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Miami, Florida

ANALYZING TURNOVER INTENTIONS IN ACCOUNTING FIRMS: A
QUANTITATIVE INVESTIGATION OF THE QUEEN BEE PHENOMENON,
TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES, JOB
STRESS, AND ORGANIZATIONAL COMMITMENT

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To: Dean William G. Hardin
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This dissertation, written by Christina Hidalgo, and entitled Analyzing Turnover Intentions in Accounting Firms: A Quantitative Investigation of The Queen Bee Phenomenon, Transformational and Transactional Leadership Styles, Job Stress, and Organizational Commitment, having been approved in respect to style and intellectual content, is referred to you for judgment.

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Florida International University, 2024

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DEDICATION

I dedicate this dissertation to my family my wife, children, parents, siblings, extended family and colleagues, who have been foundational to my academic and professional growth through their steadfast support and guidance. I extend my gratitude to the challenging leaders I have encountered, whose lessons have enriched my research and leadership approach. This acknowledgment reflects my appreciation for all the influences, positive and negative, that have shaped my journey.

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ABSTRACT OF THE DISSERTATION

ANALYZING TURNOVER INTENTIONS IN ACCOUNTING FIRMS: A
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Turnover intentions within U.S. accounting firms, a critical issue for enhancing operational efficiency and financial sustainability in the sector. It synthesizes a broad array of literature from over a hundred empirical studies, drawing upon databases such as ABI and Business Source, and integrates foundational theories including psychological attachment, role theory, mentoring, and organizational justice.

The research explores the collective influence of the Queen Bee phenomenon, transformational and transactional leadership styles, job stress, and organizational commitment on turnover intentions among accounting professionals in the US. Each factor is analyzed for its direct impact on turnover intentions, without assuming any mediatory roles among them. For instance, the research examines how transformational leadership might foster environments that reduce turnover intentions by boosting job satisfaction and loyalty, while transactional leadership could potentially increase turnover intentions depending on its emphasis on extrinsic rewards.

Additionally, the study delves into how job stress directly contributes to turnover intentions by diminishing job satisfaction and increasing burnout risks. In contrast, a strong sense of organizational commitment is expected to decrease turnover intentions by deepening employees' allegiance to the firm.

The findings from this study are intended to provide actionable insights into the specific dynamics of leadership behaviors, stress management, and commitment enhancement strategies that can help reduce turnover intentions. These insights are crucial for accounting firms that aim to stabilize their workforce and reduce the high costs associated with frequent employee turnover.

Ultimately, this dissertation enriches the academic discourse by providing a detailed exploration of how various factors independently and collectively influence turnover intentions, offering strategic recommendations for effective workforce management in U.S. accounting firms. The research stands out for its balanced approach to studying these dynamics, ensuring practical relevance, and contributing to the ongoing efforts to improve retention in the accounting sector.

Keywords:

Queen Bee Phenomenon, Transformational Leadership, Transactional Leadership, Job Stress,

Organizational Commitment, Turnover Intentions.

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CHAPTER I. INTRODUCTION

In the fast-paced, highly competitive landscape of accounting, understanding the factors influencing employee turnover intentions is paramount for sustaining firm performance and retaining top talent. This dissertation explores the multifaceted dynamics behind turnover intentions within U.S. accounting firms through a comprehensive quantitative analysis, focusing on the influences of the Queen Bee phenomenon, transformational and transactional leadership styles, job stress, and organizational commitment. The field of accounting faces unique challenges in managing human resources, where high turnover rates can disrupt operational continuity, diminish client satisfaction, and erode profitability. Thus, the relevance of this research is underscored by its potential to foster more effective management practices and enhance employee retention strategies.

The backdrop of this research is set against a rich tapestry of existing literature, which has extensively explored aspects of leadership styles and job satisfaction. However, less attention has been given to how specific phenomena such as the Queen Bee syndrome where senior women in male-dominated fields may impede the progress of their female juniors affect other crucial organizational outcomes like turnover intentions. Moreover, while the impact of leadership on organizational outcomes is well-documented, gaps remain in understanding how different styles specifically influence turnover intentions in the context of accounting firms. This dissertation seeks to fill these gaps by providing empirical insights into how these factors interplay to influence turnover intentions.

The primary objectives of this research are to: 1) examine the relationship between the Queen Bee phenomenon and turnover intentions among accounting professionals; 2) assess how transformational and transactional leadership styles directly and indirectly affect turnover intentions; 3) explore the role of job stress as a mediator in these relationships; and 4) determine the extent to which organizational commitment can mitigate the propensity for turnover. These objectives are anchored on the hypothesis that while job stress and the Queen Bee phenomenon may increase turnover intentions, transformational leadership and organizational commitment are likely to diminish them.

This study's significance lies not only in its academic contribution, by clarifying the complex mechanisms of turnover intentions, but also in its practical implications, offering actionable insights that can help accounting firms develop more effective human resource strategies tailored to their unique environmental demands.

Key terms such as the "Queen Bee phenomenon," "transformational and transactional leadership," "job stress," and "organizational commitment" are defined early in the text to set clear parameters for the discussion and ensure clarity throughout the dissertation. These constructs are central to understanding the nuanced relationships that this study aims to uncover.

The dissertation is structured to first introduce the theoretical underpinnings and review relevant literature, followed by a detailed methodology section, the presentation of research findings, and a discussion of the implications of these findings. The final chapters will conclude with recommendations for both theory and practice, and suggestions for future research.

Engaging and informative, this introduction sets the stage for a deep dive into a pressing issue within the field of accounting. It invites readers to explore the intricate ways in which leadership styles, individual behaviors, and organizational dynamics interact to shape the career trajectories and decisions of accounting professionals, thus contributing to the broader discourse on workforce management in professional settings.

CHAPTER II. LITERATURE REVIEWS

In the literature review of this dissertation, I will delve into the myriad factors influencing turnover intentions within the U.S. accounting sector. This exploration is grounded in a robust examination of theoretical frameworks and empirical studies, particularly focusing on leadership styles, job stress, and organizational commitment. These factors are critical in understanding how various elements interact to influence employee retention and turnover decisions, thus providing a comprehensive backdrop for the study.

The accounting profession is notably challenging due to its demanding work environment characterized by tight deadlines, long hours, and significant stress making it an ideal setting for studying the dynamics of turnover intentions. This literature review will scrutinize the interplay between leadership behaviors, job stress, and organizational dynamics in shaping turnover outcomes.

Starting with leadership styles, this review will address how women in leadership might adopt traditionally masculine behaviors to align with predominant leadership norms, potentially leading to the Queen Bee phenomenon, where senior women may distance themselves from other women, influencing workplace dynamics and turnover intentions. This adaptation, which can often result in intra-gender conflict, has been noted in various contexts, indicating a significant impact on organizational culture (Derks et al., 2016; Ellemers et al., 2011).

Additionally, the role of leadership in the accounting sector is pivotal, with transformational leadership being particularly influential in fostering a workplace culture

that aligns individual goals with those of the organization, thereby enhancing job satisfaction and reducing turnover intentions (Bass & Riggio, 2006; Judge & Piccolo, 2004). Conversely, transactional leadership, with its focus on clear, structured expectations and rewards, also plays a critical role in settings that demand high precision and consistency, effectively managing turnover intentions through clear reward linkages (Bass, 1985; Bass & Avolio, 1994).

Moreover, job stress is a significant mediator in this context, where high stress levels can exacerbate turnover intentions by reducing job satisfaction and increasing the likelihood of burnout. Empirical research suggests that job stress, particularly in high-pressure environments like accounting, can lead to significant employee burnout, prompting considerations of departure (Colligan & Higgins, 2003; Beheshtifar & Nazarian, 2013).

Organizational commitment also emerges as a crucial factor, with higher levels of commitment potentially mitigating turnover intentions. Studies illustrate how different facets of commitment emotional, continuance, and normative play a role in enhancing organizational stability and reducing turnover. Factors such as perceived organizational support and job security contribute significantly to strengthening employee commitment and satisfaction, thus enhancing productivity, and reducing turnover intentions (Meyer & Allen, 1997; Shore & Hershcovis).

This literature review aims to establish a nuanced understanding of how these diverse factors leadership styles, job stress, and organizational commitment interact to shape turnover intentions in the accounting sector. By integrating these insights, the review will provide a foundation for identifying effective interventions that can mitigate

turnover and enhance organizational health in practice. Additionally, the review will address the broader implications of organizational justice and psychological well-being, as these are crucial in understanding the full spectrum of factors that influence turnover intentions and the overall health of accounting firms (George & Wallio, 2017; Meyer, Lee, & Griffeth). Through this comprehensive approach, the dissertation will illuminate the complex dynamics at play in the accounting profession and suggest strategic management practices to address these challenges effectively.

Queen Bee Phenomenon

The Queen Bee phenomenon refers to a behavioral pattern observed in female leaders who have succeeded in male-dominated environments and may resist the advancement of other women within the workplace. This phenomenon is crucial for understanding as it impacts organizational dynamics and employee turnover intentions, highlighting the need for inclusive cultures that support the progression of all employees, regardless of gender.

Originally described in the study of gender dynamics within professional settings, the Queen Bee phenomenon represents survival strategies employed by women in senior roles. These strategies include distancing themselves from other women and adopting traditionally masculine traits to integrate into male-dominated environments (Staines, Tavis, & Jayaratne, 1974; Ellemers, Van den Heuvel, de Gilder, Maass, & Bonvini, 2004). The phenomenon is explained through social identity theory, which posits that individuals derive their identity from the groups to which they belong, influencing their behaviors in gender-typed professional contexts.

Significant advancements in quantifying the Queen Bee phenomenon have been made through studies such as those conducted by Rebeca da Rocha Grangeiro and colleagues (2022), who developed the Queen Bee Phenomenon Scale. This scale provides psychometric evidence from the Brazilian context, offering a robust tool for measuring the phenomenon's presence and intensity in various organizational settings. This scale can facilitate empirical investigations linking the Queen Bee phenomenon with organizational outcomes, including turnover intentions.

Quantitative studies using tools like the Multifactor Leadership Questionnaire and surveys on occupational commitment and job stress provide empirical evidence linking leadership styles, organizational commitment, and turnover intentions (Jaros, 2007; Mowday, Steers, & Porter, 1979). The introduction of the Queen Bee Phenomenon Scale enables a more precise measurement of how Queen Bee behaviors specifically impact these organizational outcomes. Research indicates that such behaviors can exacerbate gender disparities and contribute to a hostile work environment, leading to higher job dissatisfaction and increased turnover intentions, particularly among women.

Understanding the Queen Bee phenomenon also involves recognizing its broader social implications, such as its intersection with movements like women's liberation and its contribution to ongoing gender stereotyping in professional settings. This recognition is vital for developing interventions that mitigate the negative impacts of the phenomenon and promote gender equality within leadership and organizational practices.

The Queen Bee phenomenon poses a significant challenge within workplace gender dynamics, particularly affecting turnover intentions in US Accounting firms and similar professions in the US. It highlights the necessity for nuanced approaches to

leadership development and gender equality initiatives. By leveraging new tools like the Queen Bee Phenomenon Scale and integrating comprehensive theoretical frameworks, future research can more effectively address these challenges, leading to more equitable and supportive organizational environments and fostering true gender diversity in leadership roles.

Transformational Leadership Style

Turnover in accounting firms, particularly in the U.S., has been a persistent challenge, affecting firm performance, client satisfaction, and organizational continuity. Turnover intentions refer to an employee's contemplation or planning to leave the organization. Numerous factors influence turnover intentions, including job satisfaction, leadership styles, corporate allegiance, and workplace culture.

Transformational leadership is characterized by the ability of leaders to inspire, motivate, and stimulate followers to exceed normal levels of performance (Bass & Riggio, 2006). It is differentiated from transactional leadership by its focus on initiating change in the organizational structure, culture, and processes by aligning employee goals with larger organizational goals. Key components of transformational leadership include inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation (Judge & Piccolo, 2004).

Research indicates that transformational leadership significantly impacts turnover intentions through various mechanisms. For instance, a study by Maaitah (2018) found a significant negative relationship between transformational leadership and turnover intentions among directors of the Greater Amman Municipality. This suggests that when

leaders are able to engage employees through transformative behaviors, employees are less likely to contemplate leaving the organization.

Further, Jaros (2007) highlighted that transformational leadership positively influences workplace dedication, which in turn reduces turnover intentions. The mediating role of employee loyalty suggests that transformational leaders not only direct organizational outcomes but also foster an environment where employees develop a stronger allegiance to their firms, thus decreasing their intentions to leave.

In the context of U.S. accounting firms, the influence of leadership styles on turnover intentions has been particularly notable. Nouri and Parker (2013) discuss that accounting firms face unique challenges such as cyclical workloads and high stress, particularly during the tax season, which can exacerbate turnover intentions.

Transformational leadership can mitigate these challenges by enhancing job satisfaction and organizational commitment, thus potentially reducing turnover rates.

In support of this, a study by George and Wallio (2015) in public accounting firms identified lower levels of turnover intentions among employees who perceived their leaders as transformational. These leaders were noted for their ability to articulate a clear vision, provide support and recognition, and foster an inclusive, stimulating work environment that aligns individual goals with those of the organization.

Comparing the effectiveness of leadership styles, a meta-analytic review by Judge and Piccolo (2004) found that transformational leadership generally shows stronger relationships with satisfaction and motivational outcomes compared to transactional leadership. This is particularly relevant in highly structured and stressful environments

like accounting firms, where the inspirational component of transformational leadership can significantly enhance job satisfaction and reduce turnover intentions.

The literature indicates a strong link between transformational leadership and reduced turnover intentions in various settings, including U.S. accounting firms. By fostering a supportive and motivating environment, transformational leaders can effectively address and mitigate factors that commonly lead to turnover. Future research should continue to explore this relationship in more diverse accounting settings and consider longitudinal designs to assess the long-term impact of transformational leadership on turnover intentions.

Transactional Leadership Style

In the Transactional leadership, as defined by Bass (1985), is primarily based on exchanges between leaders and followers, where compliance and organizational goals are achieved through a system of rewards and penalties. This leadership style is characterized by the use of contingent rewards and management by exception, where leaders set clear expectations and reward employees for meeting these expectations (Bass & Avolio, 1994). This form of leadership contrasts with transformational leadership, which seeks to inspire and motivate employees beyond immediate rewards, focusing on higher-order intrinsic needs (Burns, 1978).

The relationship between transactional leadership and turnover intentions has been an important area of research, particularly in high-turnover industries like accounting firms in the US. Transactional leadership can influence turnover intentions through its emphasis on clear, measurable rewards for performance. Research suggests

that when rewards and expectations are well-aligned with employee goals, turnover intentions can decrease (Judge and Piccolo, 2004).

A meta-analysis conducted by Judge and Piccolo (2004) found that contingent reward, a component of transactional leadership, has a positive and significant relationship with organizational outcomes, including job satisfaction and leader effectiveness. Their findings suggest that when leaders clearly articulate expectations and reward achievement accordingly, it can lead to reduced turnover intentions. However, this relationship varies depending on the context and the other leadership styles present in the organization.

In a more specific context, Maaitah (2013) investigated the effects of transactional leadership on turnover intentions among directors at the Greater Amman Municipality. The study used a quantitative approach to survey directors and found that transactional leadership significantly affects turnover intentions. Directors who perceived higher levels of contingent rewards expressed lower intentions to leave their jobs, suggesting that transactional leadership can be an effective strategy to retain key organizational leaders.

Accounting firms, known for their structured environments and clear performance metrics, can particularly benefit from transactional leadership. In these settings, clear expectations and rewards are critical for performance management. Given the demanding nature of accounting work, where long hours and high pressure are common, the clarity and predictability provided by transactional leadership can potentially reduce turnover intentions. Employees who see a direct correlation between their efforts and rewards may feel more satisfied and less likely to leave the firm.

In conclusion, transactional leadership has a noteworthy impact on turnover intentions in settings where job roles are well-defined and performance can be clearly quantified, such as in accounting firms. By setting clear expectations and linking rewards directly to performance outcomes, transactional leaders can effectively manage turnover intentions. Future research should continue to explore these relationships in various organizational contexts and alongside other leadership styles to fully understand the dynamics of transactional leadership and employee retention strategies.

Job Stress

In the realm of accounting firms in the United States, job stress emerges as a critical determinant of organizational effectiveness. The unique challenges inherent in the accounting profession, such as stringent deadlines, complex regulatory requirements, and the demand for impeccable precision, significantly elevate levels of job stress among professionals (Colligan & Higgins, 2003; Beheshtifar & Nazarian, 2013) can affect an employee's turnover intentions.

Delving into the nexus between job stress and the proclivity towards employee turnover, scholarly inquiry offers profound insights. For instance, paralleling findings from intensive care settings as discussed by Alhenaidi et al. (2023), accounting professionals grappling with elevated job stress are predisposed to burnout. This condition is typified by emotional exhaustion, depersonalization, and diminished sense of personal achievement, which collectively heighten the odds of contemplating departure from their roles, thereby affirming a direct link between job stress and turnover intentions.

Li et al. (2016) introduce the notion of proximal withdrawal states, including the inclination to leave and actions geared towards turnover. Their investigation underlines the significant impact of these states on job attitudes and turnover, accentuating the imperative to confront job stress to forestall such outcomes. Specifically, within accounting firms, this translates to job stress not only undermining job satisfaction but also engendering a turnover-oriented mindset amongst employees, thereby inflating turnover rates.

Efforts to mitigate job stress in accounting firms demand an intricate understanding of the pressures these professionals endure. Effective strategies include cultivating a supportive work milieu, promoting continuous professional development, and nurturing a positive organizational culture. These measures can significantly alleviate job stress, thereby enhancing employee morale and diminishing turnover intentions.

Emerging paradigms in job stress research emphasize the significance of resources that foster well-being and health. The Success Resource Model of Job Stress, as expounded by Grebner, Elfering, and Semmer (2010), posits that subjective success in the workplace can function as a catalyst for well-being and health through positive affect, resource acquisition, and learning opportunities. This innovative model offers a fresh perspective on job stress management, underscoring the benefits of subjective occupational success.

Moreover, foundational theories by Karasek (1979, 1981, 1989) and Cooper, Dewe, and O'Driscoll (2001) enrich the discourse on job stress, spotlighting the relevance of job demands, decision latitude, and the potential for job redesign to augment control and diminish stress. These contributions lay the foundation for a nuanced

understanding of the complex interplay between job stress, employee autonomy, and health outcomes, offering a holistic approach to managing job stress across various professions.

Expanding on this foundation, notable scholars in the field of job stress have made pivotal contributions. Christina Maslach, for instance, is celebrated for her groundbreaking work on job burnout, introducing the Maslach Burnout Inventory (MBI) and deeply exploring the psychological dimensions of burnout. Robert Karasek's Demand-Control Model proposes that high job demands coupled with low control over work processes exacerbate stress and can lead to job strain. Jeffrey Pfeffer highlights how management practices and organizational policies influence employee stress and health, advocating for healthier work practices. Collaborating with Karasek, Tores Theorell has advanced our understanding of how work-related stress impacts cardiovascular health. Michael P. Leiter and Wilmar B. Schaufeli have respectively contributed insights on work engagement as a counterbalance to burnout and developed tools to measure work engagement. Lastly, Gary Cooper has explored the interconnections between job stress, organizational change, and leadership styles, emphasizing management practices that can alleviate stress and foster a healthier work-life balance.

Incorporating these additional insights alongside studies by Alhenaidi et al. (2023), Li et al. (2016), and theoretical contributions by Cooper, Dewe, and O'Driscoll (2001), provides a comprehensive framework for examining the impact of job stress on turnover intentions within accounting firms. By recognizing and mitigating job stress, it is possible to enhance job satisfaction, reduce burnout, and lower turnover intentions, thereby not only benefiting individual employees but also bolstering the firm's overall

performance. Through strategic management of stress, organizations related to accounting can cultivate a more supportive and productive workplace environment, contributing to improved organizational stability and reducing turnover intentions.

Organizational Commitment

Organizational commitment within U.S. accounting firms has emerged as a linchpin in the dynamics of workforce management, extending its influence far beyond the mere allegiance of an individual accountant to their employer. It plays a crucial role in shaping a spectrum of operational outcomes and strategic ambitions, weaving into the fabric of the firm's quest for sustainability and competitive edge in the challenging terrain of the accounting industry. This phenomenon, characterized by an employee's emotional investment, identification, and active engagement with the organization, is instrumental in cultivating a resolute and loyal workforce. The essence of organizational commitment is multifaceted, intertwining the employee's affinity for the organization (affective commitment), acknowledgment of the costs associated with departure (continuance commitment), and a felt obligation to remain (normative commitment), each strand contributing to the resilience and vitality of the organizational fabric.

The seminal works of Meyer and Allen (1998), along with Mowday, Porter, and Steers (1979), have illuminated the contours of organizational commitment, portraying it as a complex amalgam of emotional attachment, cost-benefit analysis, and ethical obligation towards the organization. This rich tapestry of commitment is further detailed by scholars like Jaros (1995), de la Torre-Ruiz, Vidal-Salazar, and Cerdón-Pozo (2019), and O'Reilly & Chatman (1986), who dissect its components into affective, continuance,

and normative segments, each representing different underpinnings of the commitment phenomenon.

In the evolving landscape of organizational behavior and human resource management, the study of organizational commitment has been enriched by the contributions of scholars who have expanded its theoretical and empirical bases. John P. Meyer and Natalie J. Allen stand out for their Three-Component Model (TCM) of commitment, which has become a cornerstone in understanding the multifaceted nature of commitment and its implications for employee behavior and organizational outcomes. This model, distinguishing between affective, continuance, and normative commitment, has paved the way for nuanced insights into the dynamics of employee loyalty and engagement.

Lynn M. Shore and Henry B. Shore have explored the interplay between organizational commitment and job satisfaction, shedding light on the factors that fortify employees' allegiance to their organizations. Their work emphasizes the significance of perceived organizational support and job security in nurturing commitment. Similarly, M. Sandy Hershcovis's investigations into workplace bullying and its deleterious effects on organizational commitment offer a window into the challenges that can undermine employee attachment and loyalty.

The contributions of Denise M. Rousseau, focusing on psychological contracts, and Thomas E. Becker, exploring the moral and ethical dimensions of commitment, further enrich our understanding of the forces that shape organizational ties. Richard M. Steers's work on the antecedents of commitment, including the influence of leadership behavior and organizational culture, along with David E. Bowen and Edward E. Lawler

III's research on the service-profit chain model, underscore the strategic importance of fostering employee commitment to achieve business success.

This comprehensive analysis highlights the intricate nature of organizational commitment and its critical function in harmonizing employee motivation, fidelity, and contribution towards the achievement of organizational objectives. The insights provided by these scholars present a nuanced perspective on commitment, weaving together emotional, ethical, and pragmatic elements to underline the importance of fostering a workplace environment that goes beyond mere financial incentives. Such an environment encourages a profound sense of identity and commitment among staff members. This approach is fundamental not only for diminishing the likelihood of employee turnover and augmenting job satisfaction but also for enhancing collective productivity. By doing so, organizations can solidify their standing in the fiercely competitive realm of the accounting industry, demonstrating the key linkage between robust organizational commitment and the minimization of an employee's intention to leave.

Turnover Intentions

To enrich and refine the literature review on the impact of turnover intentions within organizations, specifically in the context of accounting firms, it is essential to weave in the contributions of leading scholars in the field of organizational psychology and human resource management. Their research not only broadens our understanding of employee turnover but also offers specific insights that can be directly applied to the unique challenges faced by accounting firms.

In the nuanced field of accounting, retaining skilled professionals is not just beneficial but critical for sustaining organizational performance and mitigating the costly

repercussions associated with employee turnover (Nouri & Parker, 2020). The complexity and high-stakes nature of accounting work demands precision, adherence to ethical standards, and often, extended hours during peak seasons. Such demands can lead to job dissatisfaction and burnout, underscoring the importance of understanding turnover intentions within this context.

George and Wallio (2017) underscore the significant role of organizational justice in influencing turnover intentions among millennials in public accounting. They suggest that fairness in treatment and equitable policies can significantly mitigate turnover intentions, echoing the broader findings within organizational psychology that emphasize the importance of emotional and psychological factors in employee retention.

Building upon the theoretical frameworks proposed by leading scholars such as Meyer, Lee, and Griffeth, it is clear that the decision to stay with or leave an accounting firm is profoundly influenced by an employee's organizational commitment and the multifaceted nature of their job embeddedness. Drawing insights from Lee & Mitchell (1994) and complemented by the research of Saks (2006), Mobley et al. (1979), Price (1977), Bordia (2011), and Dwivedi (2015), the turnover process in accounting professions can be seen as a complex evaluation of personal feelings, professional situations, and work environment dynamics. This comprehensive assessment often leads to a rational decision to leave, predicated on factors including management quality and professional growth opportunities, areas highlighted by scholars such as Wheeler and Parker for their impact on psychological processes and job design, respectively.

The identification of 'shock events,' as highlighted by Lee & Mitchell (1994), emphasizes the triggers that can lead to a reassessment of one's employment situation.

These events can range from experiencing or witnessing unethical practices to receiving an unexpected job offer, further demonstrating the complexity of turnover intentions and the need for a supportive and ethically sound work environment.

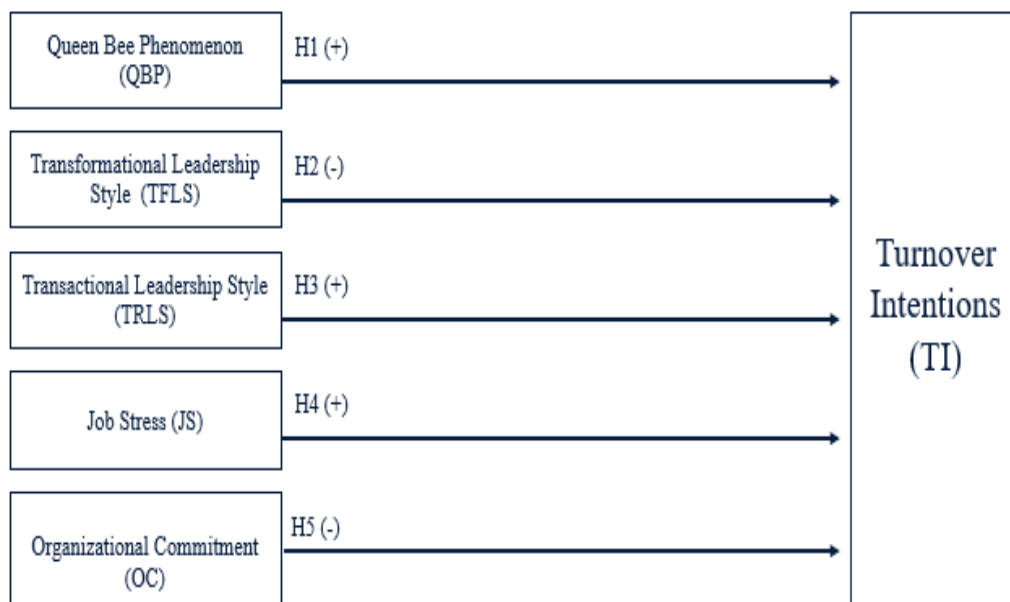
To effectively address and mitigate turnover intentions within accounting firms, it is crucial to foster a work culture that values employee contributions and provides ample opportunities for professional development. Leadership styles that embody transformational qualities, as researched and advocated by scholars like Sharon K. Parker, can significantly inspire and motivate employees, enhancing their organizational commitment and reducing turnover intentions.

In conclusion, integrating the advanced understanding of turnover intentions, as developed by leading scholars in organizational psychology and human resource management, with the specific challenges faced by accounting firms offers a comprehensive approach to enhancing employee retention. By focusing on creating a positive organizational culture, emphasizing equitable treatment, and providing opportunities for professional growth, accounting firms can navigate the complexities of employee turnover more effectively, ensuring sustained organizational performance and growth.

CHAPTER III. RESEARCH MODEL AND HYPOTHESIS DEVELOPMENT

Following a comprehensive review of the relevant literature and achieving theoretical saturation, the preliminary framework, as depicted in Figure 1. Conceptual Research Model Below, was meticulously crafted. This framework is intended to guide the ongoing investigation into the dynamics of accounting firm turnover intentions, considering various leadership styles, the Queen Bee phenomenon, job stress and organizational commitment, alongside controlling for pertinent demographic variables.

Figure 1. Conceptual Research Model



Research Questions:

1. To what extent does the Queen Bee phenomenon influence Turnover Intentions in U.S. accounting firms?
2. What is the effect of Transformational and Transactional Leadership Styles on Turnover Intentions among employees in U.S. accounting firms?

3. Does Job Stress contribute to Turnover Intentions within these firms?
4. What is the effect of organizational commitment on turnover intention among employees in the US accounting industry?

This study aims to explore the direct and indirect factors influencing turnover intentions within U.S. accounting firms, specifically examining the effects of the Queen Bee phenomenon, transactional and transformational leadership styles, job stress, and occupational commitment on employee turnover intentions.

Central Theme - Turnover Intentions:

Turnover intentions are defined as an employee's deliberate consideration of leaving their current organization. This study asserts that such intentions can be a significant predictor of actual employee departures, often evolving through stages of contemplation, active job searching, and eventual resignation.

Key Constructs Explored:

- Queen Bee Phenomenon: Predominantly observed among senior female employees, this behavior involves distancing from junior female colleagues to preserve status. The study will explore how such dynamics specifically influence turnover intentions among female accountants, potentially fostering a hostile work environment that diminishes job satisfaction and heightens turnover intentions.
- Transactional Leadership: This leadership style, which focuses on rewards and penalties, might not resonate with intrinsic employee motivations, and could increase turnover intentions.
- Transformational Leadership: Known for inspiring and motivating employees, this style is anticipated to boost job satisfaction and reduce turnover intentions.

- Job Stress: Elevated stress levels in the workplace, which may be aggravated by leadership styles and workplace dynamics like the Queen Bee phenomenon, are expected to correlate with higher turnover intentions.
- Occupational Commitment: The level of employee commitment to their profession and organization is vital. Influenced by factors such as leadership style and job stress, a lack of commitment might lead to increased turnover intentions.

This research is designed to unravel these interactions and their collective impact on the decisions of accounting professionals to leave their organizations. By focusing on these specific constructs, the study seeks to provide a detailed understanding of the mechanisms driving turnover intentions and offer insights into how organizations can more effectively retain their workforce.

The Queen Bee Phenomenon and Its Implications on Turnover Intentions

The Queen Bee phenomenon describes a dynamic where a woman in a position of power, often within a male-dominated environment, distances herself from other women and may even hinder their advancement. This concept, first noted by Staines et al. (1974), highlights a strategy where female leaders adopt traditionally masculine traits to align closely with power structures, at times contributing to a non-collaborative atmosphere for other women in the workplace.

Further exploration by Derks et al. (2016) identifies this phenomenon as not merely an individual strategy but as a reflection of systemic organizational biases that place women in direct competition with each other. Carli and Eagly (2016) expand on this by discussing how such dynamics can erode mutual support among women, potentially increasing workplace tension and dissatisfaction.

Glick and Fiske (1996) delve into the social and psychological drivers of the Queen Bee phenomenon, proposing that stereotypical expectations and gender biases may pressure women to dissociate from femininity and other female colleagues as a strategy to secure their standing in leadership roles.

Research indicates that the Queen Bee phenomenon can create a competitive and non-supportive work environment for other women, potentially leading to increased job dissatisfaction and turnover intentions (Derks et al., 2016). Furthermore, empirical evidence by Da Rocha Grangeiro (2022) shows that such dynamics affect perceptions of organizational fairness and personal career progression, exacerbating turnover intentions among female employees.

Hypothesis 1 (H1+): The Queen Bee Phenomenon has a positive impact on turnover intentions.

This hypothesis posits that the isolative and competitive conditions fostered by the Queen Bee phenomenon contribute to an environment where female employees, especially those striving for success, may feel unsupported and alienated, thus increasing their likelihood of leaving the organization.

The Role of Transformational Leadership in Influencing Turnover Intentions

Transformational leadership, characterized by its focus on inspiring and motivating employees, involves leaders who function as role models, challenge the status quo, and foster an environment of trust and cooperation to achieve organizational goals. Bass and Avolio (1994) describe transformational leaders as agents who inspire followers to transcend their own self-interests for the sake of the organization, which can significantly enhance employee satisfaction and performance.

Podsakoff et al. (1990) provide empirical evidence supporting the positive effects of transformational leadership behaviors, such as intellectual stimulation and individualized consideration, on organizational outcomes. These behaviors not only enhance employee performance but also align employee goals with those of the organization, creating a more harmonious work environment.

Transformational leadership is associated with increased job satisfaction and organizational commitment, which are inversely related to turnover intentions (Podsakoff et al., 1990; Tian, 2020). This leadership style promotes an inclusive and motivational work environment, enhancing employee engagement and reducing the likelihood of turnover (Bass & Avolio, 1994).

Hypothesis 2 (H2-): Transformational leadership negatively affects the turnover intentions of employees within a US accounting organization.

This hypothesis posits that transformational leadership, through its positive influence on employee engagement and commitment, acts as a deterrent to employee turnover. By fostering an environment where employees feel valued and inspired, transformational leaders can mitigate the factors that typically drive turnover intentions.

Transactional Leadership and Its Impact on Turnover Intentions

Transactional leadership is fundamentally based on a system of rewards and penalties that are contingent on performance. This approach, as described by Bass and Avolio (1995), emphasizes clear structure and accountability, where leaders and followers set predetermined goals and leaders provide rewards or corrective actions based on achievement of these goals.

Podsakoff et al. (1990) detail the mechanisms by which transactional leadership can drive performance, primarily through contingent rewards that motivate employees to align their efforts with organizational objectives. This form of leadership is highly effective in environments where tasks are clear, and outcomes are easily measured.

While transactional leadership can be effective in clear-cut, stable environments, its focus on extrinsic rewards may not align with the intrinsic motivations of employees, potentially leading to dissatisfaction and increased turnover (Tsui, 2020). The rigid and transactional nature may also hinder flexibility and personal development, contributing to higher turnover intentions (Podsakoff et al., 1990).

Hypothesis 3 (H3+): Transactional leadership positively affects the turnover intentions of employees within a US accounting organization.

This hypothesis suggests that the potentially restrictive nature of transactional leadership may increase employee turnover intentions, especially in contexts where innovation and adaptability are crucial. The reward-based approach, while effective in stable environments, might not satisfy employees' needs for autonomy and professional growth in more dynamic settings.

The Influence of Job Stress on Turnover Intentions

Job stress is a pervasive concern in organizational settings, affecting employee well-being and overall organizational performance. The foundational work of Cooper, Dewe, & O'Driscoll (2001) outlines the detrimental effects of stress on employees, noting that high stress levels can lead to burnout, decreased productivity, and physical health problems.

Karasek (1979) introduces the Job Demand-Control Model, which emphasizes the interaction between job demands and the degree of control employees have over their work. High demands paired with low control are particularly stressful and are associated with adverse health outcomes. Parker and DeCotiis (1983) build on this by suggesting that stress not only affects health but also an employee's decision to remain within an organization. They advocate for interventions that reduce job demands or enhance job control as a means to mitigate these effects.

Empirical studies have consistently shown that higher job stress correlates with increased turnover intentions (Parker & DeCotiis, 1983; Li et al., 2016). Stressful conditions can diminish job satisfaction and push employees to seek better opportunities, particularly when job demands exceed personal coping resources and control over work processes (Karasek, 1979).

Hypothesis 4 (H4+): Job stress relates positively to turnover intention.

This hypothesis posits that as job stress increases, so does the likelihood of turnover. Stressful working conditions can erode job satisfaction and employee engagement, pushing employees towards seeking more favorable working conditions elsewhere.

Organizational Commitment's Relationship with Turnover Intentions

Organizational commitment is a critical factor that shapes employee decisions regarding their tenure within an organization. Mowday, Steers, & Porter (1979) provide a seminal analysis on this subject, defining organizational commitment as the alignment of an employee's values with the organization's goals and a willingness to remain part of the organization. They demonstrate that a strong sense of commitment is typically associated

with lower turnover intentions, as committed employees are more likely to perceive positive aspects of their job and organization, even in challenging times.

A robust sense of organizational commitment tends to mitigate turnover intentions as it fosters job satisfaction, loyalty, and a positive perception of the workplace even in adverse conditions (Mowday, Steers, & Porter, 1979). Research has demonstrated that committed employees are less likely to pursue alternative employment opportunities, thus reducing turnover rates (Meyer & Allen, 1998).

Hypothesis 5 (H5-): Organizational commitment negatively affects the turnover intentions.

This hypothesis suggests that higher organizational commitment reduces the likelihood of turnover. Employees with strong organizational ties are less prone to seek alternative employment opportunities, as their commitment enhances their job satisfaction and loyalty to the organization.

In conclusion my research leverages empirical findings and theoretical frameworks to establish a robust logical foundation for the hypotheses but also aligns them more closely with the nuanced dynamics of turnover intentions in U.S. accounting firms. This approach will enrich the empirical analysis and provide a deeper understanding of the mechanisms influencing turnover, thereby offering practical insights for managing retention effectively in the accounting sector.

CHAPTER IV.METHODOLOGY

In my dissertation, titled "Analyzing the Impact of Leadership Styles and Queen Bee Phenomenon on Turnover Intentions in U.S. Accounting Firms," I adopt a quantitative approach to explore the relationships among leadership styles, the Queen Bee Phenomenon, job stress, organizational commitment, and their effects on turnover intentions in U.S. accounting firms. Data is collected via Amazon Mechanical Turk to access a diverse U.S. accounting population.

Research Instruments

The study employs adapted versions of the Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio (1995) and custom scales for the Queen Bee Phenomenon, job stress, and turnover intentions. These adaptations ensure relevance to the accounting sector and maintain rigorous standards for reliability and validity.

Population and Sample

The adult working population in the U.S., estimated at 139.21 million (Bureau of Labor Statistics, up to 2023), serves as the basis for sampling. I targeted U.S. adults aged 18 to 65, compensating participants \$1.00 for survey completion via MTurk. The methodology aims to achieve 350 valid responses, representing the broader population with a 5% margin of error at a 95% confidence interval.

Table 1. Construct Definitions Summary

CONSTRUCT	DEFINITION	SOURCE
Turnover Intention (TI)	The conscious and deliberate willfulness of an individual to voluntarily and permanently withdraw from their organization	Tett, R. P., & Meyer, J. P. (1993)
Queen Bee Phenomenon (QBP)	A scenario where women leaders assimilate into masculine organizations by distancing themselves from junior women and legitimizing gender inequality within their organizations.	Derks, B., Van Laar, C., & Ellemers, N. (2016).
Transformational Leadership Style (TFLS)	The premise that leaders can inspire followers to achieve unexpected or remarkable results by providing them with a sense of purpose that transcends short-term goals through the articulation of a vision of the future. This leadership style is built on the leader's charisma, ability to inspire motivation, provide intellectual stimulation, and offer individualized consideration to their followers.	Burns (1978),
Transactional Leadership Style (TRLS)	Characterized by a focus on efficiency, routine, and the achievement of predetermined goals and objectives. It operates within existing systems and standards and is more concerned with maintaining the status quo and managing tasks and processes efficiently. Leadership in this context is	Burns (1978)

	based on contingent reward, where followers are motivated through rewards for successful performance and potentially punished or corrected for failure to meet standards.	
Job Stress (JS)	A psychological state affecting individuals when job demands, and the working environment are not aligned with their capabilities, resources, or needs. This misalignment can lead to psychological strain and physical health problems, influencing overall job performance and satisfaction.	T. A., & Franz, T. M. (1987)
Organizational Commitment (OC)	“An employee's affection for their organization”	Jaros (1995)

Survey Design and Construct Measures

To ensure the precise quantification of the constructs under investigation, this research will utilize modified versions of scales that have been rigorously validated in previous studies, thereby affirming the reliability and validity of the data gathered. The assessment of transformational leadership style will be conducted through the utilization of the Multifactor Leadership Questionnaire (MLQ) devised by Bass and Avolio in 1995. This comprehensive instrument evaluates critical aspects of transformational leadership, encompassing idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

The approach to transactional leadership will be measured by the Transactional Leadership Questionnaire (TLQ), developed by Podsakoff and colleagues in 1990, which examines transactional leadership behaviors like contingent reward and management-by-exception.

To measure the Queen Bee Phenomenon, which involves behaviors that signal distancing oneself from one's peers is examined using scales informed by the research of Da Rocha Grangeiro (2022) to fit the context of accounting firms.

Furthermore, I propose a comprehensive framework for assessing job stress, inspired by the Job Descriptive Questionnaire which measures job satisfaction. This involves the creation of a Job Stress Questionnaire (JSQ) that leverages insights from Schwarzer & Hallum (2008), Ryan & Haslam (2007), Wang et al. (2011), Alhenaidi et al. (2023), Heijnis (2003), and Li et al. (2016). The JSQ will evaluate principal stressors within the workplace, providing a nuanced tool for organizations and researchers to gauge and address employee stress levels effectively.

Lastly, organizational commitment will be gauged using a scale derived from the Organizational Commitment Questionnaire (OCQ) by Mowday et al. (1979), further developed by Allen & Meyer (1990). This scale assesses various forms of commitment affective, continuance, and normative highlighting the depth of employees' emotional attachment, felt obligation, and level of involvement with their organization. These instruments are chosen to ensure a thorough evaluation of the study's focal constructs.

The research adopted a quantitative methodology to examine the interplay among transformational and transactional leadership styles, the Queen Bee phenomenon, job stress, organizational commitment, and their impacts on employees' turnover intentions.

Ethical clearance from the Institutional Review Board (IRB) ensured that all procedures adhered to stringent ethical standards, safeguarding participant welfare.

Before conducting the main study, a preliminary review was undertaken to ensure the relevance and clarity of the survey questions. This initial phase involved a test with 10 local accounting associates, sourced from prior work connections, to confirm the validity and consistency of the responses.

Pilot Study

Prior to conducting the full main survey, a pilot study sample involving 50 respondents from the full main study was undertaken to analyze the survey instruments and ensure the clarity of the measures. In this pilot phase, SmartPLS was employed to calculate descriptive statistics such as mean scores and standard deviations for each variable, providing a preliminary understanding of data characteristics. To assess the robustness of these statistics, bootstrapping techniques were implemented, which involve resampling with replacement to enhance the accuracy of sample statistics. This method is particularly valuable as it allows for an examination of data variability and reliability without assuming specific population characteristics.

Assessment of Reliability and Validity

To determine the internal consistency and reliability of the scales, statistical measures including Cronbach's alpha were utilized. For instance, the Job Stress scale demonstrated excellent internal consistency with a Cronbach's alpha of 0.952, indicating high reliability, whereas the Organizational Commitment scale showed acceptable consistency with a Cronbach's alpha of 0.715. These metrics provided insights into the central tendencies and variability within the dataset. See Table 2 below.

Table 2. Construct Reliability and Validity – Overview

Construct Reliability and Validity - Overview

Construct Reliability and Validity - Overview	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JS	0.952	0.962	0.96	0.777
OC	0.715	0.812	0.83	0.63
QBP	0.919	1.02	0.95	0.857
TFLS	0.889	0.905	0.91	0.604
TI	0.948	0.956	0.96	0.732
TRLS	0.861	0.894	0.9	0.699

Path Analysis and Descriptive Techniques

In the path analysis, significant relationships were observed, such as the strong link between Job Stress and Turnover Intentions, with a path coefficient of 0.499, indicating a substantial impact of job stress on turnover intentions. However, some relationships, such as between Organizational Commitment and Turnover Intentions, did not reach statistical significance, as shown by a p-value of 0.563. See Table 3 below.

Table 3. Path Coefficients - Mean, STDEV, T Values, P Values

Path Coefficients - Mean, STDEV, T Values, P Values

Path Coefficients - Mean, STDEV, T Values, P Values	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JS -> TI	0.499	0.517	0.16	3.047	0.002
OC -> TI	-0.147	-0.119	0.25	0.579	0.563
QBP -> TI	-0.025	-0.03	0.21	0.122	0.903
TFLS -> TI	0.072	0.095	0.15	0.472	0.637
TRLS -> TI	0.14	0.173	0.19	0.742	0.458

Moreover, the study applied descriptive analysis techniques to explore relationships between variables further, focusing on the means and deviations to gain a fundamental understanding of each construct's characteristics. This approach highlighted the intricate factors influencing employee turnover intentions, particularly the roles of leadership styles, job stress, and organizational commitment. This careful examination avoids reliance on inferential hypothesis testing, providing a nuanced view of the data patterns revealed in the main study.

This comprehensive preliminary analysis not only refines the survey instruments but also provides a solid foundation for the forthcoming main study, ensuring the reliability and validity of the findings are well-established.

CHAPTER V. MAIN STUDY DATA ANALYSIS AND RESULTS

This quantitative study was designed to analyze turnover intentions within accounting firms, examining the impact of job stress organizational commitment, the Queen Bee phenomenon, transformational leadership style, transactional leadership style, and turnover intentions. The analysis specifically addressed the extent to which these variables predict an individual's turnover intentions in their current position. The main study was conducted with 350 survey participants, and after cleaning the data, 300 valid responses were retained for analysis.

Data Analysis

For the data analysis, SmartPLS (Ringle, C. M., Wende, S., and Becker, J.-M. 2022. "SmartPLS4." Oststeinbek: SmartPLS GmbH, <http://www.smartpls.com> <https://www.smartpls.com>), a software with a strong emphasis on prediction and theory development, was utilized. This software is particularly suited for PLS-SEM which is advantageous for complex models and when the research objective is both prediction and theory building.

Construct Reliability and Validity-Overview

The reliability and validity of the constructs in this study were verified through Cronbach's alpha, composite reliability (Cronbach, L. J., 1951), and average variance extracted (AVE) metrics, as detailed in Table 7. Cronbach's alpha values, all exceeding 0.7, coupled with AVE values above 0.5 for each construct, demonstrated a robust reliability and substantial construct validity. The evaluation of construct reliability and validity within the study is methodically substantiated through the use of Cronbach's alpha, dual

forms of composite reliability (rho- a and rho-c), and average variance extracted (AVE) statistics, as elaborated in **Table 4** below.

Table 4. Construct Reliability and Validity- Overview

Construct Reliability and Validity- Overview				
	Cronbach's alpha	Composite Reliability (rho...a)	Composite Reliabilities (Rho..c)	Average Variance extracted (AVE)
JS	0.953	0.956	0.961	0.780
OC	0.770	0.806	0.864	0.680
QBP	0.849	0.896	0.906	0.764
TFLS	0.882	0.905	0.906	0.579
TI	0.93	0.933	0.942	0.670
TRLS	0.842	0.860	0.893	0.676

Specifically for Job Stress, Cronbach's alpha reaches an exceptionally high value of 0.953, reflecting very high internal consistency. The composite reliability indices, rho-a at 0.956 and rho-c at 0.961, further underscore the robustness of the reliability assessment. Additionally, a substantial AVE value of 0.780, significantly surpassing the benchmark of 0.5, underscores the strong validity of the construct in accounting for the variance of its indicators.

The Organizational Commitment construct shows a Cronbach's alpha of 0.770, which is above the commonly accepted threshold, indicating good internal consistency reliability. Composite reliability is also above the acceptable mark, with rho-a at 0.806

and rho-c at 0.864. Its AVE at 0.680 confirms that the construct has a good level of convergent validity.

For QBP, the Cronbach's alpha is strong at 0.849. This is supported by high composite reliability scores (rho-a at 0.896 and rho-c at 0.906). The AVE for QBP is 0.764, indicating an adequate level of construct convergent validity.

TFLS has a Cronbach's alpha of 0.882, suggesting high internal consistency reliability. Both composite reliability measures are at 0.905, further supporting this reliability. However, the AVE for TFLS is at 0.579, which is the lowest among the constructs listed but still exceeds the threshold, indicating acceptable convergent validity.

The TI construct presents a high Cronbach's alpha of 0.93. Composite reliability follows suit with rho-a at 0.933 and rho-c at 0.942. With an AVE of 0.670, the construct shows good convergent validity.

Lastly, the TRLS construct exhibits a Cronbach's alpha of 0.842 and composite reliabilities of 0.860 (rho-a) and 0.893 (rho-c), indicating reliable measurements. The AVE at 0.676 suggests the construct is validly measured by its indicators.

Overall, each construct in the study displays high reliability as indicated by Cronbach's alpha and both composite reliability measures. The AVE values for all constructs are above 0.5, confirming the constructs are validly measured within the study's context.

Table 5. Path Coefficient Matrix.

Path Coefficients-Matrix-Mean, STDEV, T values, p values					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS	0.548	0.553	0.055	10.007	0
OC	-0.375	-0.372	0.072	5.235	0
QBP	0.014	0.013	0.082	0.172	0.863
TFLS	-0.043	-0.030	0.071	0.605	0.545
TRLS	0.031	0.031	0.076	0.410	0.682

Path Coefficients-Matrix-

The analysis of the path coefficients matrix (refer to **Table 5** above) revealed that Job Stress (JS) has a significant positive impact on Turnover Intentions, with a beta coefficient (β) of 0.548 and a t-statistic of 10.007, indicating statistical significance at $p < 0.001$. Conversely, Organizational Commitment (OC) demonstrated a significant negative effect, with a beta coefficient (β) of -0.375 and a t-statistic of 5.235, also denoting statistical significance at $p < 0.001$. The influences of the Queen Bee phenomenon (QBP), Transformational Leadership Style (TFLS), and Transactional Leadership Style (TRLS) on turnover intentions were found to be not statistically significant, with p-values of 0.863, 0.545, and 0.682, respectively.

Outcomes for the Path Coefficient Matrix Results:

This analysis shows that high job stress increases the likelihood of employees wanting to leave the company (turnover intentions), likely due to the negative impact

stress has on job satisfaction and mental health. Conversely, strong organizational commitment reduces turnover intentions, suggesting that when employees feel a strong allegiance to their company, they are less likely to want to leave. The lack of significant effects from the Queen Bee phenomenon, Transformational Leadership Style, and Transactional Leadership Style on turnover intentions suggests that these factors may not be strong or direct influencers of an employee’s decision to leave in the contexts studied.

Table 6. Figure 2 Hypothesis Summary and Results

Hypotheses Summary and Results

	Hypothesis	Results	Path Coefficient (β)	p-Value
H1	There is a positive correlation between the Queen Bee Phenomenon and turnover intentions, suggesting that the presence of the Queen Bee Phenomenon within an organization is associated with an increase in employees' intentions to leave	Not Supported	0.014	0.863
H2	There is a negative correlation between transformational leadership style and turnover intentions, indicating that employees led by transformational leaders are less likely to exhibit turnover intentions.	Not Supported	-0.043	0.545
H3	There is a positive correlation between transactional leadership style and turnover intentions, proposing that a higher prevalence of transactional leadership is associated with an increase in employees' intentions to leave the organization.	Not Supported	0.031	0.682
H4	There is a positive correlation between job stress and turnover intentions, where increased job stress levels are expected to be linked with higher turnover intentions among employees..	Supported	0.548	< 0.001
H5	There is a negative correlation between organizational commitment and turnover intentions, indicating that stronger organizational commitment is associated with lower intentions of employees to leave the firm.	Supported	-0.375	< 0.001

Hypothesis 1 (H1+): The Queen Bee Phenomenon has a positive impact on Turnover Intentions.

The analysis revealed that the path coefficient from (QBP) to (TI) stands at 0.014, accompanied by a p-value of 0.863. This positive path coefficient is in harmony with the initial hypothesis predicting a positive correlation between QBP and TI. Nonetheless, the substantial p-value, exceeding the threshold of 0.05, signals that the observed correlation

lacks statistical significance. Consequently, this finding indicates insufficient evidence to affirmatively support Hypothesis 1 (H1+), which anticipated a positive relationship between these variables.

A possible explanation for this outcome could lie in a variety of factors. Firstly, the sample size used in the study might not be large enough to detect a statistically significant effect, if one exists. Small sample sizes can lead to reduced statistical power, making it harder to find significant results even when there is a true effect. Secondly, the operational definitions or measures of QBP and TI may not fully capture the constructs they intend to represent, potentially diluting the observed relationship. Another consideration could be the presence of extraneous variables not accounted for in the analysis that might influence the relationship between QBP and TI, masking or confounding the true effect. Lastly, it is also possible that the true relationship between QBP and TI is indeed very weak or non-existent, suggesting that further theoretical reassessment or empirical investigation is warranted to explore this relationship more thoroughly.

Hypothesis 2 (H2-): Transformational leadership negatively affects the Turnover Intention of employees within a US accounting organization.

The analysis reveals that the path coefficient from Transformational Leadership Style (TFLS) to Turnover Intentions (TI) is -0.043, accompanied by a p-value of 0.545. This negative path coefficient aligns with the initial hypothesis, which anticipated a negative correlation between transformational leadership and turnover intentions. However, the statistical significance of this correlation is questionable due to the p-value exceeding the conventional cutoff of 0.05. Consequently, these results do not

attain statistical significance, providing insufficient evidence to substantiate Hypothesis 2 (H2-), which posited a negative relationship between these variables.

Several potential reasons may account for the absence of a statistically significant relationship as anticipated. First, the issue of sample size is significant; a relatively small sample size may not possess the statistical power needed to detect a genuine effect. This limitation can result in the failure to uncover significant findings. Second, the operational definitions or measurements of TFLS and turnover intentions might not fully encapsulate the constructs they aim to represent, potentially diluting the observed relationship. Third, there might be external variables not considered in the analysis that could affect the relationship between transformational leadership and turnover intentions, indicating a need for more exhaustive models that incorporate these potential confounders. Lastly, it is possible that the true nature of the relationship between TFLS and turnover intentions is inherently weak or nonexistent. This suggests a requirement for additional theoretical and empirical investigations to delineate the influence of transformational leadership more accurately on turnover intentions.

Hypothesis 3 (H3-): Transactional leadership positively affects the Turnover Intention of employees within an US accounting organization.

The analysis shows that the path coefficient for Transactional Leadership Style (TRLS) is 0.031, accompanied by a p-value of 0.682. This positive path coefficient is in agreement with the proposed hypothesis, which anticipated a certain direction of correlation. However, the p-value significantly exceeds the conventional threshold of 0.05 for statistical significance, indicating that the findings do not demonstrate a

statistically significant relationship. As a result, there is insufficient evidence to support Hypothesis 3 (H3-), which posited a specific relationship between these variables.

There are several potential explanations for the lack of statistically significant findings. First, the sample size might not have been adequate to detect a statistically significant effect. Insufficient sample sizes can lead to a lack of power in statistical tests, making it difficult to identify true effects. Second, the operational definitions or measures used to represent TRLS might not fully encapsulate the theoretical constructs, potentially weakening the observed correlations. Third, it is possible that external variables not included in the analysis could have influenced the relationship between TRLS and the dependent variable, suggesting a need for more comprehensive modeling to account for these influences. Lastly, the genuine relationship between TRLS and the dependent variable may be inherently weak or nonexistent, indicating a need for further investigation into this relationship, both theoretically and empirically, to clarify these findings.

Hypothesis 4 (H4+): Job Stress relates positively to Turnover Intention.

In my examination, Hypothesis 4 (H4+) proposed a direct positive correlation between job stress and employees' intentions to leave their roles, suggesting that increasing levels of job stress contribute to a higher propensity among employees to contemplate quitting. My analysis supports this hypothesis, revealing a path coefficient of 0.548 from Job Stress (JS) to Turnover Intentions (TI), with a compelling p-value of 0.001. These findings indicate a strong, statistically significant positive correlation between job stress and turnover intentions, thereby substantiating Hypothesis 4 (H4+).

This result challenges traditional expectations that higher stress would be primarily a deterrent to employee retention. It suggests that rising job stress is indeed a critical factor driving employees towards considering departure from their current positions. This insight is contrary to the common assumption that stress uniformly leads to disengagement without considering the nuanced ways employees might respond to increased pressure.

The strong correlation identified suggests that the relationship between job stress and turnover intentions may be influenced by variables not captured in my initial model. For instance, certain external factors, such as the organizational environment, industry-specific trends, or personal aspirations for career advancement, could exacerbate the impact of job stress on employees' decision to leave. Furthermore, this relationship may vary across different contexts, highlighting the need to explore how job stress interacts with factors like organizational support, work-life balance policies, or career development opportunities in influencing turnover intentions.

Given the direct correlation between job stress and the likelihood of employees considering leaving, it becomes imperative to delve deeper into this dynamic. Future research should aim to uncover the specific aspects of job stress that are most predictive of turnover intentions, such as workload, role ambiguity, or lack of autonomy. Additionally, examining moderating factors—like individual resilience, support systems within the organization, and availability of alternative job opportunities—could provide a more nuanced understanding of when and how job stress leads to turnover intentions.

This surprising link between job stress and turnover intentions necessitates further exploration to better understand the underlying mechanisms at play. Such investigations

could adopt both qualitative and quantitative approaches to capture a comprehensive view of the factors driving employees stressed by their work to consider leaving. Insights from this line of inquiry could be invaluable for organizations looking to develop targeted interventions aimed at reducing job stress and retaining talent.

Hypothesis 5 (H5-): Organizational Commitment negatively affects the Turnover Intention.

The analysis indicates that the path coefficient from Organizational Commitment (OC) to Turnover Intentions (TI) is -0.375, with a p-value of 0.001. This negative path coefficient, together with the very low p-value, points to a strong and statistically significant negative correlation between organizational commitment and turnover intentions. This result confirms Hypothesis 5 (H5-), which posited that higher levels of organizational commitment would be associated with lower turnover intentions.

This finding aligns well with established theories in organizational psychology, suggesting that employees who feel a strong commitment to their organization are less likely to express intentions to leave. Organizational commitment encompasses an employee's emotional attachment to, identification with, and involvement in the organization. When employees are committed, they are likely to experience a sense of loyalty and a desire to remain part of the organization, which in turn reduces their turnover intentions.

The significant negative correlation can be attributed to various factors related to how committed employees perceive their roles and the organization. Committed employees might experience lower levels of job stress, perceive greater support from

their employer, and have stronger alignment with organizational values and goals, all of which can contribute to a desire to stay with the organization.

Given the strong statistical support for Hypotheses 4 and 5, it is evident that job stress and organizational commitment play crucial roles in influencing turnover intentions. However, the lack of statistical evidence supporting Hypotheses 1, 2, and 3 suggests that other factors explored in the study do not significantly impact turnover intentions in the same way. This differential finding highlights the importance of focusing on job stress and organizational commitment as key areas for interventions aimed at reducing turnover intentions among employees.

Discriminant Validity

To assess the discriminant validity of the constructs within this study, I utilized two established methodologies: the Heterotrait-Monotrait (HTMT) ratio as proposed by Henseler, J., Ringle, C. M., & Sarstedt, M. in 2015 (refer to **Table 7**; below), and the Fornell-Larcker Criterion developed by Fornell, C., & Larcker, D. F. in 1981 (refer to **Table 8**; below). These strategies were implemented to meticulously evaluate the empirical distinctiveness of each construct from one another, ensuring that my study's constructs are uniquely defined and measured.

Table 7. Discriminant Validity- Heterotrait-Monotrait ratio (HTMT)-Matrix

Discriminant Validity- Heterotrait-Monotrait ratio (HTMT)-Matrix						
	JS	OC	QBP	TFLS	TI	TRLS
JS						
OC	0.407					
QBP	0.259	0.690				
TFLS	0.074	0.484	0.519			
TI	0.716	0.671	0.385	0.172		
TRLS	0.266	0.735	0.549	0.572	0.421	

Discriminant Validity-Heterotrait-Monotrait Ratio-Matrix

In the examination of discriminant validity within my study, the Heterotrait-Monotrait (HTMT) ratio of correlations was employed as a stringent metric to assess the distinctiveness of the constructs under investigation. The HTMT values serve as a conservative estimate to ensure that constructs are indeed measuring different phenomena, an essential aspect of construct validity in structural equation modeling. According to recent methodological guidelines, HTMT values below a conservative threshold of 0.85 are indicative of sufficient discriminant validity (Henseler, Ringle, & Sarstedt, 2015). My analysis, as delineated in **Table 6**; above, adheres to this criterion, thus affirming the discriminant validity of my constructs. **Table 8** below, presents the outcomes of the discriminant validity evaluation, utilizing the Fornell-Larcker Criterion.

See table 9; in next pages, The elements along the diagonal illustrate the square root of the Average Variance Extracted (AVE), highlighting the proportion of variance a construct captures relative to the variance attributable to measurement error. To affirm discriminant validity, the square root of the AVE for each construct must surpass the correlations between the construct and all other constructs within the model. The findings depicted in **Table 8** below, are as follows:

Job Stress demonstrates adequate discriminant validity with a square root of AVE of 0.883, surpassing all its construct correlations.

Organizational Commitment, with a square root of AVE of 0.824, also exhibits sufficient discriminant validity, as its inter-construct correlations remain below this threshold.

Queen Bee Phenomenon and Transformational Leadership Style, with square roots of AVEs at 0.874 and 0.761 respectively, further validate the distinctiveness of the constructs under study.

Turnover Intentions, a focal point of this dissertation, reveals a square root of AVE of 0.819, underscoring its discriminant validity in relation to other constructs, notably Job Stress with which it holds a significant yet distinctly separate correlation.

Lastly, Transformational Leadership Style (TFLS) presents a square root of AVE of 0.822, thereby satisfying the criteria for discriminant validity.

The HTMT values further corroborate these findings, with all values falling below the conservative threshold of 0.85, thereby indicating a satisfactory level of discriminant validity across the constructs. This analysis underscores the methodological rigor employed in ensuring the constructs' distinctiveness, thereby lending credence to the study's findings and its contributions to the discourse on turnover intentions and its antecedents within organizational settings.

This comprehensive evaluation of discriminant validity, substantiated by both the Fornell-Larcker Criterion and HTMT values, underpins the reliability and validity of the construct measurements within this study. It provides a solid foundation for the subsequent analysis of structural relationships and the derivation of implications relevant to both theory and practice in organizational behavior and human resource management.

Table 8. Discriminant Validity- Fornell- Larcker Criterion

Discriminant Validity- Fornell- Larcker Criterion						
	JS	OC	QBP	TFLS	TI	TSLs
JS	0.883					
OC	-0.365	0.824				
QBP	0.246	-0.543	0.874			
TFLS	0.036	-0.398	0.455	0.761		
TI	0.694	-0.583	0.347	0.148	0.819	
TRLS	0.244	-0.593	0.464	0.491	0.372	0.822

Discriminant Validity-Fornell-Larcker Criterion:

The framework of the Fornell-Larcker criterion for evaluating discriminant validity, the matrix's diagonal elements hold significant importance. These diagonal values are expected to reflect the square root of the Average Variance Extracted (AVE) for each construct, including constructs such as Job Stress, Organizational Commitment, Queen Bee Phenomenon, Transformational Leadership Style, Turnover Intentions, and Transactional Leadership Style (TRLS). The square root of the AVE conveys the proportion of variance that is captured by the construct as opposed to the variance due to measurement error. To confirm discriminant validity (Table 9), we must test for the construct reliability and validity- overview it is essential that these diagonal figures (the square root of AVE for every construct) surpass the off-diagonal figures within their respective rows and columns, which denote the correlations among various constructs. Referring to the matrix provided , in illustrated this principle below:

Table 9. Construct Reliability and Validity- Overview

Construct Reliability and Validity- Overview				
	Cronbach's alpha	Composite Reliability (rho...a)	Composite Reliabilities (Rho..c)	Average Variance extracted (AVE)
JS	0.953	0.956	0.961	0.780
OC	0.770	0.806	0.864	0.680
QBP	0.849	0.896	0.906	0.764
TFLS	0.882	0.905	0.906	0.579
TI	0.93	0.933	0.942	0.670
TRLS	0.842	0.860	0.893	0.676

Construct Reliability and Validity- Overview

In SmartPLS, assessing construct reliability and validity is essential for confirming the quality of the measurement model in structural equation modeling (SEM). Reliability is examined using Composite Reliability (CR) and Cronbach's Alpha, aiming for values above 0.7 to indicate internal consistency. Convergent validity is verified through Average Variance Extracted (AVE) with a threshold of 0.5, ensuring indicators correlate highly within the same construct. Discriminant validity is checked using the Fornell-Larcker Criterion and HTMT ratio, confirming that constructs are distinct from each other. This thorough evaluation, involving checking CR, AVE, and HTMT values, ensures that each construct accurately represents its underlying indicators and significantly supports the integrity of the study's findings

For JS, the diagonal value is 0.895. This value, as the square root of AVE, indicates that Job Stress captures more variance in its own measures than it shares with other constructs in the model. This value being larger than any other value in its row and column confirms JS's discriminant validity. Similarly, for QBP, the diagonal value is 0.875, and for TFLS, it is 0.799. These values being higher than their respective correlations with other constructs also affirm their discriminant validity.

The mention of diagonal values exceeding off-diagonal values is pivotal in establishing discriminant validity. It signifies that each construct is distinct and captures phenomena not accounted for by the other constructs within the model.

Regarding the negative values and those exceeding 1 observed in the table, it is essential to clarify that these entries likely represent errors or misinterpretations. In a correctly constructed Fornell-Larcker criterion table, all entries except for the diagonal should be correlation coefficients, which, by definition, range between -1 and 1. Correlation coefficients measure the degree of linear relationship between two variables. Therefore, values beyond this range suggest an inconsistency with the principle that these should be correlations. Specifically, negative correlations can occur naturally, indicating inverse relationships, but values above 1 are not plausible in this context and indicate a data entry or calculation error.

In summary, the diagonal entries in the Fornell-Larcker criterion table, representing the square roots of AVE for each construct, are instrumental in assessing discriminant validity. They must surpass the off-diagonal correlations, ensuring that constructs are distinct and significantly contribute to the research model's robustness and integrity.

Multigroup Factor Analysis:

This segment of my dissertation delves into the exploration of the Queen Bee phenomenon (QBP) within the professional setting of accounting firms, focusing on its presence and impact across different gender groups. Recognizing the gender-specific nature of the QBP, particularly its association with female leadership styles, a meticulous examination was conducted to discern its implications on both male and female cohorts separately. Employing a multi-group factor analysis methodology enabled a nuanced comparison of factor structures and relationships across these distinct groups.

Using SmartPLS for Partial Least Squares Structural Equation Modeling (PLS-SEM), the study meticulously compared the reliability, validity, and path relationships of constructs across male and female cohorts. A sample size of 300 individuals was segmented into two groups based on gender to facilitate this analysis.

Table 9 A and B. Path Coefficients Analysis

9A. Female- Path Coefficients - Mean, STDEV, T Values, P Values						
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	
JS -> TI	0.669	0.674	0.078	8.591	0	
OC -> TI	-0.245	-0.23	0.102	2.395	0.017	
QBP -> TI	-0.008	-0.014	0.082	0.098	0.922	
TFLS -> TI	-0.158	-0.119	0.119	1.333	0.183	
TRLS -> TI	0.022	0.029	0.109	0.202	0.84	

9B. Male- Path Coefficients - Mean, STDEV, T Values, P Values						
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	
JS -> TI	0.49	0.488	0.078	6.246	0	
OC -> TI	-0.425	-0.421	0.109	3.901	0	
QBP -> TI	0.029	0.038	0.132	0.218	0.828	
TFLS -> TI	-0.013	-0.001	0.102	0.125	0.9	
TRLS -> TI	0.026	0.032	0.103	0.253	0.801	

See Table 9A & 9B; The path coefficients for QBP to turnover intentions (TI) across both genders indicate a non-significant relationship ($\beta = 0.029$, $p = 0.828$ for

females; $\beta = 0.038$, $p = 0.828$ for males). These results suggest that the predictive power of QBP on turnover intentions is limited across genders. Table 9 provides a comprehensive overview of these and other related coefficients, including those for job stress (JS) and organizational commitment (OC), which show significant impacts on TI, thus contrasting with QBP.

Table 10 A and B. Construct Reliability and Validity Overview.

10A. Female-Construct Reliability and Validity - Overview				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JS	0.941	0.946	0.952	0.739
OC	0.814	0.828	0.888	0.726
QBP	0.847	0.988	0.898	0.748
TFLS	0.819	0.753	0.804	0.395
TI	0.956	0.958	0.963	0.764
TRLS	0.776	0.831	0.848	0.584

10B. Male-Construct Reliability and Validity - Overview				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JS	0.958	0.961	0.966	0.8
OC	0.732	0.806	0.841	0.642
QBP	0.848	0.88	0.907	0.766
TFLS	0.905	0.911	0.925	0.638
TI	0.913	0.916	0.929	0.621
TRLS	0.867	0.877	0.909	0.714

See table 10A & 10B; For construct reliability, Cronbach's alpha, and Composite Reliability (rho_a and rho_c) for QBP were notably high, demonstrating robust internal consistency. Specifically, composite reliability for females (rho_a = 0.88) was significantly higher compared to males, underscoring a stronger internal consistency of QBP among females. The Average Variance Extracted (AVE) for QBP was 0.766, indicating substantial explained variance by the construct.

Table 11 A and B. Discriminant Validity (HTMT Ratio)

11A-Female- Discriminant Validity - Heterotrait -monotrait ratio (HTMT) - Matrix						
	JS	OC	QBP	TFLS	TI	TRLS
JS						
OC	0.572					
QBP	0.27	0.361				
TFLS	0.159	0.238	0.484			
TI	0.854	0.639	0.2	0.175		
TRLS	0.381	0.622	0.156	0.35	0.339	

11B. Male- Discriminant Validity - Heterotrait -monotrait ratio (HTMT) - Matrix						
	JS	OC	QBP	TFLS	TI	TRLS
JS						
OC	0.306					
QBP	0.246	0.89				
TFLS	0.069	0.613	0.533			
TI	0.635	0.685	0.494	0.29		
TRLS	0.207	0.792	0.72	0.655	0.46	

See Table 11A& 11B; Discriminant validity assessed through the HTMT ratio affirmed that all constructs are distinct, with HTMT values well below the 0.85 threshold, ensuring robust separation between constructs (QBP to JS = 0.246, QBP to OC = 0.89).

Table 12 A and B. Cross Loadings

12A- Female Cross Loadings Female						
	JS	OC	QBP	TFLS	TI	TRLS
JS_1	0.904	-0.41	0.263	-0.088	0.698	0.275
JS_2	0.904	-0.41	0.263	-0.088	0.698	0.275
JS_3	0.882	-0.386	0.255	-0.116	0.735	0.283
JS_4	0.83	-0.547	0.326	-0.017	0.722	0.282
JS_5	0.744	-0.487	0.289	0.043	0.521	0.3
JS_6	0.874	-0.45	0.162	-0.242	0.763	0.286
JS_7	0.87	-0.374	0.16	-0.199	0.743	0.292
OC_3	-0.498	0.864	-0.292	-0.065	-0.562	-0.409
OC_5	-0.345	0.86	-0.229	-0.197	-0.415	-0.505
OC_7R	-0.425	0.833	-0.224	-0.065	-0.464	-0.384
QBP_1	0.336	-0.278	0.929	0.286	0.228	0.084
QBP_1	0.209	-0.24	0.909	0.278	0.171	0.108
QBP_1	0.078	-0.279	0.744	0.262	0.069	0.126
TFLS_1	-0.005	-0.127	0.194	0.245	0.058	0.149
TFLS_3	0.022	-0.099	0.342	0.62	-0.095	0.266
TFLS_4	0.062	-0.229	0.306	0.592	-0.023	0.301
TFLS_5	-0.139	-0.123	0.257	0.861	-0.172	0.248
TFLS_6	-0.024	-0.052	0.327	0.469	-0.02	0.086
TFLS_8	-0.007	-0.144	0.328	0.542	-0.027	0.129
TFLS_9	-0.147	-0.074	0.184	0.844	-0.201	0.14
TI_10	0.73	-0.485	0.209	-0.171	0.897	0.277
TI_3	0.598	-0.483	0.169	-0.181	0.788	0.339
TI_4	0.647	-0.547	0.139	-0.185	0.835	0.261
TI_5	0.797	-0.542	0.128	-0.157	0.895	0.324
TI_6	0.747	-0.542	0.195	-0.134	0.882	0.27
TI_7	0.739	-0.439	0.187	-0.214	0.909	0.245
TI_8	0.733	-0.475	0.258	-0.209	0.889	0.327
TI_9	0.702	-0.489	0.152	-0.222	0.889	0.236
TRLS_3	0.229	-0.432	0.182	0.326	0.282	0.811
TRLS_4	0.19	-0.323	0.046	0.083	0.124	0.683
TRLS_7	0.293	-0.357	0.12	0.242	0.164	0.747
TRLS_8	0.29	-0.404	0.002	0.099	0.325	0.81

12b- Cross Loadings Male						
	JS	OC	QBP	TFLS	TI	TRLS
JS_1	0.909	-0.23	0.192	0.023	0.505	0.2
JS_2	0.912	-0.236	0.191	0.025	0.504	0.2
JS_3	0.905	-0.306	0.272	0.055	0.612	0.206
JS_4	0.892	-0.278	0.152	0.046	0.544	0.154
JS_5	0.87	-0.187	0.201	0.095	0.52	0.084
JS_6	0.893	-0.305	0.244	0.056	0.602	0.199
JS_7	0.882	-0.209	0.184	0.01	0.58	0.17
OC_3	-0.23	0.842	-0.417	-0.427	-0.518	-0.49
OC_5	-0.106	0.652	-0.625	-0.351	-0.24	-0.43
OC_7R	-0.29	0.889	-0.645	-0.438	-0.572	-0.606
QBP_16	0.205	-0.64	0.919	0.456	0.424	0.581
QBP_17	0.258	-0.555	0.901	0.389	0.412	0.556
QBP_18	0.125	-0.561	0.8	0.417	0.287	0.492
TFLS_10	0.066	-0.4	0.367	0.833	0.215	0.416
TFLS_3	0.088	-0.447	0.556	0.767	0.256	0.599
TFLS_4	0.056	-0.488	0.457	0.784	0.192	0.558
TFLS_5	0.015	-0.313	0.287	0.766	0.197	0.367
TFLS_6	-0.012	-0.353	0.318	0.819	0.186	0.39
TFLS_8	0.042	-0.414	0.295	0.777	0.175	0.475
TFLS_9	0.002	-0.388	0.317	0.841	0.18	0.399
TI_10	0.372	-0.591	0.454	0.336	0.837	0.428
TI_3	0.225	-0.488	0.341	0.179	0.719	0.355
TI_4	0.337	-0.608	0.496	0.336	0.795	0.478
TI_5	0.693	-0.313	0.173	0.083	0.753	0.144
TI_6	0.748	-0.275	0.166	0.039	0.786	0.174
TI_7	0.349	-0.581	0.432	0.256	0.82	0.435
TI_8	0.324	-0.597	0.471	0.401	0.833	0.423
TI_9	0.721	-0.346	0.263	0.031	0.754	0.172
TRLS_3	0.083	-0.493	0.48	0.576	0.305	0.844
TRLS_6	0.145	-0.596	0.514	0.509	0.301	0.807
TRLS_7	0.207	-0.493	0.556	0.498	0.354	0.879
TRLS_8	0.206	-0.579	0.547	0.411	0.391	0.849

12b- Cross Loadings Male

	JS	OC	QBP	TFLS	TI	TRLS
JS_1	0.909	-0.23	0.192	0.023	0.505	0.2
JS_2	0.912	-0.236	0.191	0.025	0.504	0.2
JS_3	0.905	-0.306	0.272	0.055	0.612	0.206
JS_4	0.892	-0.278	0.152	0.046	0.544	0.154
JS_5	0.87	-0.187	0.201	0.095	0.52	0.084
JS_6	0.893	-0.305	0.244	0.056	0.602	0.199
JS_7	0.882	-0.209	0.184	0.01	0.58	0.17
OC_3	-0.23	0.842	-0.417	-0.427	-0.518	-0.49
OC_5	-0.106	0.652	-0.625	-0.351	-0.24	-0.43
OC_7R	-0.29	0.889	-0.645	-0.438	-0.572	-0.606
QBP_16	0.205	-0.64	0.919	0.456	0.424	0.581
QBP_17	0.258	-0.555	0.901	0.389	0.412	0.556
QBP_18	0.125	-0.561	0.8	0.417	0.287	0.492
TFLS_10	0.066	-0.4	0.367	0.833	0.215	0.416
TFLS_3	0.088	-0.447	0.556	0.767	0.256	0.599
TFLS_4	0.056	-0.488	0.457	0.784	0.192	0.558
TFLS_5	0.015	-0.313	0.287	0.766	0.197	0.367
TFLS_6	-0.012	-0.353	0.318	0.819	0.186	0.39
TFLS_8	0.042	-0.414	0.295	0.777	0.175	0.475
TFLS_9	0.002	-0.388	0.317	0.841	0.18	0.399
TI_10	0.372	-0.591	0.454	0.336	0.837	0.428
TI_3	0.225	-0.488	0.341	0.179	0.719	0.355
TI_4	0.337	-0.608	0.496	0.336	0.795	0.478
TI_5	0.693	-0.313	0.173	0.083	0.753	0.144
TI_6	0.748	-0.275	0.166	0.039	0.786	0.174
TI_7	0.349	-0.581	0.432	0.256	0.82	0.435
TI_8	0.324	-0.597	0.471	0.401	0.833	0.423
TI_9	0.721	-0.346	0.263	0.031	0.754	0.172
TRLS_3	0.083	-0.493	0.48	0.576	0.305	0.844
TRLS_6	0.145	-0.596	0.514	0.509	0.301	0.807
TRLS_7	0.207	-0.493	0.556	0.498	0.354	0.879
TRLS_8	0.206	-0.579	0.547	0.411	0.391	0.849

Table 13A and B. Discriminant Validity (Fornell- Larcker Criterion)

Table 13A. Female-Discriminant Validity Fornell- Larcker Criterion

	JS	OC	QBP	TFLS	TI	TRLS
JS	0.86					
OC	-0.505	0.852				
QBP	0.281	-0.296	0.865			
TFLS	-0.126	-0.121	0.312	0.628		
TI	0.817	-0.572	0.205	-0.21	0.874	
TRLS	0.329	-0.503	0.111	0.249	0.325	0.764

Table 13B. Male-Discriminant Validity Fornell- Larcker Criterion

	JS	OC	QBP	TFLS	TI	TRLS
JS	0.895					
OC	-0.282	0.801				
QBP	0.231	-0.667	0.875			
TFLS	0.05	-0.505	0.478	0.799		
TI	0.621	-0.593	0.436	0.255	0.788	
TRLS	0.195	-0.639	0.622	0.582	0.404	0.845

Tables 12A&12B and 13A&13B further elaborate on the discriminant validity through cross-loadings and the Fornell-Larcker criterion, respectively. The cross-loadings table displays how items load on their intended constructs versus others, reinforcing the discriminant validity evidenced in earlier tables. For instance, items pertaining to QBP predominantly load higher on QBP compared to other constructs, supporting its distinctiveness.

The results from this detailed multigroup analysis reveal that while the Queen Bee phenomenon does not significantly predict turnover intentions, it manifests distinctively across genders, as seen in the reliability scores and discriminant validity metrics. These findings contribute to the broader discourse on gender dynamics within professional settings and underscore the need for further exploration into how gender might modulate or influence the impact of specific workplace phenomena such as the Queen Bee.

The methodological rigor of this study provides a reliable and valid framework for understanding the intricate dynamics of the Queen Bee phenomenon across genders in accounting firms. Despite its non-significant impact on turnover intentions, the nuanced differences in how it is perceived and measured across genders highlight important considerations for future research, particularly in the domains of gender studies and organizational behavior.

CHAPTER VI. IMPLICATIONS

Summary of Findings

The findings of this dissertation hold significant implications for both the operational aspects of accounting firms and the theoretical underpinnings shaping our comprehension of turnover intentions. By delving into the intricate relationships between job stress, organizational commitment, and turnover intentions, while also acknowledging the limited impact of the Queen Bee phenomenon, transformational leadership style, and transactional leadership style, this study sheds light on several critical dimensions of workplace dynamics in the accounting domain.

At its core, this dissertation elucidates the notable and distinct influences exerted by job stress and organizational commitment on turnover intentions. It thoroughly investigates how these two factors emerge as pivotal determinants in an employee's deliberation to either remain with or depart from their current position. This scrutiny is enriched by a nuanced examination of the dynamics surrounding transformational and transactional leadership styles, as well as the Queen Bee phenomenon, despite their lack of direct association with turnover intentions in the accounting profession.

My findings underscore that job stress significantly heightens the propensity for turnover, while robust organizational commitment acts as a potent deterrent against attrition. This aligns with existing literature highlighting the profound impact of these factors on employee retention. Conversely, the anticipated influence of leadership styles (both transformational and transactional) and the Queen Bee phenomenon on turnover intentions was not substantiated in this study.

Several explanations could account for the absence of substantial direct impacts of the Queen Bee phenomenon, transformational leadership style, and transactional leadership style on turnover intentions:

1. Measurement and Operationalization Issues: The precision and comprehensiveness of how these constructs (Queen Bee phenomenon, transformational leadership style, transactional leadership style) were measured and operationalized might have been insufficient to capture their effects on turnover intentions adequately. Inadequate validation or the failure to encompass all dimensions of these constructs in the survey or assessment tools may have led to an underestimation of their influence.
2. Sample Characteristics: The demographic composition, organizational type, or sector within the accounting field of the sample could have influenced the relevance and impact of these variables. For instance, in environments fostering a more egalitarian culture, the effects of the Queen Bee phenomenon might have been mitigated.
3. Contextual Factors: Broader organizational and environmental contexts might have moderated or mediated the influence of these variables on turnover intentions. Organizational culture, industry norms, or economic conditions could overshadow the effects of leadership styles or the Queen Bee phenomenon.
4. Complex Interactions: The relationship between these variables and turnover intentions might be more intricate than a straightforward cause-and-effect link. For instance, the impact of transformational and transactional leadership styles on turnover intentions might be mediated by variables like job satisfaction, employee engagement, or perceived organizational support.

5. Research Design and Methodological Limitations: The study's design, including its methodological approach, data collection techniques, and analytical methods, might have restricted the ability to detect significant effects. For example, cross-sectional designs cannot establish causality, and self-report measures might introduce bias.
6. Statistical Power and Analysis Techniques: The study might have lacked sufficient statistical power to detect the effects of these variables, potentially due to a small sample size or the use of inappropriate statistical techniques. Additionally, if the model did not control for confounding variables or explore non-linear relationships adequately, significant findings might have been overlooked.

Theoretical Implications:

1. Reinforcement of Job Demands-Resources (JD-R) Model: This study's findings support and extend the JD-R model by demonstrating that job stress significantly increases turnover intentions, while organizational commitment significantly decreases them. This underscores the importance of considering both positive and negative aspects of the work environment in understanding employee turnover.
2. Refinement of Turnover Intention Theories: The significant relationships uncovered in this study suggest a need for turnover intention theories to more comprehensively account for the roles of job stress and organizational commitment. These factors should be central elements in theoretical models, potentially serving as mediators or moderators in the relationships between other organizational variables and turnover intentions.
3. Broadening the Scope of Organizational Commitment: The findings suggest a need to broaden the conceptualization of organizational commitment within turnover

intention theories. Organizational commitment encompasses a complex interplay of emotional, normative, and continuance commitment, each of which may have distinct implications for turnover intentions.

Practical Implications:

1. **Strategies to Mitigate Job Stress:** Given the significant positive relationship between job stress and turnover intentions, accounting firms must implement comprehensive stress management programs. These could include flexible work arrangements, stress management training, and initiatives to promote work-life balance.
2. **Fostering Organizational Commitment:** The negative correlation between organizational commitment and turnover intentions highlights the necessity for firms to foster a strong sense of belonging and loyalty among employees. Strategies such as recognizing employee achievements, career development opportunities, and fostering a positive organizational culture can enhance organizational commitment.
3. **Tailored Interventions for Different Stages of Turnover Intention:** Interventions should be tailored to address job stress and build commitment at different stages of turnover intention. Early interventions could focus on stress reduction and building commitment through orientation and mentoring programs. For employees demonstrating higher levels of turnover intention, targeted support such as career counseling or role adjustments may be more appropriate.
4. **Re-evaluating Leadership Development Programs:** Effective leadership can influence job stress and organizational commitment. Therefore, firms should continue to invest in leadership development programs that promote leaders' ability to manage team stress and build a cohesive, committed workforce.

This dissertation's findings offer valuable insights into the dynamics of turnover intentions within the accounting sector, emphasizing the roles of job stress and organizational commitment. By integrating these insights into theoretical models and practical strategies, organizations can better navigate turnover challenges. Fostering an environment that minimizes stress and maximizes organizational commitment may be a key strategy in retaining talented professionals within the accounting sector.

VII. STUDY LIMITATIONS AND FUTURE RESEARCH

This dissertation provides crucial insights into the determinants of turnover intentions within the realm of accounting firms, highlighting the pivotal roles of job stress and organizational commitment. However, it is important to recognize certain constraints that could shape future research directions. Firstly, the focus on job stress and organizational commitment, while grounded in the data, potentially overlooks other factors that could also influence turnover intentions. Notably, elements such as the Queen Bee phenomenon and various leadership styles, though not significantly featured in this study, might have been underexplored or insufficiently operationalized.

The methodology employed, centering on quantitative analysis, and utilizing SmartPLS for partial least squares structural equation modeling, may not fully capture the intricate, qualitative dimensions of employee turnover intentions. Despite the efficacy of PLS-SEM in delineating relationships and testing theoretical constructs, it might fall short in comprehending the nuanced, subjective experiences of employees grappling with job stress or their sense of organizational commitment.

Moreover, the study's reliance on cross-sectional data limits its ability to track changes over time, potentially missing how turnover intentions evolve in response to varying levels of job stress and shifts in organizational commitment. This static approach may overlook the dynamics or external factors like economic fluctuations or industry-specific trends that could influence turnover intentions.

Additionally, the exclusive sampling from accounting firms raises questions about the generalizability of the findings. The distinctive stressors and cultural aspects of the

accounting profession may not mirror other sectors where job stress and organizational commitment might differently influence turnover intentions.

Future Research Suggestions

- **Longitudinal Studies:** Implementing longitudinal research designs could offer deeper insights into the development and fluctuation of turnover intentions over time, enabling an understanding of the long-term impacts of job stress and organizational commitment on employee turnover.
- **Qualitative Methods:** Employing qualitative approaches, such as interviews or focus groups, could enrich the quantitative findings by delving into the personal experiences and perceptions of employees facing job stress and their feelings towards organizational commitment. This could unveil subtleties that quantitative methods alone might not capture.
- **Industry Expansion:** Broadening the research scope to encompass a variety of industries could enhance the applicability of the findings. Different sectors may present distinct challenges and cultural dynamics affecting the interplay between job stress, organizational commitment, and turnover intentions. Comparative studies could illuminate these differences and deepen our theoretical and practical understanding.
- **Exploring Additional Variables:** Investigating other factors, such as leadership styles, which might interact with job stress and organizational commitment to affect turnover intentions could provide a fuller picture. Even if not directly significant in

this study, understanding their role could offer a more complete understanding of the turnover process.

- **Refining Constructs:** Addressing the limitations related to the measurement of the Queen Bee phenomenon, leadership styles, and other variables not emphasized in this study could reveal overlooked effects on turnover intentions. Enhancing these constructs or developing new metrics could uncover new insights.

In summary, while this dissertation makes valuable contributions to our comprehension of job stress and organizational commitment's roles in turnover intentions within accounting firms, the discussed limitations and future research directions underscore the complexity of the turnover intentions. By tackling these gaps, subsequent studies can extend the current findings to forge a more detailed and encompassing view of turnover intentions, advancing both theoretical and practical knowledge in organizational behavior and human resource management.

VIII. CONCLUSION

In concluding this dissertation, titled "Analyzing Turnover Intentions in Accounting Firms: A Quantitative Investigation of The Queen Bee Phenomenon, Transformational and Transactional Leadership Styles, Job Stress, and Organizational Commitment," I navigated the complexities of turnover intentions within the U.S. accounting sector. The study, driven by the challenges turnover presents to operational efficiency and financial sustainability—emphasized by scholars like Nouri (2019) and George (2016)—aimed to unravel the multifaceted dynamics influencing turnover intentions.

My comprehensive analysis of data from my main study was 300 accountants across the country offered novel insights into each of the proposed research areas:

1. **Queen Bee Phenomenon:** Contrary to expectations, the Queen Bee Phenomenon did not significantly impact turnover intentions among female accountants. This finding suggests that while the phenomenon is observable, it might be overshadowed by other, more dominant factors affecting turnover intentions.
2. **Leadership Styles (Transactional and Transformational):** The study similarly found that neither transactional nor transformational leadership styles significantly influenced turnover intentions, challenging the initial hypotheses, and highlighting a need for further exploration into how these styles interact with other workplace variables.
3. **Job Stress:** Aligning with the literature, particularly the work of Nouri (2019), my research confirmed that job stress is a critical factor in employee retention,

significantly elevating turnover intentions. This underscores the necessity for accounting firms to proactively manage stress to mitigate its effects.

4. **Occupational Commitment:** My findings reinforced the importance of organizational commitment, noted by George (2016), showing that higher levels of commitment are linked to reduced turnover intentions, suggesting that enhancing commitment remains an effective retention strategy.

The research highlights the less significant impacts of hypothesized factors such as leadership styles and the Queen Bee Phenomenon, instead drawing attention to the powerful roles of job stress and organizational commitment. These insights suggest that firms should prioritize improving workplace conditions and support systems over focusing solely on leadership styles or individual phenomena.

Additionally, the study supports and expands the Job Demands-Resources (JD-R) model, initially developed by Bakker, A.B., & Demerouti, E. (2006, referenced in a 2017 article). This model has been a significant framework in occupational health psychology and organizational behavior, suggesting that balancing job demands with resources can minimize turnover intentions. My findings encourage a broader conceptualization of organizational commitment within turnover theories, an area ripe for further exploration as noted by researchers such as De Boer, Schaufeli, D. Xanthopoulou, and T.W. Taris.

Acknowledging methodological limitations, particularly the reliance on cross-sectional data, this dissertation opens several avenues for future research. Longitudinal studies could provide deeper insights into the temporal dynamics of turnover intentions, while qualitative methods could enrich our understanding of the subjective experiences related to job stress and organizational commitment. Expanding the scope to include a

wider range of industries could also enhance the generalizability of the findings.

In conclusion, this dissertation has shed light on the intricate dynamics that influence turnover intentions in the accounting sector, emphasizing the critical importance of addressing job stress and fostering organizational commitment. By integrating these insights into theory and practice, accounting firms can develop more effective strategies to mitigate turnover, thereby contributing to the sustainable growth and operational efficiency of the profession. This study serves as a foundation for rigorous future research, aiming to advance our understanding of this vital organizational challenge.

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APPENDIXES

Appendix A- Tables

Table 1. Construct Definitions Summary

CONSTRUCT	DEFINITION	SOURCE
Turnover Intention (TI)	The conscious and deliberate willfulness of an individual to voluntarily and permanently withdraw from their organization	Tett, R. P., & Meyer, J. P. (1993)
Queen Bee Phenomenon (QBP)	A scenario where women leaders assimilate into masculine organizations by distancing themselves from junior women and legitimizing gender inequality within their organizations.	Derks, B., Van Laar, C., & Ellemers, N. (2016).
Transformational Leadership Style (TFLS)	The premise that leaders can inspire followers to achieve unexpected or remarkable results by providing them with a sense of purpose that transcends short-term goals through the articulation of a vision of the future. This leadership style is built on the leader's charisma, ability to inspire motivation, provide intellectual stimulation, and offer individualized consideration to their followers.	Burns (1978),
Transactional	Characterized by a focus on efficiency, routine, and the achievement of predetermined goals and objectives. It operates within existing systems and	Burns (1978)

<p>Leadership Style (TRLS)</p>	<p>standards and is more concerned with maintaining the status quo and managing tasks and processes efficiently. Leadership in this context is based on contingent reward, where followers are motivated through rewards for successful performance and potentially punished or corrected for failure to meet standards.</p>	
<p>Job Stress (JS)</p>	<p>A psychological state affecting individuals when job demands, and the working environment are not aligned with their capabilities, resources, or needs. This misalignment can lead to psychological strain and physical health problems, influencing overall job performance and satisfaction.</p>	<p>T. A., & Franz, T. M. (1987)</p>
<p>Organizational Commitment (OC)</p>	<p>“An employee's affection for their organization”</p>	<p>Jaros (1995)</p>

Pilot Study: Tables

Table 2. Construct Reliability and Validity – Overview (Pilot Study)

Construct Reliability and Validity - Overview

Construct Reliability and Validity - Overview	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JS	0.952	0.962	0.96	0.777
OC	0.715	0.812	0.83	0.63
QBP	0.919	1.02	0.95	0.857
TFLS	0.889	0.905	0.91	0.604
TI	0.948	0.956	0.96	0.732
TRLS	0.861	0.894	0.9	0.699

Table 3. Path Coefficients - Mean, STDEV, T Values, P Values (Pilot Study)

Path Coefficients - Mean, STDEV, T Values, P Values

Path Coefficients - Mean, STDEV, T Values, P Values	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
JS -> TI	0.499	0.517	0.16	3.047	0.002
OC -> TI	-0.147	-0.119	0.25	0.579	0.563
QBP -> TI	-0.025	-0.03	0.21	0.122	0.903
TFLS -> TI	0.072	0.095	0.15	0.472	0.637
TRLS -> TI	0.14	0.173	0.19	0.742	0.458

Main Study: Tables

Table 4. Construct Reliability and Validity – Overview (Main Study)

Construct Reliability and Validity- Overview				
	Cronbach's alpha	Composite Reliability (rho...a)	Composite Reliabilities (Rho..c)	Average Variance extracted (AVE)
JS	0.953	0.956	0.961	0.780
OC	0.770	0.806	0.864	0.680
QBP	0.849	0.896	0.906	0.764
TFLS	0.882	0.905	0.906	0.579
TI	0.93	0.933	0.942	0.670
TRLS	0.842	0.860	0.893	0.676

Table 5. Path Coefficient Matrix – Overview (Main Study)

Path Coefficients-Matrix-Mean, STDEV, T values, p values					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS	0.548	0.553	0.055	10.007	0
OC	-0.375	-0.372	0.072	5.235	0
QBP	0.014	0.013	0.082	0.172	0.863
TFLS	-0.043	-0.030	0.071	0.605	0.545
TRLS	0.031	0.031	0.076	0.410	0.682

Table 6. Figure 2 Hypothesis Summary and Results (Main Study)

Hypotheses Summary and Results

	Hypothesis	Results	Path Coefficient (β)	p-Value
H1	There is a positive correlation between the Queen Bee Phenomenon and turnover intentions, suggesting that the presence of the Queen Bee Phenomenon within an organization is associated with an increase in employees' intentions to leave	Not Supported	0.014	0.863
H2	There is a negative correlation between transformational leadership style and turnover intentions, indicating that employees led by transformational leaders are less likely to exhibit turnover intentions.	Not Supported	-0.043	0.545
H3	There is a positive correlation between transactional leadership style and turnover intentions, proposing that a higher prevalence of transactional leadership is associated with an increase in employees' intentions to leave the organization.	Not Supported	0.031	0.682
H4	There is a positive correlation between job stress and turnover intentions, where increased job stress levels are expected to be linked with higher turnover intentions among employees..	Supported	0.548	< 0.001
H5	There is a negative correlation between organizational commitment and turnover intentions, indicating that stronger organizational commitment is associated with lower intentions of employees to leave the firm.	Supported	-0.375	< 0.001

Table 7. Discriminant Validity- Heterotrait-Monotrait ratio (HTMT)-Matrix (Main Study)

Discriminant Validity- Heterotrait-Monotrait ratio (HTMT)-Matrix						
	JS	OC	QBP	TFLS	TI	TRLS
JS						
OC	0.407					
QBP	0.259	0.690				
TFLS	0.074	0.484	0.519			
TI	0.716	0.671	0.385	0.172		
TRLS	0.266	0.735	0.549	0.572	0.421	

Table 8. Discriminant Validity- Fornell- Larcker Criterion (Main Study)

Discriminant Validity- Fornell- Larcker Criterion						
	JS	OC	QBP	TFLS	TI	TSLs
JS	0.883					
OC	-0.365	0.824				
QBP	0.246	-0.543	0.874			
TFLS	0.036	-0.398	0.455	0.761		
TI	0.694	-0.583	0.347	0.148	0.819	
TRLS	0.244	-0.593	0.464	0.491	0.372	0.822

Table 9. Construct Reliability and Validity- Overview (Main Study)

Construct Reliability and Validity- Overview				
	Cronbach's alpha	Composite Reliability (rho...a)	Composite Reliabilities (Rho..c)	Average Variance extracted (AVE)
JS	0.953	0.956	0.961	0.780
OC	0.770	0.806	0.864	0.680
QBP	0.849	0.896	0.906	0.764
TFLS	0.882	0.905	0.906	0.579
TI	0.93	0.933	0.942	0.670
TRLS	0.842	0.860	0.893	0.676

Multigroup Factor Analysis: Tables

Path Coefficients Analysis- Tables 9A & 9B (Multi group Analysis).

9A. Female- Path Coefficients - Mean, STDEV, T Values, P Values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JS -> TI	0.669	0.674	0.078	8.591	0
OC -> TI	-0.245	-0.23	0.102	2.395	0.017
QBP -> TI	-0.008	-0.014	0.082	0.098	0.922
TFLS -> TI	-0.158	-0.119	0.119	1.333	0.183
TRLS -> TI	0.022	0.029	0.109	0.202	0.84

9B. Male- Path Coefficients - Mean, STDEV, T Values, P Values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JS -> TI	0.49	0.488	0.078	6.246	0
OC -> TI	-0.425	-0.421	0.109	3.901	0
QBP -> TI	0.029	0.038	0.132	0.218	0.828
TFLS -> TI	-0.013	-0.001	0.102	0.125	0.9
TRLS -> TI	0.026	0.032	0.103	0.253	0.801

Construct Reliability and Validity- Tables 10A & 10B (Multi group Analysis).

10A. Female-Construct Reliability and Validity - Overview				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JS	0.941	0.946	0.952	0.739
OC	0.814	0.828	0.888	0.726
QBP	0.847	0.988	0.898	0.748
TFLS	0.819	0.753	0.804	0.395
TI	0.956	0.958	0.963	0.764
TRLS	0.776	0.831	0.848	0.584

10B. Male-Construct Reliability and Validity - Overview				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JS	0.958	0.961	0.966	0.8
OC	0.732	0.806	0.841	0.642
QBP	0.848	0.88	0.907	0.766
TFLS	0.905	0.911	0.925	0.638
TI	0.913	0.916	0.929	0.621
TRLS	0.867	0.877	0.909	0.714

Discriminant Validity (HTMT Ratio)- Tables 11A & 11B (Multi group Analysis)

11A-Female- Discriminant Validity - Heterotrait -monotrait ratio (HTMT) - Matrix						
	JS	OC	QBP	TFLS	TI	TRLS
JS						
OC	0.572					
QBP	0.27	0.361				
TFLS	0.159	0.238	0.484			
TI	0.854	0.639	0.2	0.175		
TRLS	0.381	0.622	0.156	0.35	0.339	

11B. Male- Discriminant Validity - Heterotrait -monotrait ratio (HTMT) - Matrix						
	JS	OC	QBP	TFLS	TI	TRLS
JS						
OC	0.306					
QBP	0.246	0.89				
TFLS	0.069	0.613	0.533			
TI	0.635	0.685	0.494	0.29		
TRLS	0.207	0.792	0.72	0.655	0.46	

Cross Loadings Tables- 12A &12B (Multi group Analysis)

12A- Female Cross Loadings Female						
	JS	OC	QBP	TFLS	TI	TRLS
JS_1	0.904	-0.41	0.263	-0.088	0.698	0.275
JS_2	0.904	-0.41	0.263	-0.088	0.698	0.275
JS_3	0.882	-0.386	0.255	-0.116	0.735	0.283
JS_4	0.83	-0.547	0.326	-0.017	0.722	0.282
JS_5	0.744	-0.487	0.289	0.043	0.521	0.3
JS_6	0.874	-0.45	0.162	-0.242	0.763	0.286
JS_7	0.87	-0.374	0.16	-0.199	0.743	0.292
OC_3	-0.498	0.864	-0.292	-0.065	-0.562	-0.409
OC_5	-0.345	0.86	-0.229	-0.197	-0.415	-0.505
OC_7R	-0.425	0.833	-0.224	-0.065	-0.464	-0.384
QBP_1	0.336	-0.278	0.929	0.286	0.228	0.084
QBP_1	0.209	-0.24	0.909	0.278	0.171	0.108
QBP_1	0.078	-0.279	0.744	0.262	0.069	0.126
TFLS_1	-0.005	-0.127	0.194	0.245	0.058	0.149
TFLS_3	0.022	-0.099	0.342	0.62	-0.095	0.266
TFLS_4	0.062	-0.229	0.306	0.592	-0.023	0.301
TFLS_5	-0.139	-0.123	0.257	0.861	-0.172	0.248
TFLS_6	-0.024	-0.052	0.327	0.469	-0.02	0.086
TFLS_8	-0.007	-0.144	0.328	0.542	-0.027	0.129
TFLS_9	-0.147	-0.074	0.184	0.844	-0.201	0.14
TI_10	0.73	-0.485	0.209	-0.171	0.897	0.277
TI_3	0.598	-0.483	0.169	-0.181	0.788	0.339
TI_4	0.647	-0.547	0.139	-0.185	0.835	0.261
TI_5	0.797	-0.542	0.128	-0.157	0.895	0.324
TI_6	0.747	-0.542	0.195	-0.134	0.882	0.27
TI_7	0.739	-0.439	0.187	-0.214	0.909	0.245
TI_8	0.733	-0.475	0.258	-0.209	0.889	0.327
TI_9	0.702	-0.489	0.152	-0.222	0.889	0.236
TRLS_1	0.229	-0.432	0.182	0.326	0.282	0.811
TRLS_1	0.19	-0.323	0.046	0.083	0.124	0.683
TRLS_1	0.293	-0.357	0.12	0.242	0.164	0.747
TRLS_1	0.29	-0.404	0.002	0.099	0.325	0.81

12b- Cross Loadings Male

	JS	OC	QBP	TFLS	TI	TRLS
JS_1	0.909	-0.23	0.192	0.023	0.505	0.2
JS_2	0.912	-0.236	0.191	0.025	0.504	0.2
JS_3	0.905	-0.306	0.272	0.055	0.612	0.206
JS_4	0.892	-0.278	0.152	0.046	0.544	0.154
JS_5	0.87	-0.187	0.201	0.095	0.52	0.084
JS_6	0.893	-0.305	0.244	0.056	0.602	0.199
JS_7	0.882	-0.209	0.184	0.01	0.58	0.17
OC_3	-0.23	0.842	-0.417	-0.427	-0.518	-0.49
OC_5	-0.106	0.652	-0.625	-0.351	-0.24	-0.43
OC_7R	-0.29	0.889	-0.645	-0.438	-0.572	-0.606
QBP_16	0.205	-0.64	0.919	0.456	0.424	0.581
QBP_17	0.258	-0.555	0.901	0.389	0.412	0.556
QBP_18	0.125	-0.561	0.8	0.417	0.287	0.492
TFLS_10	0.066	-0.4	0.367	0.833	0.215	0.416
TFLS_3	0.088	-0.447	0.556	0.767	0.256	0.599
TFLS_4	0.056	-0.488	0.457	0.784	0.192	0.558
TFLS_5	0.015	-0.313	0.287	0.766	0.197	0.367
TFLS_6	-0.012	-0.353	0.318	0.819	0.186	0.39
TFLS_8	0.042	-0.414	0.295	0.777	0.175	0.475
TFLS_9	0.002	-0.388	0.317	0.841	0.18	0.399
TI_10	0.372	-0.591	0.454	0.336	0.837	0.428
TI_3	0.225	-0.488	0.341	0.179	0.719	0.355
TI_4	0.337	-0.608	0.496	0.336	0.795	0.478
TI_5	0.693	-0.313	0.173	0.083	0.753	0.144
TI_6	0.748	-0.275	0.166	0.039	0.786	0.174
TI_7	0.349	-0.581	0.432	0.256	0.82	0.435
TI_8	0.324	-0.597	0.471	0.401	0.833	0.423
TI_9	0.721	-0.346	0.263	0.031	0.754	0.172
TRLS_3	0.083	-0.493	0.48	0.576	0.305	0.844
TRLS_6	0.145	-0.596	0.514	0.509	0.301	0.807
TRLS_7	0.207	-0.493	0.556	0.498	0.354	0.879
TRLS_8	0.206	-0.579	0.547	0.411	0.391	0.849

Discriminant Validity (Fornell- Larcker Criterion)- 13A & 13B (Multi group Analysis)

Table 13A.Female-Discriminant Validity Fornell- Larcker Criterion

	JS	OC	QBP	TFLS	TI	TRLS
JS	0.86					
OC	-0.505	0.852				
QBP	0.281	-0.296	0.865			
TFLS	-0.126	-0.121	0.312	0.628		
TI	0.817	-0.572	0.205	-0.21	0.874	
TRLS	0.329	-0.503	0.111	0.249	0.325	0.764

Table 13B.Male-Discriminant Validity Fornell- Larcker Criterion

	JS	OC	QBP	TFLS	TI	TRLS
JS	0.895					
OC	-0.282	0.801				
QBP	0.231	-0.667	0.875			
TFLS	0.05	-0.505	0.478	0.799		
TI	0.621	-0.593	0.436	0.255	0.788	
TRLS	0.195	-0.639	0.622	0.582	0.404	0.845

Appendix B- Mturk Survey Link

Survey Link Instructions

We are conducting an academic survey on the impacts of transformational and transactional leadership, the queen bee phenomenon, and organizational commitment on employee turnover intentions. This survey aims to deepen our understanding of these factors and their interrelations. By participating, you contribute valuable data that supports organizational strategies to enhance work environments and reduce turnover intentions.. Please select the link below to complete the survey. At the end of the survey, you will receive a code to paste into the box below to receive credit for taking this survey.

Make sure to leave this window open as you complete the survey. When you are finished, you will return to this page to paste the code into the box.

Template note for Requesters - To verify that Workers complete their survey, require each Worker to enter a unique survey completion code to your HIT. Consult with your survey service provider on how to generate this code at the end of your survey.
--

Survey link: https://fiu.qualtrics.com/jfe/form/SV_55UtEf2ysaFuxD0



ADULT CONSENT TO PARTICIPATE IN A RESEARCH STUDY

Analyzing Turnover Intentions in Accounting Firms: A Quantitative Investigation of The Queen Bee Phenomenon, Transformational and Transactional Leadership Styles, Job Stress, and Organizational Commitment

SUMMARY INFORMATION

Things you should know about this study:

- **Purpose:** The purpose of the study is to explore the impact of leadership styles and workplace dynamics on turnover intentions among accounting professionals.
- **Procedures:** If you choose to participate, you will be asked to complete a survey detailing your experiences with leadership, job stress, and your level of organizational commitment.
- **Duration:** This will take about 20 minutes of your time.
- **Risks:** The main risk or discomfort from this research is discomfort from this research is potential stress or discomfort from reflecting on your work experiences.

- **Benefits:** The main benefit to you from this research is the opportunity to contribute to a greater understanding of workplace dynamics, although there may be no direct benefits to you personally.
- **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 explore the impact of leadership styles and workplace dynamics on turnover intentions among accounting professionals.

NUMBER OF STUDY PARTICIPANTS

If you decide to be in this study, you will be one of 350 people in this research study.

DURATION OF THE STUDY

Your participation will involve about 20 minutes of your time.

PROCEDURES

If you agree to be in the study, we will ask you to do the following things:

- Fill out a questionnaire online using Qualtrics.
- The survey uses a 7-point Likert scale, where 1 means "Strongly Disagree", and 7 means "Strongly Agree".
- Answer questions about your feelings towards your job, your bosses, and your work environment.
- This survey should take about 20 minutes to complete.

RISKS AND/OR DISCOMFORTS

The study has the following possible risks to you: Potential stress or discomfort from reflecting on your work experiences.

BENEFITS

The study has the following possible benefits to you: the opportunity to contribute to a greater understanding of workplace dynamics, although there may be no direct benefits to you personally.

ALTERNATIVES

There are no known alternatives available to you other than not taking part in this study. Any significant new findings developed during the course of the research which may relate to your willingness to continue participation will be provided to you.

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.

USE OF YOUR INFORMATION

Your information collected as part of the research will not be used or distributed for future research studies as all identifiers will be removed.

COMPENSATION & COSTS

There is no compensation provided to the subjects taking the survey. 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. You will not lose any benefits if you decide not to participate or if you quit the study early. 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 Christina Hidalgo at Mobile, 786-202-1199, chida025@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. By clicking on the “ Yes, I consent to participate” button below I am providing my informed consent.

Survey Questionnaire .

- Yes, I consent to participate (1)

End of Block: Consent Form

Start of Block: Date

DATE What is Today's Date? (MM/DD/YYYY)

End of Block: Date

Start of Block: Demographics

Age Requirement Are you over the Age 18 and under the age of 65?

- Yes (1)
- No (2)

Skip To: End of Survey If Are you over the Age 18 and under the age of 65? = No

Accounting Qualifier Are you currently an Accountant? (An accountant is a professional responsible for managing and reporting financial information.)

- Yes (1)
- No (2)

Skip To: End of Survey If Are you currently an Accountant? (An accountant is a professional responsible for managing and re... = No

Tenure How long have you worked in the Accounting Field?

- Less than 5 years (1)
 - 6-10 years (2)
 - 10 - 15 years (3)
 - 15 or more years (4)
-

Company Size What is the largest company size you have worked for?

- 1-10 employees (1)
 - 10-20 (4)
 - 20 or more (5)
-

Current Time Zone What is your current time zone?

- Central Time Zone (1)
 - Pacific Time Zone (2)
 - Eastern Time Zone (3)
 - Mountain Time Zone (11)
-

Gender What is your gender

- Male (1)
 - Female (2)
-

Race In order to better understand the diversity of our study population and to ensure the relevance and impact of our research, we kindly ask you to specify your ethnicity.

- White or Caucaisian (1)
- Black or African American (2)
- American Indian/Native American or Alaska Native (3)
- Asian (4)
- Native Hawaiian or other Pacific Islander (5)
- Hispanic (7)
- Mixed Race(s) (8)

Page Break

Education Level Please indicate the highest level of education you have completed. If you are currently enrolled in a program, please select the highest degree you have obtained prior to your current enrollment.

- High School Diploma or GED (2)
- Some College, No Degree (3)
- Associate's Degree (e.g., AA, AS) (4)
- Bachelor's Degree (e.g., BA, BS) (6)
- Graduate Degree or Higher (e.g., MA, MS, PhD, DBA, MD, JD) (7)

Household Income What was the total annual income of your household before taxes over the last 12 months?

- Less than 25k (1)
 - 25k-50k (2)
 - 50k-100k (3)
 - 100k-300k (4)
 - 301k or higher (5)
-

Marital Status What is your current marital status?

- Married (1)
 - Living with a partner (2)
 - Widowed (3)
 - Divorced/Separated (4)
 - Never been married (5)
-

Job Title What is or was your job title in your Accounting firm?

- Associate (1)
 - Senior Associate (2)
 - Manager (3)
 - Senior Manager/Director (4)
 - Partner/Principal (5)
-

Accounting Firm Type What type of Accounting Firm did you or do you work for?

- Local Firm (1)
- Regional Firm (2)
- Mid-Tier Firm (3)
- Big Four (4)

End of Block: Demographics

Start of Block: Queen Bee Phenomenon

QBP This section focuses on your views and experiences regarding the Queen Bee Phenomenon and its dynamics in your current organization. We seek to understand your current perspective on the interactions between female leaders and their colleagues,

	Strongly disagree (1)	Disagree (3)	Somewhat disagree (5)	Neither agree nor disagree (6)	Somewhat agree (7)	Agree (9)	Strongly agree (10)
1. My professional career is one of the most important things in my life. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My life's ambitions are mainly related to my career. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My career plays a central role in my life. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I work for the organization outside working hours. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I always contribute with good ideas during group discussions. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. During my career, I have personally witnessed or directly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

experienced instances where female leaders subjected other women to ridicule or discrimination based on their gender. (9)

7. During my career, I've noticed that ambitious women are prevented from pursuing their careers and aspirations by other women leaders. (10)

8. Do you believe that your gender has influenced your ability to attain significant promotions and salary increases. (11)

9. In organizations, people who do their jobs well should make it to the top. (12)

10. In life, people should get what they

deserve. (13)

11. Promotion
decisions
should
consider the
effort people
put into their
work. (19)

12.
Qualifications
should have
more weight
than seniority
in promotion
decisions.
(15)

13.
Considering
equal
abilities,
promotion
should always
be given to
the person
who tries
hardest. (16)

14. I have
dedicated my
time to work
instead of
being with my
family or
friends. (17)

15. I
canceled,
reduced, or
postponed
family
vacations to
respect my
professional
commitments.
(18)

16. Gender quotas are a good recruitment policy. (22)

17. I am in favor of gender quota policies. (23)

18. Gender quotas allow women an equal chance as men to be promoted. (25)

End of Block: Queen Bee Phenomenon

Start of Block: Health Check

Q27 Choose the option RED below

PURPLE (1)

GREEN (4)

RED (5)

ORANGE (6)

Skip To: End of Survey If Choose the option RED below != RED

End of Block: Health Check

Start of Block: JS

Job Stress In this section, we aim to gather insights into your current personal experiences with job-related stress.

	Strongly disagree (13)	Disagree (14)	Somewhat disagree (15)	Neither agree nor disagree (16)	Somewhat agree (17)	Agree (18)	Strongly agree (19)
1. I have felt fidgety or nervous as a result of my job. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I work is so much that I feel stressed. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Sometimes when I think about my job I get moody. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I often think of my job during my holidays. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My firm puts me under a lot of pressure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I feel like I never have a day off. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. I have too much work and too little time to do it in (7)

End of Block: JS

Start of Block: Transactional Leadership Style

TRLS In this section, we would like to explore your insights and observations regarding Transactional leadership Styles in your current workplace. Please respond honestly and based on your actual encounters. Your feedback is crucial for our research, and there are no correct or incorrect responses.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly Agree (7)
1. My Manager provides me with assistance in exchange for my efforts. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My Manager focuses attention on irregularities, mistakes, exceptions, and deviations from standards. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My Manager discusses in specific terms who is responsible for achieving performance targets. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My Manager makes clear what one can expect to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

receive when performance goals are achieved.
(10)

5. My Manager concentrates his/her full attention on dealing with mistakes, complaints, and failures.
(12)

6. My Manager keep tracks of all of my mistakes.
(13)

7. My Manager directs my attentions towards failures to meet standards.
(11)

8. My Manager expresses satisfaction when I meet expectations.
(14)

Page Break

End of Block: Transactional Leadership Style

Start of Block: Job Satisfaction

JSAT This section aims to understand your job satisfaction in your current organization.

	Strongly disagree (1)	disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	agree (6)	Strongly Agree (7)
1. My job is fulfilling in a way similar to my hobbies. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I am generally satisfied with my current job. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I find my work more enjoyable than my time off. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I often need to motivate myself to go to work. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Workdays feel endlessly long. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My job frequently bores me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. I regret
accepting
this job.
(7)

○ ○ ○ ○ ○ ○ ○ ○

End of Block: Job Satisfaction

Start of Block: Work-life balance

WLB In this section, we aim to explore your current experience in balancing professional and personal life.

	Strongly disagree (11)	Disagree (12)	Somewhat disagree (13)	Neither agree nor disagree (14)	Somewhat agree (15)	Agree (16)	Strongly agree (17)
1. I maintain a balance between my job responsibilities and personal activities. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I find it challenging to maintain a balance between your work responsibilities and your personal life. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Overall, I feel that I have achieved a balance between my professional and personal life. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I encounter difficulties in juggling my work responsibilities and personal life responsibilities. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I often work an extended	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

amount of
overtime
weekly. (11)

6. I feel that
my workload
negatively
affects my
personal life.
(12)



End of Block: Work-life balance

Start of Block: Transformational Leadership Style

TFLS In this section, we would like to explore your insights and observations regarding Transformational leadership Styles in your current workplace. Please respond honestly and based on your actual encounters.

	Strongly disagree (11)	Disagree (12)	Somewhat disagree (13)	Neither agree nor disagree (14)	Somewhat agree (15)	Agree (16)	Strongly agree (17)
1. My Manager talks about their most important values and beliefs (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My Manager instills pride in me for being associated with him/her. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My manager makes sacrifices for the benefit of our team/organization. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My Manager acts in a way that builds my respect (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My manager influences me to deliver on the job expectations (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My manager demonstrates professional moral standards. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. My manager encourages me to perform my duties well. (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. My manager leads by example. (13)

9. My manager instills team spirit. (15)

10. My manager encourages me to be creative and innovative. (16)

Health Check Select response "Green".

- Black (1)
- Blue (2)
- Green (3)

Skip To: End of Survey If Select response "Green". != Green

End of Block: Transformational Leadership Style

Start of Block: Organizational Commitment

OC In this section of the Survey, we are keen to explore your personal experiences regarding organizational commitment and its potential relationship with turnover intentions. Your input will provide valuable insights into how your level of commitment to your organization may or may not influence your intentions to stay or seek opportunities elsewhere. Your honest responses will greatly contribute to our understanding of these dynamics in the workplace.

	Strongly disagree (13)	Disagree (14)	Somewhat disagree (15)	Neither agree nor disagree (16)	Somewhat agree (17)	Agree (18)	Strongly agree (19)
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I talk up this organization to my friends as a great organization to work for. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I feel very little loyalty to this organization. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I would accept almost any type of job assignment in order to keep working for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

this organization.
(4)

5. I could just as well be working for a different organization as long as the type of work was similar.
(5)

6. This organization really inspires the very best in me in the way of job performance.
(6)

7. It would take very little change in my present circumstances to cause me to leave this organization.
(7)

8. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. (8)

End of Block: Organizational Commitment

Start of Block: Turnover Intentions

TI In this section, we aim to gather your honest insights about your current job and thoughts on potentially leaving it. Your true experiences are valuable for our research. All responses are confidential and there are no right or wrong answers.

	Strongly disagree (11)	Disagree (12)	Somewhat disagree (13)	Neither agree nor disagree (14)	Somewhat agree (15)	Agree (16)	Strongly agree (17)
1. There is a high probability that I will actively seek employment with a different organization in the next year. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I have seriously considered changing organizations since I began working here. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I will not be working here after a year. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I do not intend to remain with this organization for more than a few years. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Currently, I am actively searching for another job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

in a different organization.
(5)

6. I intend to ask people about new job opportunities.
(11)

7. My current job does not meet my important personal needs. (12)

8. Are you currently considering leaving your current job or organization in the near future (13)

9. I intend to search for a position within another employer
(14)

10. I occasionally think about leaving the organization.
(15)

End of Block: Turnover Intentions

Start of Block: Random ID

RANDOM ID Please note and submit the Random ID number for proper credit of authenticated submission.

`{e://Field/Random%20ID}`

End of Block: Random ID

VITA

CHRISTINA HIDALGO

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EDUCATION

2011-2018	B.A.S., Supervision and Management Broward College, Fort Lauderdale, Florida
2019-2020 Employment	M.P.S, Human Resources and Relations
2021 -2023	Doctoral Candidate Florida International University, Miami, Florida

PROFESSIONAL EXPERIENCES

2023-Current	Financial Controller Syntheon, Miami, Florida
2016- 2022	Controller/Human Resource Manager Colonial Press, Miami, Florida