of educational background, 70 (or 46.4%) of respondents held a bachelor's degree, while 38 (or 25.2%) were postgraduates. For existing work experience, 55 (or 36.4%) of respondents had more than ten years with the same company, while 38 (or 25.2%) had worked with the same company for one to three years. For Income, 47 (or 31.1%) of the respondents were in the range between $50,000 - $74,999, 41 (or 27.2%) of the respondents were in the range between $75,999 - $99,999, 25 (or 16.6%) of the respondents were in the range between $100,000 - $149,999, and 13 (or 8.6%) of the respondents answered $150,000 or more. Three (or 2.0%) of the respondents prefer not to say income salary range.

Table 3 Profiles of Respondents for Pilot

Item	Characteristic	Frequency	Percent (%)
Age Range	18-29	17	11.3
	30-39	58	38.4
	40-49	52	34.4
	50-59	18	11.9
	60-69	6	4
Gender	Female	74	49
	Male	76	50.3
	Non-binary/third gender	2	1.1
	Prefer not to say	5	2.9
Race	White or Caucasian	126	83.4
	Black or African American	12	7.9

	American Indian/Native American or Alaska Native	1	3.4
	Asian	4	3.4
	Native Hawaiian or Pacific Islander	0	0
	Other	1	11.4
	Prefer not to say	1	6.3
Hispanic or Latino Group	Yes	12	7.9
	No	136	90.1
	Prefer not to say	3	2.0
Education Background	Some high school or less	0	0
	High school diploma or GED	4	2.6
	Some college, but no degree	22	14.6
	Associates or technical degree	17	11.3
	Bachelor's degree	70	46.4
	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS, etc.)	38	25.2
	Prefer not to say	0	0
Income	Less than $25K	3	2.0
	$25K to $49,999K	19	12.6
	$50K to $74,999K	47	31.1
	$75,999 to $99,999K	41	27.2
	$100K to $149,999K	25	16.6
	$150K or more	13	8.6
	Prefer not to say	3	2.0
Length of Time	Less than 1 year	18	11.9
	1 - 3 years	38	25.2
	4 - 6 years	23	15.2
	7 - 8 years	17	11.3
	10 years or more	55	36.4

Table 3 displays Cronbach's Alpha for each construct in the model. Cronbach's Alpha is used to determine the reliability of each measurement instrument. In this study,

Cronbach's Alpha values range from 0 to 1, with higher values indicating more excellent reliability of the survey or questionnaire (Zach, 2021). As the results in Table 3 show, all constructs in the research model had Cronbach alphas in excess of the cutoff guideline of 0.70, and all were well in excess of the cutoff. As a result, all measures employed in this research are deemed to have sufficient reliability, which is a necessary requirement for their subsequent use and interpretation.

Table 4 Cronbach's Alpha for the Pilot

	Cronbach's Alpha, α
JM	0.870
OD	0.939
JB	0.947
AI	0.959
TL	0.955
TI	0.892

Note: JM = Job Motivations, OD = Organizational Development, JB = Job Burnout, AI = Artificial Intelligence, TL = Transformational Leadership, TI = Turnover Intention

The Kaiser-Meyer-Olkin (KMO) is a measure of sampling adequacy. Using the Kaiser Normalization rotation method, a Principal Axis Factor Analysis (FA) was performed on the 150 direct oblimin items. The Kaiser Meyer-Olkin measure confirmed the analysis's sampling adequacy, with an overall satisfaction KMO = 0.894 (adequate and acceptable according to Kaiser and Rice, 1974), and all eigenvalues had KMO values for individual items were greater than 0.70, which exceeds the acceptable limit of 0.50.

Table 4 depicts the structure pattern matrix for the pilot, which shows the loadings of each item on its respective factor, obtained from a Principal Axis Factoring with direct oblimin with Kaiser normalization as the rotation method. A final model with six factors was retained, where each scale properly loaded on a single factor together with the other

items from the same scale, with no residual cross-loadings. All loadings for the items were above the 0.70 threshold, with one exception (one item from the Job Motivation scale, loading at 0.694); the item was retained nonetheless due to it being within rounding distance of the cutoff and in order to retain at least three items for the Job Motivation scale.

Table 5 Pattern Matrix for the Pilot

			Pattern Matrix[a]			
			Factor			
	1	2	3	4	5	6
TL1.2_4	.932					
TL1.2_2	.897					
TL1.2_5	.844					
TL1.1_5	.809					
TL1.2_1	.791					
TL1.1_1	.787					
TL1.1_2	.778					
TL1.2_3	.728					
TL1.1_3	.720					
AI1.1_3		.976				
AI1.1_2		.958				
AI1.1_1		.933				
AI1.1_5		.826				
JB1.1_1			.926			
JB1.1_3			.879			
JB1.2_5			.853			
JB1.1_2			.853			
JB1.2_4			.770			
JB1.2_3			.762			
TI1.1_1				.906		
TI1.1_6				.843		
TI1.1_5				.798		
OD1.1_1					-.892	
OD1.1_3					-.886	
OD1.1_2					-.883	
OD1.1_4					-.798	
JM1.1_2						.924
JM1.1_3						.790
JM1.1_1						.694

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization. [a]

a. Rotation converged in 6 iterations.

The discriminant validity of the measures was assessed by the procedure recommended by Rönkkö and Cho (2022). This approach entails creating a series of CFA models where one pair of latent variables (at a time) have their correlation fixed to one, while the others remain freely estimated. The constrained models for each pair of latent variables are then compared to the base model, where all correlations are freely estimated, by means of a nested $\chi 2$ test with one degree of freedom. A significant result indicates that a given pair of latent variables are not perfectly correlated with each other, which provides evidence of the discriminant validity of the measures. As the results shown in Table X indicate, the constrained and base model were significantly different for each pair of latent variables in the research model, therefore supporting the discriminant validity of the construct measures employed in this research.

Table 6 Discriminant Validity for the Pilot

lhs	rhs	est	ci.lower	ci.upper	Chisq diff	Pr(>Chisq)
TL	AI	0.093	-0.071	0.256	217.363	0.000
TL	JB	-0.521	-0.644	-0.399	98.669	0.000
TL	TI	-0.321	-0.476	-0.166	143.684	0.000
TL	OD	0.587	0.474	0.700	76.469	0.000
TL	JM	0.441	0.300	0.581	107.360	0.000
AI	JB	0.071	-0.093	0.235	223.230	0.000
AI	TI	0.054	-0.117	0.224	218.365	0.000
AI	OD	0.048	-0.118	0.215	226.560	0.000
AI	JM	-0.125	-0.293	0.043	198.752	0.000
JB	TI	0.378	0.229	0.527	129.399	0.000
JB	OD	-0.318	-0.469	-0.167	153.404	0.000
JB	JM	-0.226	-0.389	-0.062	170.717	0.000
TI	OD	-0.277	-0.439	-0.116	154.515	0.000
TI	JM	-0.290	-0.454	-0.126	138.224	0.000
OD	JM	0.304	0.146	0.463	134.334	0.000

Table 7 Measurement Properties for the Pilot

Construct	Cronbach's Alpha
Job Motivation	**0.870**
I have challenging work that motivates me to do the best job I can do.	
I feel a great sense of personal satisfaction when I do this job well.	
I feel a high degree of personal responsibility for the work I do.	
Working in this company gives me the opportunity to gain new knowledge and skills.	
Working in this environment increases my sense of professional growth.	
I am motivated to do well, because I am empowered by my work environment.	
My opinion of myself has improved as a result of working for this company.	
Organizational Development	**0.939**
My organization has programs that help employees to advance their job skills.	
My organization has programs that help employees to reach higher managerial levels.	
My organization has career development programs that help employees develop job skills.	
My organization provides opportunities for employees to develop managerial skills.	
My organization creates systems to measure gaps between current and expected performance.	
My organization recognizes people for taking initiative.	
My organization supports employees who take calculated risks.	
My organization encourages people to get answers from across the organization when solving problems.	
In my organization, leaders mentor and coach those they lead.	
In my organization, leaders continually look for opportunities to learn.	
In my organization, leaders ensure that the organization's actions are consistent with its values.	
Artificial Intelligence	**0.959**
I am personally worried about my future in my industry due to AI replacing employees.	
I am personally worried about my future in my organization due to AI replacing employee.	
I am personally worried that what I do now in my job will be able to be replaced by AI.	
I think AI could replace my job.	
Job Burnout	**0.947**
I feel emotionally drained from my work.	
I feel burned out from my work.	
I feel exhaustion from my work	
I feel a lack of accomplishment at work.	
I often feel emotionally exhausted.	
I often feel as if I can't take it anymore.	
I am often exhausted in the morning at the thought of another day at work.	
I often feel that my work frustrates me.	
I often feel very stressed because of my work.	
Transformational Leadership	**0.955**
Leaders in my organization often seek for different point of view in solving the problems.	
Leaders in my organization often enthusiastically inform the employees about any requirement that must be achieved.	
Leaders in my organization often emphasize on the importance of having high objectives in life.	
Leaders in my organization often provide much time to teach and give direction.	
Leaders in my organization often treat our subordinates as an individual instead of simply as our employees.	
Leaders in my organization often try to instill respect in every employee we have.	
Leaders in my organization often consider various ethic and moral consequences from every decision we have taken.	
Leaders in my organization often infuse influence and self-confidence in working.	
Leaders in my organization often foster our employees to develop their skills.	
Turnover Intention	**0.892**
I will probably look for a new job in the next year.	
I often think about quitting my job.	
I often think of leaving the organization.	
If I had the option again, I will choose to work for current organization.	
I'm very likely to leave my current organizations within two years.	
As soon as I find another job, I will leave this job.	
If I were completely free to choose, I would change to a different profession.	

*Note: Questions that are in bold were the final questions used in the pilot data results.

5d. Main Study

The main study survey was conducted via LinkedIn. For the main survey, data was collected from current Public Government employees in the United States. Data was collected from 299 participants, and those who failed both of the attention check questions, failed to complete the entire survey or completed the survey in less than 3 minutes were excluded. Consenting to the survey is required, and participants who do not consent will be automatically denied access to the survey. For the main survey, 80 participants did not accept or decline the consent form, and three checked "No, I do not consent," thereby excluding them from the study. The final usable data set comprised 175 participants.

5e. Profile of Respondents from Main Study

Table 8 shows the profiles of each respondent in the main study. Among the 175 respondents, 95 (or 54.3%) were women and 73 (or 41.7%) were men. The majority of respondents selected the ranged in age from 40 to 49 years old. Regarding educational background, 78 (or 44.6%) of respondents held a Graduate or professional degree, while 53 (or 30.3%) held a bachelor's degree. For existing work experience, 82 (or 46.9%) of respondents had more than ten years with the same employer, while 32 (or 18.3%) had worked with the same employer for four to six years. For Income, 69 (or 39.4%) of the respondents were in the range between $100,000 - $149,999, 38 (or 21.7%) of the respondents were in the range between $75,999 - $99,999, 31 (or 17.7%) of the respondents were in the range between $50,000 - $74,999, and 16 (or 9.1%) of the respondents answered $150,000 or more. Ten (or 5.7%) of the respondents prefer not to say income salary range.

Table 8 Profiles of Respondents for Main Study

Item	Characteristic	Frequency	Percent (%)
Age Range	18-29	8	4.6
	30-39	23	13.1
	40-49	63	36.0
	50-59	62	35.4
	60-69	19	10.9
Gender	Female	95	54.3
	Male	73	41.7
	Non-binary/third gender	2	1.1
	Prefer not to say	5	2.9
Race	White or Caucasian	79	45.1
	Black or African American	53	30.3
	American Indian/Native American or Alaska Native	6	3.4
	Asian	6	3.4
	Native Hawaiian or Pacific Islander	0	0
	Other	20	11.4
	Prefer not to say	11	6.3
Hispanic or Latino Group	Yes	36	20.6
	No	124	70.9
	Prefer not to say	15	8.6
Education Background	Some high school or less	0	0
	High school diploma or GED	8	4.6
	Some college, but no degree	19	10.9
	Associates or technical degree	14	8.0
	Bachelor's degree	53	30.3
	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS, etc.)	78	44.6
	Prefer not to say	3	1.7
Income	Less than $25K	1	0.6
	$25K to $49,999K	10	5.7
	$50K to $74,999K	31	17.7
	$75,999 to $99,999K	38	21.7

	$100K to $149,999K	69	39.4
	$150K or more	16	9.1
	Prefer not to say	10	5.7
Length of Time	Less than 1 year	15	8.6
	1 - 3 years	23	13.1
	4 - 6 years	32	18.3
	7 - 8 years	23	13.1
	10 years or more	82	46.9

Table 9 illustrate all the data evaluation, loadings less than 0.7 were removed from the main study. The measurement model for the main study was determined utilizing all of the items that measure each construct in the research model as reflective indicators.

Table 9 Low Loadings Removal List for the Main Study

Constructs	Question #	Loading
JB	1.1_4	0.697
JM	1.1_1	0.582
	1.1_2	0.587
	1.1_3	0.527
OD	1.1_8	0.683
TI	1.1_4	0.500
	1.1_7	0.492

Note: JM = Job Motivations, OD = Organizational Development, JB = Job Burnout, AI = Artificial Intelligence, TL = Transformational Leadership, TI = Turnover Intention

Table 10 show Cronbach Alpha, two composite reliability measures, and Average Variance Extracted (AVE) for each construct in the model. Similar to the Cronbach Alpha, the two Composite Reliability values range from 0 to 1, with higher values indicating higher levels of reliability and values greater than 0.70 considered satisfactory (Sarstedt, 2021). The AVE values of 0.50 or higher are recommended because they indicate that the

construct explains more than half of the variance (Sarstedt, 2021). The findings indicate that all AVE had acceptable values for each construct in the model. These results provide evidence of the convergent validity of the measures employed in this research.

Table 10 Cronbach Alpha, Construct Reliability and Validity for the Main Study

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AI	0.931	0.942	0.951	0.831
JB	0.955	0.956	0.962	0.760
JM	0.859	0.863	0.904	0.703
OD	0.915	0.916	0.930	0.596
TL	0.951	0.957	0.959	0.720
TI	0.904	0.915	0.929	0.723

Note: JM = Job Motivations, OD = Organizational Development, JB = Job Burnout, AI = Artificial Intelligence, TL = Transformational Leadership, TI = Turnover Intention

Table 11 displays discriminant validity results testing the HTMT approach with Smart-PLS. An HTMT value greater than 0.90 indicates a lack of discriminant validity, with a value of each HTMT below 0.85 being preferred. The results in Table 9 show that the HTMT for all pairs of constructs was below the threshold, providing evidence of the discriminant validity of the measures employed in this research.

Table 11 Discriminant Validity for the Main Study

	AI	JB	JM	OD	TL	TI
AI						
JB	0.392					
JM	0.172	0.556				
OD	0.077	0.501	0.835			
TL	0.210	0.527	0.829	0.814		
TI	0.292	0.702	0.749	0.601	0.651	

Note: JM = Job Motivations, OD = Organizational Development, JB = Job Burnout, AI = Artificial Intelligence, TL = Transformational Leadership, TI = Turnover Intention

Table 12 Measurement Properties for the Main Study

Construct	Cronbach's Alpha
Job Motivation	0.857
I have challenging work that motivates me to do the best job I can do.	
I feel a great sense of personal satisfaction when I do this job well.	
I feel a high degree of personal responsibility for the work I do.	
Working in this company gives me the opportunity to gain new knowledge and skills.	
Working in this environment increases my sense of professional growth.	
I am motivated to do well, because I am empowered by my work environment.	
My opinion of myself has improved as a result of working for this company.	
Organizational Development	0.915
My organization has programs that help employees to advance their job skills.	
My organization has programs that help employees to reach higher managerial levels.	
My organization has career development programs that help employees develop job skills.	
My organization provides opportunities for employees to develop managerial skills.	
My organization creates systems to measure gaps between current and expected performance.	
My organization recognizes people for taking initiative.	
My organization supports employees who take calculated risks.	
My organization encourages people to get answers from across the organization when solving problems.	
In my organization, leaders mentor and coach those they lead.	
In my organization, leaders continually look for opportunities to learn.	
Artificial Intelligence	0.929
I am personally worried about my future in my industry due to AI replacing employees.	
I am personally worried about my future in my organization due to AI replacing employee.	
I am personally worried that what I do now in my job will be able to be replaced by AI.	
I think AI could replace my job.	
Job Burnout	0.955

I feel emotionally drained from my work.	
I feel burned out from my work.	
I feel exhaustion from my work	
I feel a lack of accomplishment at work.	
I often feel emotionally exhausted.	
I often feel as if I can't take it anymore.	
I am often exhausted in the morning at the thought of another day at work.	
I often feel that my work frustrates me.	
I often feel very stressed because of my work.	
Transformational Leadership	**0.951**
Leaders in my organization often seek for different point of view in solving the problems.	
Leaders in my organization often enthusiastically inform the employees about any requirement that must be achieved.	
Leaders in my organization often emphasize on the importance of having high objectives in life.	
Leaders in my organization often provide much time to teach and give direction.	
Leaders in my organization often treat our subordinates as an individual instead of simply as our employees.	
Leaders in my organization often try to instill respect in every employee we have.	
Leaders in my organization often consider various ethic and moral consequences from every decision we have taken.	
Leaders in my organization often infuse influence and self-confidence in working.	
Leaders in my organization often foster our employees to develop their skills.	
Turnover Intention	**0.904**
I will probably look for a new job in the next year.	
I often think about quitting my job.	
I often think of leaving the organization.	
If I had the option again, I will choose to work for current organization.	
I'm very likely to leave my current organizations within two years.	
As soon as I find another job, I will leave this job.	
If I were completely free to choose, I would change to a different profession.	

*Note: Questions that are in bold were the final questions used in the pilot data results.

Table 12 displayed the regression coefficients and indicated the relative direct effect of the variables as it relates to each predecessor construct to the target construct (Sarstedt, 2021). The values in the research model represent the p-values for those relationships obtained from a bootstrapping run with 5,000 replications. Table 13 Path Coefficient for the Main study includes the original sample for each relationship, the mean of the bootstrap replicates, the standard deviation of the bootstrapped estimates, the ratio of the original estimates to the calculated standard deviation, and the p-values for each relationship. These serve as the foundation for the hypotheses testing discussed in the following sections for each hypothesis in the research model.

Table 13 Path Coefficients for the Main Study

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
A -> TI	0.033	0.034	0.058	0.568	0.570
AI -> TI	0.065	0.065	0.057	1.142	0.254
E -> TI	0.085	0.087	0.054	1.575	0.115
G -> TI	-0.009	-0.008	0.061	0.156	0.876
HOL -> TI	0.044	0.045	0.060	0.738	0.461
I -> TI	-0.035	-0.035	0.052	0.684	0.494
JB -> TI	0.396	0.393	0.063	6.293	0.000
JM -> TI	-0.312	-0.317	0.097	3.235	0.001
LOT -> TI	-0.076	-0.074	0.058	1.316	0.188
OD -> TI	0.007	0.005	0.088	0.085	0.932
R -> TI	0.012	0.011	0.050	0.231	0.818
TL -> TI	-0.151	-0.146	0.093	1.615	0.106
TL x OD -> TI	0.014	0.017	0.068	0.206	0.837
TL x JM -> TI	0.048	0.047	0.084	0.575	0.565
TL x JB -> TI	-0.008	-0.008	0.069	0.118	0.906
TL x AI -> TI	0.066	0.063	0.051	1.287	0.198

Note: JM = Job Motivations, OD = Organizational Development, JB = Job Burnout, AI = Artificial Intelligence, TL = Transformational Leadership, TI = Turnover Intention, A = Age, E = Education, G = Gender, HOL = Hispanic or Latino, I = Income, LOT = Length of Time, R = Race

Figure 2 shows all structural and measurement relationships in the complete research model, including both the loadings of each item on its respective construct, as well as the paths between the constructs themselves. The complete research model includes four predictor constructs (Job Motivation, Organizational Development, Artificial Intelligence,

and Job Burnout), one moderator (Transformational Leadership), and one outcome (Turnover Intention). It also includes a number of control variables (e.g., age, gender, etc.).


Figure 2 Measurement of the Model
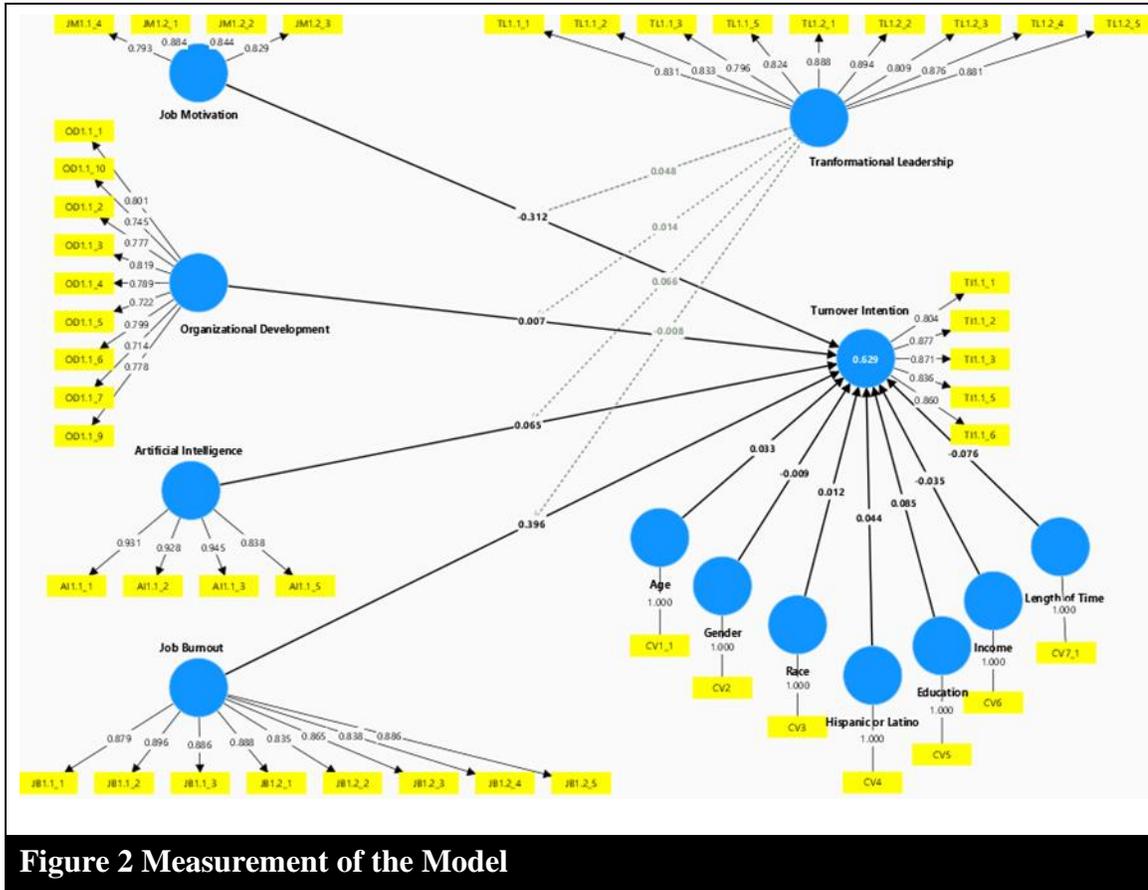
Figure 3 shows the results of bootstrapping analyses obtained by running 10,000 replications, with replacement, and of the same size as the original sample. For each item loading, the results show the p-value obtained from the bootstrap analysis results. For the path coefficients, the results show the path estimated from the original sample and, within parenthesis, the p-value obtained from the bootstrap analysis. As these results show, the relationships between Job Motivation and Turnover Intention, and between Job Burnout and Turnover Intention, are significantly different from zero, while that is not the case for

the relationships between Organizational Development and Turnover Intention, and between Artificial Intelligence and Turnover Intention. None of the included control variables had a significant impact on the outcome.
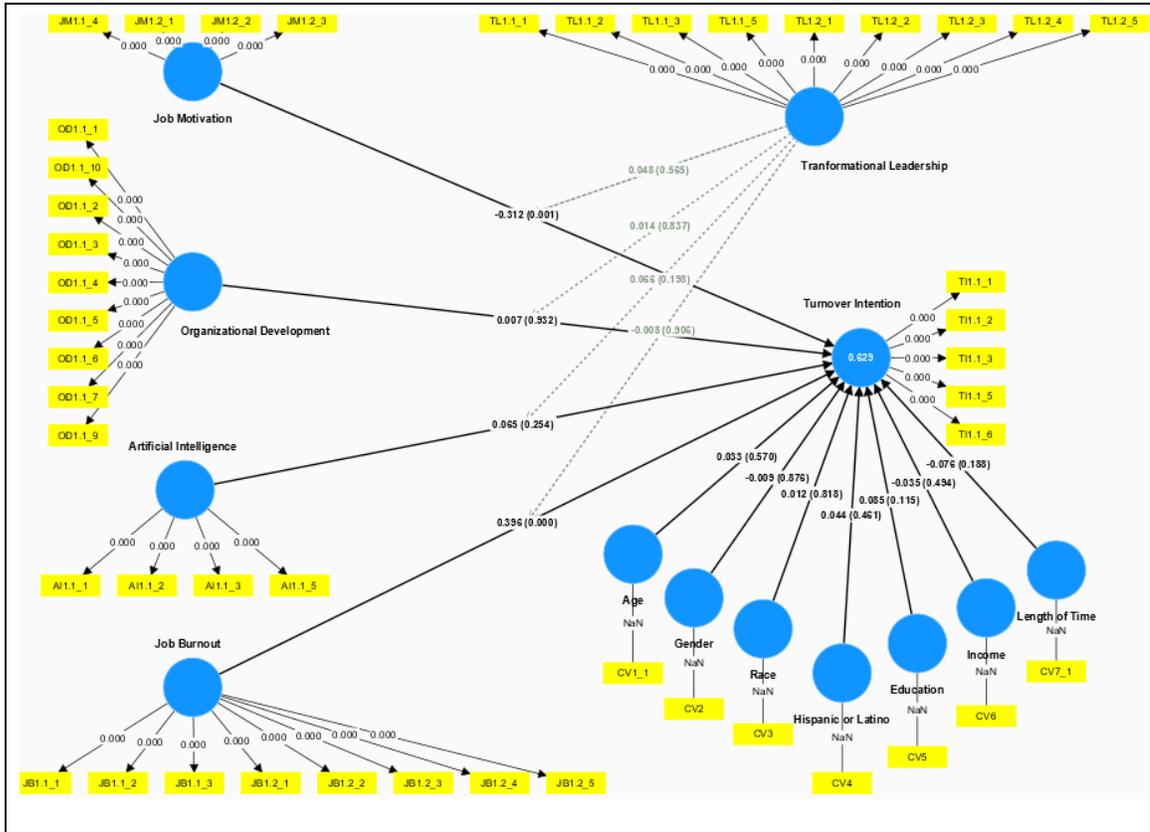
Figure 3 Bootstrapping of the Model

Hypothesis 1 (H1) posited a negative relationship between Job Motivation and Turnover Intention, such that respondents who exhibited higher levels of Job Motivation would exhibit lower levels of Turnover Intention in turn. The results indicate a negative and significant relationship between these constructs (b = -0.312, p < .001), which provides support for Hypothesis 1. These results provide support for the hypothesized negative relationship between these two constructs, and shows the impact of Job Motivation on Turnover Intention within public government employees.

Hypothesis 5 (H5) investigated the relationship between the Job Motivation and Turnover Intention constructs and the dependent construct used in the assessment process. H5 predicted that Transformational Leadership would moderate the relationship between Job Motivation and Turnover Intention. The study found no empirical support for moderation. ($b = 0.048$, $p = 0.565$) the direct relationship between Transformational Leadership and Turnover Intention was negative, but not significant ($b = -0.151$, $p = 0.106$).

Hypothesis 2 (H2) investigated the relationship between Organizational Development and Turnover Intention, with the expectation that employees who believe there are more development opportunities are less likely to change jobs than those who do not perceived the presence of the same opportunities. Therefore, H2 predicted a negative relationship between the Organizational Development and Turnover Intention. Relationships within the organization will have a negative impact on turnover intention because employees will perceive their organization as one that offers opportunities for both personal and professional development, as opposed to those who hold their employers to different standards. This research found a positive and non-significant relationship between Organizational Development and Turnover Intention ($b = 0.007$, $p < 0.932$), not supporting Hypothesis 2.

Hypothesis 6 (H6) investigated the relationship between the Organizational Development and Turnover Intention constructs and the dependent construct used in the assessment process. H6 predicts that Transformational Leadership would moderate the relationship between Organizational Development and Turnover Intention. Relationships will grow stronger as transformational leaders invest more in their work and benefit from

the organization's practices. The study did not support a moderating effect between organizational development and turnover intention as the results was found positive and non-significant, (b = 0.014, p < 0.837), not supporting Hypothesis 6.

Hypothesis 3 (H3) predicted a positive relationship between Artificial Intelligence and Turnover Intention, such that higher levels of concern about AI would be associated with higher levels of Turnover Intention, because employees who perceive AI more negatively would be expected to be more dissatisfied with their current jobs, fearing disruption from technological advancements. Results from the analysis indicate a positive, but not significant relationship between the two constructs (b = 0.065, p = 0.254), which does not provide empirical support for Hypothesis 3.

Hypothesis 7 (H7) examined the moderating impact of Transformational Leadership on the relationship between Artificial Intelligence and Turnover Intention, with an expectation that higher levels of perceived Transformational Leadership would have a weakening impact on the negative effects of AI on Turnover Intention. While implementing Artificial Intelligence within an organization may replace some aspects of employees' job duties, reducing job burnout and intention to leave their current job over time (Hong et al., 2021), the presence of strong transformational leaders may help mitigate this impact as they seek to better navigate the disruptions entailed by these transformations. Results from this research indicate a positive but not-significant moderating impact of Transformational Leadership on the Artificial Intelligence – Turnover Intention relationship (b = 0.066, p = 0.198), which does not provide empirical support for Hypothesis 7.

Hypothesis 4 (H4) examined the relationship between the Job Burnout and Turnover Intention constructs and the dependent construct used in the assessment process. H4 predicted a positive correlation between the independent and dependent constructs. Relationships within the organization will have a positive impact on turnover intention, because employees who perceive that they will not be satisfied and have a negative relationship will experience high levels of job burnout and will more likely change jobs in the short-term verse those experiencing lower levels of job burnout. The study found a positive and significant correlation between job burnout and turnover intention (b = 0.396, p < 0.000), supporting Hypothesis 4.

Hypothesis 8 (H8) looked into the relationship between the Job Burnout and Turnover Intention constructs, with the dependent construct used in the assessment process. H8 predicted that Transformational Leadership would moderate the relationship between Job Burnout and Turnover Intention. These connections will strengthen as transformational leaders become more engaged helping to manage negative characteristics and behaviors within an organization. The study discovered a negative and non-significant correlation between AI and turnover intention (b = -0.008, p < 0.906), not supporting Hypothesis 8.

Table 14 summarizes the results of the empirical testing of the research model. As the table shows, two of the proposed hypotheses received empirical support, indicating that, for the chosen population of public government employees, the two main drivers of Turnover Intention (of those studied here) were Job Motivation (H1) and Job Burnout (H4).

Other predictors of this outcome, as well as the potential moderator of Transformational

Leadership, did not have a significant impact.

Table 14 Hypotheses Summary for the Main Study

Hypotheses	Description	P-Value
H1	There is a negative relationship between Job Motivation and Turnover Intention, such that higher levels of Job Motivation will lead to lower levels of Turnover Intention.	**Supported**
H2	Organizational Development has a negative impact on Turnover Intention, such that employees who believe there are more development opportunities are less likely to change jobs than those which do not.	Not Supported
H3	As Artificial Intelligence will have a negative impact on Turnover Intention, such that higher levels of Artificial Intelligence will be associated with lower levels of Turnover Intention.	Not Supported
H4	There is a positive relationship between Job Burnout and Turnover Intention, such that higher levels of Job Burnout will be associated with higher levels of Turnover Intention.	**Supported**
H5	Transformational leadership will moderate the relationship between Job Motivation and Turnover Intention such that the relationship will become stronger when Transformational Leadership is higher.	Not Supported
H6	Transformational leadership will moderate the relationship between Organizational Development and Turnover Intention such that the relationship will become stronger when Transformational Leadership is higher.	Not Supported
H7	Transformational leadership will moderate the relationship between Artificial Intelligence and Turnover Intention such that the relationship will become stronger when Transformational Leadership is higher.	Not Supported
H8	Transformational leadership will moderate the relationship between Job Burnout and Turnover Intention such that the relationship will become weaker when Transformational Leadership is higher.	Not Supported

CHAPTER VI. DISCUSSION AND CONCLUSION

6a. Discussion

In recent years, the factors influencing employee turnover have grown in complexity. Rising turnover rates have resulted in burnout and a lack of motivation to make a positive contribution to the workplace. According to Kim (2015), employees who perceive a lack of support for career advancement are more likely to consider leaving their current position. Employees retired or left at a rate of around 3.2% in fiscal 2021, 3.1% in 2020, 3.4% in 2019, and 3.4% in 2018.

As a result, this research seeks to answer the following two research questions:

(1)   What factors contribute to turnover intention among public employees of in the United States?

(2)   What is the role of transformational leadership as moderator of this process?

I decided to research this topic because I noticed that many colleagues in various jurisdictions in the field of engineering started to frequently discuss how turnover has become increasingly challenging in recent years. Many companies have seen an increase in the number of employees who decide to leave. I conducted this study because I have noticed that people have reached their breaking point, as evidenced by increased turnover intentions as a result of workplace burnout and a lack of motivation to make a difference within their current organization. I consider myself to be one of those people who have reached their breaking point. This research is supported by rising turnover intentions, indicating that employees are burned out at work and no longer motivated to make a difference. My purpose and goal are to raise awareness of the potential disconnect that

exists within many organizations and encourage leadership within those organizations to reevaluate, pivot, and incorporate transformational leadership.

The results supported two of the research hypotheses and model, but not the remaining other areas. The findings also showed a negative relationship between job motivation and turnover intention, as well as a link between transformational leadership and job burnout. All other outcomes include transformational leadership as it relates to job motivation and turnover intention, organizational development, transformational leadership as it relates to organizational development and turnover intention, artificial intelligence, and job burnout were positive, but not significant.

The results In Table 14 display the supported and not supported results from the research model. In detail, the findings were a negative relationship between Job Motivation and Turnover Intention, implying that respondents with higher Job Motivation would also have lower Turnover Intention. For example, the results also showed a negative and significant relationship between these constructs, supporting Job Motivation. These findings support the hypothesized negative relationship between these two constructs and show how Job Motivation affects Turnover Intention among public government employees. The finding supports the theory of Conservation of Resource, showing in previous studies that Intrinsic motivation was identified as a critical emotional resource for reducing stress and turnover among public employees. Therefore, public organizations should offer opportunities for self-development, education, and career-related training to reduce employee turnover. (Kim, 2015). Public employees who want to learn and explore new things are likely to stay with their organizations due to intrinsic motivators that promote cognitive, social, and physical development (Kim, 2015).

The study analyzed the link between Organizational Development and Turnover Intention, predicting that employees who perceive more development opportunities are less likely to change jobs than those who do not. As a result, Organizational Development predicted a negative relationship between organizational development and turnover intention. For example, the relationships within the organization predicted to have a negative impact on turnover intention because employees will see their organization as one that offers opportunities for both personal and professional development, as opposed to those who hold their employers to different standards. The findings in this study uncovered a positive but non-significant relationship between organizational development and turnover intention, which does not support Organizational Development. The findings did not support the theory Organizational learning, as past research on turnover intention was referred to as a conscious and deliberate decision to leave an organization.

In detail, Artificial Intelligence is causing a sense of insecurity and anxiety in employees, resulting in poor job performance resulting in turnover intention. It was discovered that AI predicted to displace many jobs by 2025, potentially causing unemployment and disruptions to organizations. Increased awareness of AI may make it difficult for employees to seek information or support from the appropriate person, negatively impacting their communication and interpersonal skills. According to Kong (2021), artificial intelligence will eventually replace human jobs. Employees with a high awareness of AI are dissatisfied with their current jobs, fearing disruption from technological advancements. In Kong's research (2021), there is a significant correlation between lower job satisfaction and lower organizational commitment. Artificial intelligence is expected to have a negative relationship with turnover intention, meaning

that employees repetitive job functions, or task that can easily be automated by artificial intelligence are more likely to change jobs in the short term.

Artificial Intelligence investigated the relationship between the AI and Turnover Intention constructs and the dependent construct used in the assessment process. The findings, discovered that AI causes employees to feel insecure and anxious, resulting in poor job performance and the eventual replacement of human jobs. Artificial Intelligence predicted a negative correlation between the independent constructs because employees dislike AI and are dissatisfied with their current jobs, fearing disruption from technological advances. The study found a positive but non-significant correlation between AI and turnover intention, which does not support Artificial Intelligence. The findings also support the fit theory, emphasizes the importance of values in management when implementing new technologies. These factors help to advance research into AI and new technologies (Kong, 2021). The study discovered a negative and insignificant relationship between AI and turnover intention.

In detail, job burnout investigated the relationship between the Job Burnout and Turnover Intention constructs and the dependent construct used in the assessment process. Job Burnout predicted a positive relationship between the independent and dependent constructs. For example, the relationships within the organization will have a positive impact on turnover intention because employees who believe they will not be satisfied and have a negative relationship will experience high levels of job burnout and are more likely to change jobs in the short term than those with lower levels of job burnout. The study found a positive and significant correlation between job burnout and turnover intention, which supports Job Burnout. The findings also support the theory conservation of

resources, burnout among public employees may result in increased turnover intentions. Research on turnover intention in previous studies also focused on organizational or individual factors, such as job stress, burnout, and psychological instability, which can lead to increased turnover intentions (Kong, 2021).

In detail, transformational leadership predicted to moderate the relationship between Job Motivation and Turnover Intention. The study found no empirical evidence supporting moderation. The study found no moderating effect between organizational development and turnover intention, as the findings were both positive and non-significant. For example, transformational leadership could moderate the relationship between artificial intelligence and turnover intentions. These connections will strengthen as transformational leaders invest more in their work and benefit from the organization's practices. Transformational Leadership could moderate the relationship between job burnout and turnover intentions. These connections will strengthen as transformational leaders become more involved in managing negative organizational characteristics and behaviors. Previous research related to transformational leadership fosters team identity, motivation to achieve a common goal, and the development of necessary skills and capabilities (Shin, 2007). The findings not finding support for the theory transformational leadership, research indicate that organizations leaders playing a significant role at work when it comes to motivation and accomplishing organizational goals.

Overall, the findings revealed a negative relationship between job motivation and turnover intention, as well as a connection between transformational leadership and job burnout. All other outcomes, including transformational leadership as it relates to job motivation and turnover intention, organizational development, transformational

leadership as it relates to turnover intention, artificial intelligence, and job burnout were positive, but not significant. The results revealed a negative and significant relationship between these constructs, which supports Job Motivation. Artificial intelligence is causing a sense of insecurity, fear, and anxiety in employees, resulting in poor job performance and turnover intention. Artificial Intelligence predicted a negative correlation between the independent constructs because employees dislike AI and are dissatisfied with their current jobs, fearing technological disruption.

It was difficult to obtain my target population number because I collected data using Connect by Cloud Research for my pilot and LinkedIn for my main study, expecting to expand faster across all government employees in the United States. Future research would consider expanding to government employees in other countries and focusing on artificial intelligence and burnout as it impacts turnover intention.

6b. Implication and Future Research

Theorical Implication

The main theoretical goal of this study was to investigate which factors are more likely to contribute to turnover intention among public employees in the United States and what role transformational leadership will play in this process. The proposed framework identifies the following factors, which motivates this research to look more closely at the factors that cause turnover intentions. These factors include job motivation, organizational development, artificial intelligence, job burnout, and transformational leadership as a moderator of turnover intention.

In this study, conservation of resource (COR) theory is burnout and motivational theory, which is why job motivation and job burnout had a significant relationship to turnover intention and both were supported.

This study found no statistically significant results for organizational development. Organizational aspects of a job can help you achieve your objectives, reduce the negative effects of job demands, and promote personal growth and development.

As we evaluated artificial intelligence, fit theory was confirmed which was discovered to have a high turnover intention because an individual's knowledge, skills, and abilities to complete a repetitive task are now being replaced by AI robots in the future. This critical impact is affecting employee's perception on accepting and introducing new technology within its organization. Middle-skilled service jobs may be more vulnerable to AI than lower- and higher-skilled jobs due to their precision and predictability. Employees who are more aware of AI are concerned about their future job prospects in various industries due to its implementation. There was a significant relationship between transformational leadership and turnover intention. Understanding these theoretical implications can help organizations create more effective strategies for managing turnover and retaining talented employees. Organizations can reduce turnover intentions by addressing factors such as job motivation, organizational development, artificial intelligence, job burnout and the quality of the employee-employer relationship.

Practical Implication

According to the findings of this study, a company can improve or reduce turnover intentions by encouraging work-life balance, establishing a desirable work environment through morale building, incorporating effective and impactful leadership, and utilizing

Artificial Intelligence to help implement and offer new products or services that will streamline the organization's workload. It was discovered that the top three reason for employees leaving voluntarily are as follows: opportunity for training and advancement, more competitive compensation and benefits, and ineffective management. These dimensions have a direct impact on job motivation when an employee is overburdened and depleted, resulting in little to no organizational development or rewards. This study can help future leaders demonstrate leadership abilities such as effective communication, decision-making, and motivating teams to succeed. There was a significant relationship between transformational leadership and turnover intention. Future research should examine the impacts of AI on other workplace-related factors. Lastly, an aspect to consider for future research is employees being over-promoted in the workplace with lack of knowledge, leadership and competency.

In this study, job motivation and job burnout were found to be statistically significant; incorporating intrinsic motivation, which was identified as a critical emotional resource for reducing stress and turnover among public employees, is recommended to help reduce turnover intentions. To reduce employee turnover, public organizations should provide opportunities for self-development, education, and career training. This study can help future leaders demonstrate leadership abilities such as effective communication, decision-making, and motivating teams to succeed. Organizations that implement these practical implications can promote job motivation, effectively integrate artificial intelligence, and reduce the risk of employee burnout. Addressing these factors can assist organizations in developing strategies to reduce turnover and increase employee retention.

6c. Future Research

This study produced non statistically significant results for organizational development, it may be worth revisiting in future research. The fact that it was not supported may have an impact on the formatting of the questions, or it may be better suited as a moderator or mediator.   With AI in the study was found to have a negative and insignificant relationship with turnover intention, it may be worth including in future studies to better determine how and what would be the best effective way to implement new AI technology in an organization.   Figure 4 depicts the AI job impact data, which is based on an analysis of over 19,000 tasks across 867 occupations, with IT and finance being the most likely to be affected (Jobs of Tomorrow, 2023).   I see this changing in the coming years as more organizations implement artificial intelligence.

Figure 4 Future Job Impacts
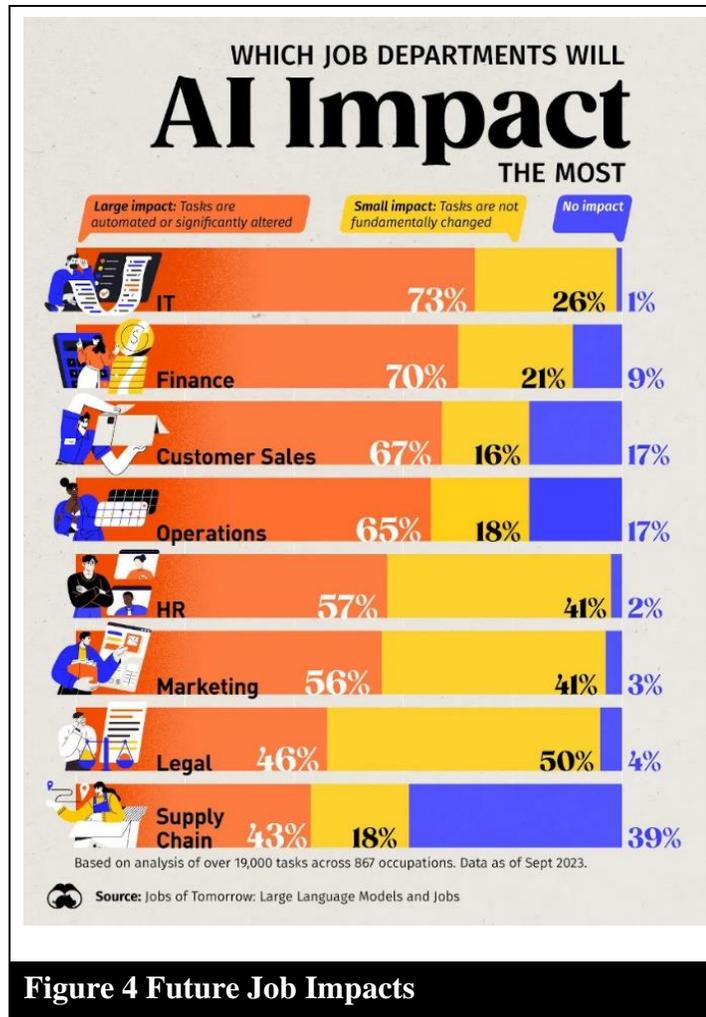
Further research will allow us to assess and investigate the relationship between job stress, job motivation, and job burnout, as well as the moderation of transformational leadership, as well as whether or not employees are satisfied with their jobs or if they are burnt out as a result of being overworked, a lack of growth and development, and employee turnover intention increases as the organization grows. By exploring these and other research directions, researchers can contribute to a better understanding of the complex factors that influence turnover intention and inform evidence-based strategies for addressing turnover challenges in organizations. Another factor to consider is low morale

among many of the study's participants, as well as a lack of recognition and rewards, which may be contributing to a high turnover rate.

6d. Conclusion

This research can be used to improve and provide more efficient customer service; however, the organization must improve communication with all employees to learn about and leverage each employee's strengths and experience through the simultaneous implementation of Artificial Intelligence. Make employees feel and believe that their opinions are valid and essential. Creating a healthy work environment would be appealing, as would increasing morale and offering a dynamic benefits package that encourages employees to commit to and remain loyal to an organization. Employees want to feel valued because it keeps them from quitting their jobs, becoming unmotivated, looking for a new job, or considering leaving.   Future research should examine the impact of AI on other workplace-related factors. Another aspect to consider is employees being over-promoted in the workplace.

Based on my research questions, this study's findings on job motivation and job burnout address my research question. Understanding and addressing these factors can assist organizations in developing strategies to reduce turnover intentions and improve employee retention, which will have a long-term impact among public employee if nothing is done.

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APPENDICES

Survey Instrument

APPENDIX A

<u>Qualtrics Survey Questions</u>

BURNOUT BREAKING POINT, THE FACTORS CONTRIBUTE TO TURNOVER INTENTION OF FEDERAL, STATE AND LOCAL GOVERNMENT EMPLOYEES IN THE UNITED STATES.

Consent Form:

ADULT ONLINE CONSENT TO PARTICIPATE IN A RESEARCH STUDY
What factors contribute to turnover intention among employees of federal, state, and local government in the United States?

SUMMARY INFORMATION
Things you should know about this study:
 • Purpose: The purpose of the study is to determine the factors that contribute to turnover intention among employees of federal, state, and local government in the United States.
 • Procedures: If you choose to participate, you will be asked to complete a questionnaire instrument.
 • Duration: This will take about 30 minutes or less to complete.
 • Risks: The main risk or discomfort from this research is will only be the effort in part of completing the survey.
 • Benefits: There are no benefits to you from this research.
 • Alternatives: There are no known alternatives available to you other than not taking part in this study.
 • Participation: Taking part in this research project is voluntary. Please carefully read the entire document before agreeing to participate.

PURPOSE OF THE STUDY
The purpose of this study is to study is to determine the factors that contribute to turnover intention among employees of federal, state, and local government in the United States?

NUMBER OF STUDY PARTICIPANTS
If you decide to be in this study, you will be one of 370 people in this research study.
DURATION OF THE STUDY Your participation will involve 30 minutes or less.

PROCEDURES
If you agree to be in the study, we will ask you to do the following things:
1. Open the survey
2. Start the survey.
3. Complete the survey (which should take 30 minutes or less to complete).

RISKS AND/OR DISCOMFORTS
The study has the no known possible risks to you (no known physical and/or emotional risks).

BENEFITS
The study has the no possible benefits to you participating in this study.

ALTERNATIVES
There are no known alternatives available to you other than not taking part in this study.

CONFIDENTIALITY
The records of this study will be kept private and will be protected to the fullest extent provided by law. In any sort of report, we might publish, we will not include any information that will make it possible to identify you. Research records will be stored securely and only the researcher team will have access to the records. However, your records may be inspected by authorized University or other agents who will also keep the information confidential.

COMPENSATION & COSTS
You will receive a payment of $2 for your participation. There are no costs to you for participating in this study.

RIGHT TO DECLINE OR WITHDRAW
Your participation in this study is voluntary. You are free to participate in the study or withdraw your consent at any time during the study. The investigator reserves the right to remove you without your consent at such time that he/she feels it is in the best interest.

RESEARCHER CONTACT INFORMATION
If you have any questions about the purpose, procedures, or any other issues relating to this research study you may contact Angel Cobb, Phone: 602-767-1114, Email: acobb010@fiu.edu.

IRB CONTACT INFORMATION
If you would like to talk with someone about your rights of being a subject in this research study or about ethical issues with this research study, you may contact the FIU Office of Research Integrity by phone at 305-348-2494 or by email at ori@fiu.edu.

PARTICIPANT AGREEMENT
I have read the information in this consent form and agree to participate in this study. I

have had a chance to ask any questions I have about this study, and they have been answered for me.

Control Variables

- Less than $25,000
- $25,000-$49,999
- $50,000-$74,999
- $75,000-$99,999
- $100,000-$149,999
- $150,000 or more
- Prefer not to say

CV1 – How do you describe yourself?

- Female
- Male
- Non-binary/third gender
- Prefer not to say

CV2 - For this question, please select the age group appropriate to you.

- 18-29
- 30-39
- 40-49
- 50-59
- Other

CV3 - Ethnicity: Choose one or more races that you consider yourself to be

- White or Caucasian
- Black or African American
- American Indian/Native American or Alaska Native
- Asian
- Native Hawaiian or Other Pacific Islander
- Other
- Prefer not to say

CV4 - Education Level: What is your highest level of education you have completed?

- Some High School or less
- High school diploma or GED
- Some college, but not degree

- Associate or technique degree
- Graduate of professional degree (MA, MS, MBA, PhD, JD, MD, DDS, etc.
- Prefer not to say

CV5 - Salary: What is your personal income before taxes during the past 12 months?

CV6 - Tenure: What is your time spent with the organization?

- Less than 1 year
- 1 – 3 years
- 4 – 6 years
- 7 – 8 years
- 10 years or more

CV7 – Education: What is the highest level of Education you have achieved? Check Qualtrics

- Some HS, but not graduate
- High School Diploma or equivalent experience
- Some college, but not degree
- Associate or technique degree
- BS degree
- Graduate of professional degree (MA, MS, MBA, PhD, JD, MD, DDS, etc.)
- Prefer not to say

Items were measured on a seven-point Likert-type scale, with 1 = strongly disagree and 7 = strongly agree, unless otherwise noted.

Job Motivation Scale (7-scale)

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

7 questions (Zelenikova, R, 2020)

JM1	I have challenging work that motivates me to do the best job I can do.
JM2	I feel a great sense of personal satisfaction when I do this job well.
JM3	I feel a high degree of personal responsibility for the work I do.
JM4	Working in this company gives me the opportunity to gain new knowledge and skills.
JM5	Working in this environment increases my sense of professional growth.
JM6	I am motivated to do well, because I am empowered by my work environment.
JM7	My opinion of myself has improved as a result of working for this company.

Organizational Development Scale (7-scale)

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

11 questions (B Milic, 2017), (B Fleck, 2022)

OD1	My organization has programs that help employees to advance their job skills.
OD2	My organization has programs that help employees to reach higher managerial levels.
OD3	My organization has career development programs that help employees develop job skills.
OD4	My organization provides opportunities for employees to develop managerial skills.
OD5	My organization creates systems to measure gaps between current and expected performance.
OD6	My organization recognizes people for taking initiative.
OD7	My organization supports employees who take calculated risks.

OD8	My organization encourages people to get answers from across the organization when solving problems.
OD9	In my organization, leaders mentor and coach those they lead.
OD10	In my organization, leaders continually look for opportunities to learn.
OD11	In my organization, leaders ensure that the organization's actions are consistent with its values.

Artificial Intelligence (7-scale)

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

4 questions (H Kong, et al, 2021)

AI1	I am personally worried about my future in my industry due to AI replacing employees.
AI2	I am personally worried about my future in my organization due to AI replacing employee.
AI3	I am personally worried that what I do now in my job will be able to be replaced by AI.
AI4*	For this statement, select strongly disagree* 1st
AI5	I think AI could replace my job.

Job Burnout (7-scale)

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree

- Agree
- Strongly agree

9 questions – (Kim and Wang, 2018), (Soonhee Kim, 2004), (Soonhee Kim, 2005)

JB1	I feel emotionally drained from my work.
JB2	I feel burned out from my work.
JB3	I feel exhaustion from my work
JB4	I feel a lack of accomplishment at work.
JB5	I often feel emotionally exhausted.
JB6	I often feel as if I can't take it anymore.
JB7	I am often exhausted in the morning at the thought of another day at work.
JB8	I often feel that my work frustrates me.
JB9	I often feel very stressed because of my work.

Transformational Leadership (7-scale)

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

10 questions (H. Rawung, 2015)

TL1	Leaders in my company often seek for different point of view in solving the problems.
TL2	Leaders in my company often enthusiastically inform the employees about any requirement that must be achieved.
TL3	Leaders in my company often emphasize on the importance of having high objectives in life.

TL4*	For this statement, select strongly disagree. ***** 2nd
TL5	Leaders in my company often provide much time to teach and give direction.
TL6	Leaders in my company often treat our subordinates as an individual instead of simply as our employees.
TL7	Leaders in my company often try to instill respect in every employee we have.
TL8	Leaders in my company often consider various ethic and moral consequences from every decision we have taken.
TL9	Leaders in my company often infuse influence and self-confidence in working.
TL10	Leaders in my company often foster our employees to develop their skills.

Turnover Intention Scale (7-scale)

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

8 questions (Soonhee Kim, 2004) (Bao, Y, 2021), (Shim, D.C., 2017), (Moore, J.E., 2000), (Soonhee Kim, 2005)

TI1	I will probably look for a new job in the next year.
TI2	I often think about quitting my job.
TI3	I often think of leaving the organization.
TI4	If I had the option again, I will choose to work for current organization.
TI5	I'm very likely to leave my current organizations within two years.
TI6	As soon as I find another job, I will leave this job.

TI7	If I were completely free to choose, I would change to a different profession.

Footnote: * means screening question

Table B1 Outer Loading Main Study – Factor Analysis

	Outer Loadings
AI1.1_1 <- Artificial Intelligence	0.931
AI1.1_2 <- Artificial Intelligence	0.928
AI1.1_3 <- Artificial Intelligence	0.945
AI1.1_5 <- Artificial Intelligence	0.838
CV1_1 <- Age	1
CV2 <- Gender	1
CV3 <- Race	1
CV4 <- Hispanic or Latino	1
CV5 <- Education	1
CV6 <- Income	1
CV7_1 <- Length of Time	1
JB1.1_1 <- Job Burnout	0.879
JB1.1_2 <- Job Burnout	0.896
JB1.1_3 <- Job Burnout	0.886
JB1.2_1 <- Job Burnout	0.888
JB1.2_2 <- Job Burnout	0.835
JB1.2_3 <- Job Burnout	0.865
JB1.2_4 <- Job Burnout	0.838
JB1.2_5 <- Job Burnout	0.886
JM1.1_4 <- Job Motivation	0.793
JM1.2_1 <- Job Motivation	0.884
JM1.2_2 <- Job Motivation	0.844
JM1.2_3 <- Job Motivation	0.829
OD1.1_1 <- Organizational Development	0.801
OD1.1_10 <- Organizational Development	0.745
OD1.1_2 <- Organizational Development	0.777
OD1.1_3 <- Organizational Development	0.819
OD1.1_4 <- Organizational Development	0.789
OD1.1_5 <- Organizational Development	0.722
OD1.1_6 <- Organizational Development	0.799
OD1.1_7 <- Organizational Development	0.714
OD1.1_9 <- Organizational Development	0.778
TI1.1_1 <- Turnover Intention	0.804
TI1.1_2 <- Turnover Intention	0.877
TI1.1_3 <- Turnover Intention	0.871
TI1.1_5 <- Turnover Intention	0.836
TI1.1_6 <- Turnover Intention	0.860

TL1.1_1 <- Transformational Leadership	0.831
TL1.1_2 <- Transformational Leadership	0.833
TL1.1_3 <- Transformational Leadership	0.796
TL1.1_5 <- Transformational Leadership	0.824
TL1.2_1 <- Transformational Leadership	0.888
TL1.2_2 <- Transformational Leadership	0.894
TL1.2_3 <- Transformational Leadership	0.809
TL1.2_4 <- Transformational Leadership	0.876
TL1.2_5 <- Transformational Leadership	0.881
Transformational Leadership x Job Motivation -> Transformational Leadership x Job Motivation	1
Transformational Leadership x Job Burnout -> Transformational Leadership x Job Burnout	1
Transformational Leadership x Artificial Intelligence -> Transformational Leadership x Artificial Intelligence	1
Transformational Leadership x Organizational Development -> Transformational Leadership x Organizational Development	1

VITA

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