A MEDIATION ANALYSIS FOR AGENCY AND TURNOVER INTENTIONS:

A CROSS-SECTIONAL INQUIRY FOR ARMY TALENT MANAGEMENT

by

Joshua Cowin

Liberty University

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

Liberty University

April, 2024

A MEDIATION ANALYSIS FOR AGENCY AND TURNOVER INTENTIONS:

A CROSS-SECTIONAL INQUIRY FOR ARMY TALENT MANAGEMENT

by

Joshua Cowin

Liberty University

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

Liberty University

April, 2024

APPROVED BY:

_____

Wendy Anson, PhD, Committee Chair

_____

Jerry Green, PhD, Committee Member

ABSTRACT

The study contributed to theoretical and practical implications for retention. Targeting a population of mid-career soldiers in the United States Army, the predictor variable of interest was agency and its relationship with turnover intentions. The Army was a good candidate organization for this study because contemporary recruitment pressures and higher-than-average attrition rates place increasing importance on the effectiveness of organizational retention efforts. Accordingly, this study aligned research questions with a mediation model wherein agency influenced the relationships affective commitment, needs-supply fit, and career satisfaction held with turnover intentions. The hypotheses for this study were: (a) that agency significantly influenced turnover intentions; (b) that agency significantly mediated the relationship between affective commitment and turnover intentions; (c) that agency significantly mediated the relationship between needs-supply fit and turnover intentions; and (d) that agency significantly mediated the relationship between career satisfaction and turnover intentions. Findings enhanced the literature by illuminating the associated relationships and provided the necessary foundation for future causal investigations. Specifically, the findings demonstrated that agency significantly influenced turnover intentions and mediated the relationships affective commitment and needs-supply fit held with turnover intentions. The findings also demonstrated that agency held no mediation effect on the relationship between career satisfaction and turnover intentions.

Keywords: agency, preference, affective commitment, needs-supply fit, career satisfaction, turnover intentions.

Dedication

I shall always owe my heart to this great land.

America – the land where dreams and opportunities converge.

Even as it transcends geography and occupies more precious space in cognition.

I shall always revel in the shadows of the greats who walked the path before me.

Even as I cast a shadow for the soon-to-be greats to follow.

In the end, it is not you and me.

It is us.

America.

Our legacy.

We are one people, moving forward.

Wearing many cloths and enjoying varying courtesies.

Creating order from chaos and ensuring repeatable prosperity for our youth.

Striving for a future worth living, we shine a beacon of hope into a wild yonder.

America – the land where dreams and opportunities converge.

I shall always owe my heart to this great land.

Melissa: How lucky we are to live free, prosper from our toils, and have good company!

Mason: What a wonderful thing to see a bright future in the making!

Charlotte: To experience the world anew, with earnest zest, is a true inspiration!

Acknowledgments

My mom, Ramona Mason, gave me her unconditional love and instilled in me relentless loyalty and inexhaustible hope. In the making of a boy to a man, Colonel Arthur Ahl (United States Air Force Retired) and Lieutenant Colonel Greg Adams (United States Air Force Retired) developed in me a sense of purpose, selflessness, and a firm foundation of values through their respective efforts in the Junior Reserve Officer Training Corps and the Boy Scouts of America. In the making of a professional soldier, Sergeant Major Rashon Hill (United States Army Retired) inculcated in me a sense of unwavering duty and the wisdom to know that the hard right is the only way. Major Dylan Montgomery (United States Army Retired) and Lieutenant Colonel Andrew Boissonneau (United States Army) opened my mind to ambiguity as both a fact and possible resource to leverage, instead of something to be feared and eliminated. Chief Master Sergeant Cuthbertson (United States Air Force Retired), Sergeant Major Killen (Australian Army), and Mr. Jindrich (Department of the Army Civilian) helped me to shape difficult inquiries with candor and confidence in the military system. Such authority to operate is essential in large organizations, else apathy and reactionism can mollify even the fiercest of stewards. In my molding as an aspiring academic, Dr. Wendy Anson was an indefatigable source of support and infinite patience. Dr. Jerry Green helped anchor me to the scientific process, exemplifying academic discipline. Likewise, Dr. Rachel Piferi, Dr. Natalie Hamrick, Dr. Matthew Swain, and Dr. Elizabeth Spratto all guided me toward epiphanies during their instruction, leading me to seek professorship so that I may serve other students in the image they championed. Finally, Melissa Macy, Mason Cowin, and Charlotte Cowin, comprise my beautiful family and are my forever muses.

TABLE OF CONTENTS

List of Figures

List of Tables

CHAPTER 1: INTRODUCTION TO THE STUDY

Introduction

The contemporary business environment comprises nontrivial shifts in the ends, ways, and means of work (Hughes et al., 2019; Kotter, 2012; Senge, 2006). Business cycles are exponentially faster, industries are more interconnected, and consumer and worker demographics are geographically and economically diverse. To that end, organizations must continue to develop an understanding of attitude and behavior-shaping constructs to best maximize the capability and capacity of their workforce. One potential threat to workforce productivity is high turnover intentions. High turnover intentions present myriad negative effects, ranging from low productivity to actual turnover, which reduces organizational viability (Boamah et al., 2022; Verbruggen & Van Emmerik, 2020).

The literature demonstrated that affective commitment, needs-supply fit, and career satisfaction all negatively correlate with turnover intentions (Cao & Hamori, 2020; DiPietro et al., 2020; Verbruggen & Van Emmerik, 2020). However, in a business environment increasingly marked by worker choice, the construct of agency (i.e., the propensity to act upon preferences; Bandura, 2006) may be ever more important. The extant literature contained a limited understanding of agency, representing a real gap in academic knowledge that, if bridged, may enhance theoretical frameworks and organizational practices.

Background

Workforce mobility in the knowledge era makes it difficult for organizations to retain requisite talent (Anlesinya et al., 2019; D'Armagnac et al., 2021; Kozjek & Franca,

2020; Kravariti & Johnston, 2020). The knowledge era shifted the primary means of competitive advantage from physical tools and infrastructure to the willingness of organizational human capital to leverage their knowledge and skills toward operations and goals (O'Donovan, 2020; SinghaRoy, 2019; Whysall et al., 2019). The shift in competitive advantage from externally held expensive physical investments to internally held knowledge and skills made it easier for the individual worker to move from one employer to another (i.e., worker mobility). Thus, organizations must both attract and retain human capital (i.e., talent) that possesses the necessary skills and abilities to drive the organization's daily operations and orient toward long-term goals. To that end, talent management became a salient consideration.

Talent management is an essential organizational function that drives organizational viability, as observed through performance and retention outcomes (Daubner-Siva et al., 2018; Groves, 2019; Harsch & Festing, 2020; Jia et al., 2020; Mitosis et al., 2021; Nayak et al., 2018; Saddozai et al., 2017; Shulga & Busser, 2019; Wiblen & Marler, 2021). However, talent management in the knowledge era presented challenges associated with performance and retention via upskilling at the rate of environmental change and lessening the intentions for human capital to exercise mobility (Bolander et al., 2017; Dachner et al., 2021; O'Donovan, 2020; Whysall et al., 2019). The U.S. Army is not exempt from such challenges and must compete for talent with other public and private sector organizations.

The Army is a public sector organization that requires effective talent management to protect and advance U.S. national interests globally (Department of the Army, 2016; O'Brian, 2019). Army talent management comprises the alignment of

knowledge, skills, behaviors, and preferences (KSB-P; O'Brien, 2019). Knowledge consists of skills-supporting information obtained through experience, training, and education (O'Brien, 2019). Skills are the task-based application of knowledge (O'Brien, 2019). Behaviors include personal conduct (O'Brien, 2019). Lastly, preferences include inclinations and proclivities (O'Brien, 2019). Taken together, the KSB-P model provides a holistic view of an individual's potential to fulfill organizational requirements. The Army uses this talent management model to obtain maximum performance from a diverse workforce employed globally in varying environments.

While the implications for the use of the talent management model and Army performance were clear, retention was a concern that impacted organizational performance and required critical attention (Boamah et al., 2022; De Winne et al., 2019; Gun et al., 2021; Nauman et al., 2021; Verbruggen & Van Emmerik, 2020). The national average for turnover in 2021 was 3.95% (Krause, 2022). From 2014 through 2018, the Army had an average turnover rate of ~18.5% (Asch, 2019, p. 4). First-term attrition (i.e., a recruit that fails to complete their first term of service) for enlisted members held a higher rate of 29.7% between 2002 and 2013 (Marrone, 2020, p. xi-xii). With an average turnover rate that was more than four times the national average, and with increasing difficulty in replacing those losses through recruiting (see Kube & Boigon, 2022; Pollard et al., 2022), the Army must reform its talent management practices (Department of the Army, 2016; Robbert et al., 2021a, 2021b).

Organizational psychology provides a possible approach to evaluating the retention issue (Riggio, 2018). While industrial psychology focuses on efforts related to enabling human capital to work, organizational psychology focuses on the conditions that

provide a sense of the will to work. The arduous nature of military service requires a will to work that is greater than the disincentives associated with the hardships of service. To that end, the perceptions of agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions provide insight into the individual's balance between sacrifice and intrinsic will.

Each of the chosen constructs related to one another and to turnover intentions. First, agency linked actions and effects with intentions (Bandura, 2006; Engbert et al., 2008). The ability to satisfy intentions related to affective commitment, needs-supply fit, and career satisfaction, and each of these constructs related to turnover intentions (DiPietro et al., 2020; Dorendahl et al., 2020; Verbruggen & Van Emmerik, 2020). The literature demonstrated that needs-supply fit influenced affective commitment, which both influenced career satisfaction and turnover intentions (Cao & Hamori, 2020; Liu & Jia, 2022; Singh, 2022). Thus, the model of agency demonstrates these relationships (see Figure 1).

Figure 1

Nomological Model
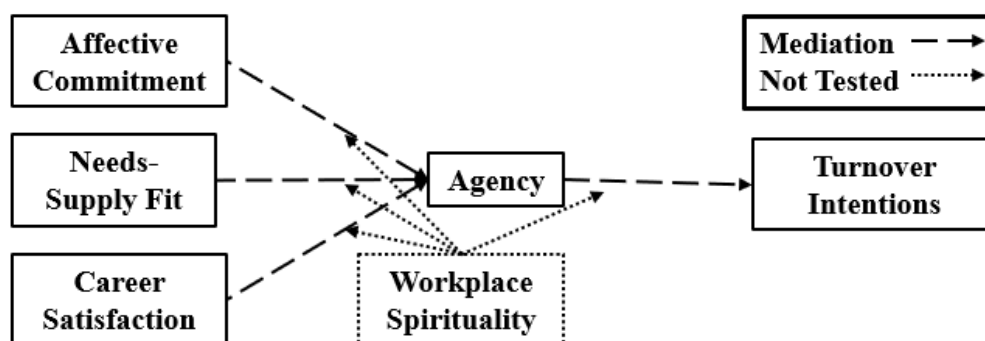
Note. Workplace spirituality is not tested but instead informs the framework with a dimension of transcendence in the work context.

Previous empirical investigations have illuminated relationships between turnover intentions and four of the five (all but agency) tested constructs (Cao & Hamori, 2020; Ennis et al., 2018; Lee et al., 2018; Nauman et al., 2021; Vandavasi et al., 2021; Verbruggen & Van Emmerik, 2020). Of interest is how agency influenced turnover intentions and whether agency mediated the relationships affective commitment, needs-supply fit, and career satisfaction held with turnover intentions. Workplace spirituality was a sixth, untested, construct used to inform this investigation of a Biblical perspective. Workplace spirituality is a unique construct that can align secular and religious researchers by focusing on individual perceptions of meaning, camaraderie, and values alignment (see the Biblical Foundation of the Study in Chapter Two for more detail; Singh & Singh, 2022).

The Army must address current recruiting and retention trends to maintain its mission of advancing national interests (Department of the Army, 2016; Kube & Boigon, 2022; Pollard et al., 2022; Robbert et al., 2021a, 2021b). To that end, understanding the link between agency and turnover intentions may directly improve retention efforts and inform recruitment efforts (e.g., recruiting campaigns). Thus, the anticipated outputs for this investigation were twofold: (a) add to the literature a link between agency and turnover intentions, and (b) inform Army talent management practices.

Problem Statement

Some quantity of turnover may be healthy for an organization (De Winne et al., 2019). Moderate turnover mitigates rising retention costs and keeps new ideas flowing into the organization. Contrarily, a high quantity of turnover increases talent acquisition costs and disrupts organizational performance (De Winne et al., 2019). This is the case

for the Army, wherein high turnover (i.e., more than four times that of the rest of industry) exacerbated by diminished recruiting, will create critical talent gaps among the Army's ranks (Asch, 2019; Kube & Boigon, 2022; Marrone, 2020; Pollard et al., 2022). Army leaders must reform their talent management processes to mitigate impending talent gaps and maintain a combat-credible force (Department of the Army, 2016; Robbert et al., 2021a, 2021b). To do this, Army leaders must understand how varying workplace attitudes influence soldiers' decisions to remain in service. Likewise, Army leaders must understand how workplace attitudes relate to the talent management framework.

Affective commitment, needs-supply fit, and career satisfaction are three workplace attitudes that may be of interest to Army leaders when examining the effectiveness of current talent management practices. Affective commitment relates to a person's emotional attachment to their employing organization (Ennis et al., 2018). Needs-supply fit relates to a person's perception that their job supplies the appropriate resources needed for work accomplishment (Klaic et al., 2018). Career satisfaction relates to a person's valence toward the psychological and other work-related outcomes throughout their working career (Singh, 2022). The interactions between these three workplace attitudes and a sense of agency may portend significant implications for turnover intentions. Therefore, Army leaders may benefit from understanding how soldiers' sense of agency relates to the workplace attitudes of affective commitment, needs-supply fit, and career satisfaction.

While previous research links how workplace attitudes relate to organizational outcomes, there remains a dearth of research into the construct of agency and its

relationship with turnover intentions. Agency may relate well to the Army talent management dimension of preferences and influence the outcome of turnover intentions. For instance, a soldier's ability to take voluntary action and obtain a desired preference (e.g., preference-aligned duty assignment) may motivate the soldier to remain in Army service. Conversely, a lack of agency may increase turnover intentions when the object of frustration relates to an inability to influence outcomes for the individual's preferences.

The Army's leaders, as agents of action, should have a sense of agency as well (i.e., influence of retention effects through talent management actions). However, the possibility exists that Army leaders practice a kind of myopic agency, wherein they focus on short-term initiatives at the expense of long-term goals (Zhu, 2018). Specifically, Army leaders may forego preferences in favor of aligning KSBs to short-term operational requirements. The result may be a sense of loss of individual participatory capital (i.e., the resources used to obtain desired outcomes; Bayat & Fataar, 2020) for the soldier who perceives that their preferences were inconsequential. Thus, even though the Army's KSB-P model is empirically sound, its application may require adjustment, evidenced by the observed retention issue.

Purpose of the Study

The purpose of this quantitative study was to determine the relationships among the agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions constructs, in a cross-sectional analysis of mid-career Army officers and non-commissioned officers. Agency operationalized as a variable computed from two conditions: (a) *assignment*: having influence over job assignments; (b) *development*: having influence over career development.

Research Questions and Hypotheses

Research Questions

Research Question 1: To what extent does Agency influence turnover intentions among mid-career soldiers in the U.S. Army?

Research Question 2: Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between affective commitment and turnover intentions?

Research Question 3: Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between needs-supply fit and turnover intentions?

Research Question 4: Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between career satisfaction and turnover intentions?

Hypotheses

Hypothesis 1: Agency significantly influences turnover intentions among mid-career soldiers in the U.S. Army.

Hypothesis 2: Agency significantly mediates the relationship between affective commitment and turnover intentions among mid-career soldiers in the U.S. Army.

Hypothesis 3: Agency significantly mediates the relationship between needs-supply fit and turnover intentions among mid-career soldiers in the U.S. Army.

Hypothesis 4: Agency significantly mediates the relationship between career satisfaction and turnover intentions among mid-career soldiers in the U.S. Army.

Assumptions and Limitations of the Study

Five limitations concerned the conduct of this study. First, the study was cross-sectional, meaning that it was observational (i.e., non-causal) and only collected data at one point in time. Cross-sectional studies present concerns for threats to validity because

a one-time measurement may include outliers and may present skewed data from an event external to the study influencing the outcome (Creswell & Poth, 2018). The second limitation was the relative dearth of literature related to the agency construct. A limited breadth and depth of understanding of the construct may complicate the fidelity of conclusions derived from the analyses. As the research matures, this limitation will become less concerning. The third limitation related to common method bias. Common method bias threatens measure reliability and validity, in addition to the derived estimates of relationships between constructs (Jordan & Troth, 2020). The potential for common method bias in this study extended from the cross-sectional temporality and the uniform structure of the survey items. The fourth limitation related to survey fatigue. Survey fatigue relates to the tendency of respondents who are tired or disinterested to provide inaccurate answers, or to quit responding entirely (Le et al., 2021). Survey fatigue affects the validity of the analysis and subsequent conclusions drawn. The fifth limitation related to the researcher's perspective.

I identified my bias for epistemology as the fifth limitation of this study. Specifically, I believe that people cannot enact objectivity in their observations or actions. In my estimation, everyone experiences the objective world from subjective physical and psychological perspectives. Thus, subjective interpretations of objective reality means that subsequent analyses and action paradigms beget derivative subjective interpretations. The best any person can do, in my opinion, is to approximate objectivity. Therefore, my epistemological bias results in a limitation of the perspective used to approach this study. Namely, that I am a senior career professional in the U.S. Army with a predilection for problem-solving and a focus on actionable results.

These limitations, while serious, did not reduce the potential significance of the findings. To provide concrete support for any conclusions drawn from this study, future researchers will need to establish control and experimental groups, take a longitudinal approach, and control for common method bias. Additionally, I implore subsequent researchers to make explicit their personal biases and theoretical framework. Similar to the following notes on the importance of leveraging different approaches for the conduct of research, explicating varied personal biases and theoretical frameworks should enable approximating objectivity from multiple angles. It is in this way that the academic community can obtain a well-rounded perspective of the subject matter in question.

A major assumption of this study, and perhaps every study, was that the design would present valid findings. Therefore, providing enough information to support future replication studies was important. Going beyond replication and using varied techniques, methods, and approaches are the hallmarks of critical multiplist efforts (Tanlaka et al., 2019). Importantly, the critical multiplist approach to validation aligns with the post-positivist and constructivist perspectives. Functionally, the critical multiplist approach enables a better approximation of the objective reality after multiple investigations from multiple angles. The more researchers capture common themes and occurrences of a given object of inquiry from different contexts, the surer they can be that they have made valid conclusions.

Finally, the link between agency and preferences was another assumption of this study. If the Army's operationalization of preferences involved accommodating individual inclinations and proclivities, then the link to the academic construct of agency (i.e., the ability to act toward a desired outcome; Haggard, 2017) seemed clear. Given

Army efforts to align assignment and development opportunities to individual preferences (O'Brien, 2019), the evidence seemed to demonstrate the link between agency and preferences. The current state of the literature did not remove this ambiguity. However, this study may have helped to fill in the blank space for future maturation of the construct. Specifically, researchers and practitioners may use the results from this study to align their efforts to one operationalized construct of agency, enabling a common way forward.

Theoretical Foundations of the Study

Three philosophical assumptions (i.e., ontological: reality itself; epistemological: knowledge of reality; teleological: purpose of reality) framed the post-positivist and constructivist view used in this study (Jacquette, 2014; O'Brien et al., 2020; Pritchard, 2016). The ontological assumption held that an individual apprehension of objective reality is impossible. Viewing reality through a relativist ontological perspective foregoes any attempt to consider a purely objective existence. Instead, embracing the subjectivity of observation enabled an openness to relative ontology, wherein multiple observations of the same existence may produce varying conclusions – all of which are inherently valid (Jacquette, 2014; Klassen, 2018). An epistemological assumption followed, with an internalist perspective that recognizes the mismatch problem for external validation of subjective interpretations (Lohr, 2019; Pritchard, 2016). The internalist epistemology, then, required the acknowledgment that internally held knowledge was internally valid. Such individually relative viewpoints do not preclude the ability to establish shared meaning, however.

Tying the chaos of individual relativism together was the teleological assumption

that identifying the purpose of a given phenomenon provided a contingent apprehension of underlying epistemes and ontologies (O'Brien et al., 2020). Thus, a teleological focus was the bridge that connected disparate views and enabled a possible reconciliation for shared understanding. Therefore, the overarching philosophical paradigm of this study was one of a pragmatic approach (i.e., focusing on outcomes, contexts, and actions; Creswell & Poth, 2018).

Aligning theories to the operationalization of constructs enabled a mental picture of how and why each construct interacts in the environment. Further, explicitly aligning theories to construct operationalization enables other researchers to identify a theoretical stance, test it, then accept or refute previous findings. This approach was necessary for two reasons: (a) theoretical mechanisms of interaction must have proof to be valid, and (b) the proofing process should be the same as it is for other aspects of empirical science. As Simesk et al. (2009) noted, a lack of theoretical consistency confounds the ability of the literature to advance, as competing explanations hold different implications for future studies. Thus, if A x B = AB in one theoretical conceptualization and A x B = C + AB in another theoretical conceptualization, then researchers must choose which to align their theoretical frameworks. Further, as Irwing et al. (2018) noted, theoretical frameworks support the operationalization of constructs for testing. Thus, two researchers using two theoretical frameworks will operationalize the same variable differently. In turn, different operationalizations derive varying results. Therefore, it is important for researchers to explicitly align theories to constructs when devising the theoretical frameworks that support subsequent construct operationalization. This explicit approach should enable future researchers to make an informed decision about which theoretical framework and

operationalization process to test and confirm or refute.

This study aligned three theories to the operationalization of the five tested constructs. First, self-efficacy theory involved a teleological perspective of what the individual knows of their ability to act. Agency nested under self-efficacy theory during operationalization for this study. Second, social exchange theory involved an epistemic perspective of what the individual knows to be true in their subjective context. Affective commitment and needs-supply fit nested under social exchange theory during operationalization for this study. Third, affective events theory involved an ontological perspective of what the individual knows to be reality (i.e., a personal, subjective reality). Career satisfaction and turnover intentions nested under affective events theory during operationalization for this study. Of note, the key differentiation between the subjective context of the epistemic perspective and the subjective reality of the ontological perspective is what the individual ascribes to their environment (i.e., context) and to their disposition (i.e., reality). Post-positivist and constructivist perspectives framed the understanding of the contingent perspective of subjective and objective realities. The theoretical framework is illustrated in Figure 2.

Figure 2

Nomological Model: Theoretical Alignment
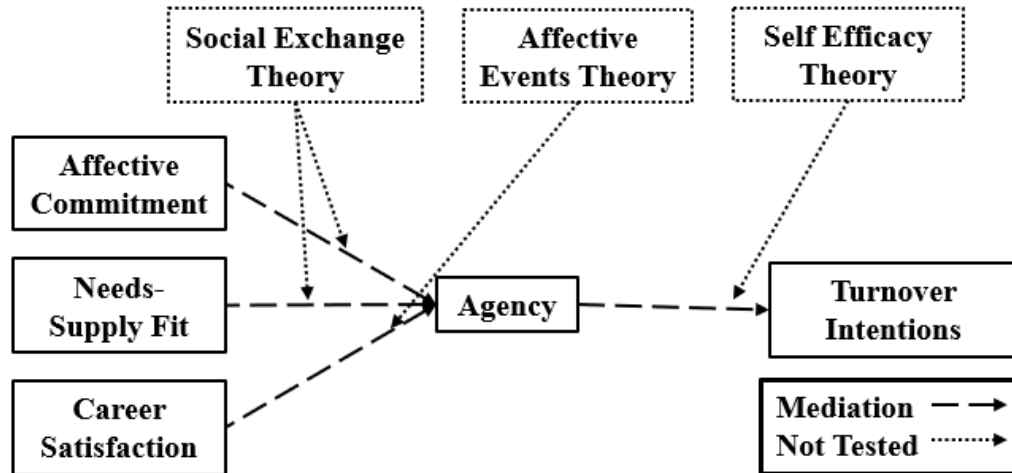
Note. Proposed theoretical alignment with identification for where each theory affects the relationships between constructs. This theoretical alignment is postulated and not tested. Future research should investigate these mechanisms of interaction to confirm or refute their veracity.

Post-positivist and constructivist perspectives encompass a multi-faceted contingent view of reality. Post-positivism involves the belief that one objective reality exists but is impossible to fully apprehend (Tanlaka et al., 2019). Further, the proclivity of human beings to ascribe to values and implement biases in reasoning limits the extent to which objective reality is knowable (Tanlaka et al., 2019). Thus, the constructivist perspective encompasses the tendency for people to construct their reality through the processes of meaning-making (Young & Collin, 2004). In sum, the theoretical foundation of this study rests upon the philosophical perspective that while an ontological state exists, it is not epistemically accessible. Objective reality remains inaccessible because it is not constructible through the limitations imposed upon meaning-making by values and biases employed by human beings.

Biblical Perspective

The standardized segregation of psychological science and faith is hypocritical and artificial. First, objective research is impossible as modern empirical methods maintain axiological (i.e., values-laden) frameworks that influence the lenses through which observations, analyses, and reporting pass (Creswell & Poth, 2018; Johnson, 2010). Second, excluding one value system over another has no merit without critical thought and advocacy. Such a lapse in empirical practice is avoidable through advocating for (a) a situated perspective, (b) an articulated values framework, and (c) an explicated approach. To those ends, the previous section represented the philosophical dimension of the situated perspective (i.e., relative realities with shared pragmatic meaning). This section represents the Biblical dimensions of the situated perspective (i.e., that human beings leverage agency) and values framework (i.e., human dignity and ontological approximation), with the approach explicated in the third chapter.

The books of Proverbs and Romans have shaped the Biblical perspective of this academic inquiry. Given that these books are instructional in nature, they are quite fitting for a juxtaposition between academics and faith. Specifically, Proverbs 3:13-26 (*New International Version Study Bible*, 1985/2011) notes the importance of seeking an understanding of the world. Romans 12:2 instructs Christians to be life-long learners. Romans 12:6-8 also implores people to maximize their innate talents. Thus, the religious lens aligns with liberal Christianity.

Liberal Christianity is a difficult term to define because no movement has had sufficient strength to solidify its perspective (Hobson, 2013). Amidst the chaotic discourse related to liberal Christianity, Hobson (2013) provides a tentative definition that links affinity for the gospel with political and cultural liberty. To that end, Barton

(2014) notes that liberal Christianity levels the intellectual playing field by offering contemporary discourse (vs. that of pre-Enlightenment times) for modern issues. As Barton (2014) also asserts, modern medicine does not subordinate to pre-Enlightenment medicine, much to the appreciative acceptance of most of the world today, both secular and religious. Liberal Christianity, then, involves continuously updating one's perspective through the pursuit of greater breadth and depth of knowledge.

By the grace of God, humans have the ability to reason and exercise free will. Using such reason and free will to better understand the world is no different in religion than in science. For instance, Scripture asserts that humans may find revelation through the study of the natural world (*New International Version Study Bible*, 1985/2011, Psalm 19:1-4). What would this verse allude to, if not to learn and grow? Likewise, the first bridge engineers developed sturdy structures to ensure platform survivability. Later, when designing longer bridges to last through extreme weather events, they made special adjustments for flexibility (Cui et al., 2022). Liberal Christianity follows Scripture just as it does the empirical imperative to update understandings to better operate in the world. In this perspective, both secular and religious academics may continually seek new knowledge.

Origen lived between 185 and 253 CE and was a Christian theologian who helped to shape Western religious thought towards a sense of agency (Seligman, 2021). Moving away from fatalism, Origen posited that since God judges humans after death, they must have had the ability to exercise free will in life. Therein lies the biblical importance of understanding the sense of agency (i.e., the exercise of free will). As organizations seek to balance standardized performance across varied worker populations, what happens to

individuals who perceive imposition to their sense of agency becomes an important consideration.

Definition of Terms

The following is a list of definitions of terms that are used in this study.

Affective Commitment – "An employee's affective or emotional attachment to an organization" (Ennis et al., 2018, p. 204).

Affective Events Theory – "As a theoretical framework, its core assumption is that affective states, driven by events that individuals experience at work, elicit emotional responses that shape attitudes and behaviours" (Itzkovich et al., 2022, p. 1450).

Agency – "A combination of intention and action that results in making things happen" (Chen & Hong, 2020, p. 194).

Career Satisfaction – "An internally defined outcome representing an individual's career progression, and positive psychological and work-related outcomes" (Singh, 2022, p. 6).

Constructivism – "Assumes that each person mentally constructs the world through cognitive processes; thus, there is no objective or direct way of knowing the world except through constructions" (Chen & Hong, 2020, p. 194).

Epistemology – "The philosophical exploration of propositional knowledge (i.e., knowledge that such-and-such is the case)" (Pritchard, 2016, p. 1).

Knowledge Era – "A new economic age … a competitive landscape driven largely by globalization and the technological revolution … where knowledge is a core commodity and the rapid production of knowledge and innovation is critical to organizational survival" (Uhl-Bien et al., 2007, p. 299).

Needs-supply Fit – "Correspondence between employee needs (e.g., for autonomy at work) and what the job supplies (e.g., giving employees a high level of discretion over performing their work)" (Klaic et al., 2018, p. 672).

Organizational Tenure – "The length of time that an individual has been in the employment of an organization" (Hu et al., 2019, p. 3).

Ontology – "Assumption about the nature of reality." (Creswell & Poth, 2018, p. 326).

Post-Positivism – "Assumes that there is a single, mind-independent reality, though it can be only understood imperfectly, … that social scientific research is value-laden, … that the aim of social scientific research is to describe, explain, predict, and intervene social phenomena" (Shan, 2022, pp. 2-3).

Preference – "The power or opportunity of choosing" (Merriam-Webster, n.d.).

Psychological Contract – "An implicit relationship between paid employees and their employers that constitutes an unwritten contract between them" (Liu & Jia, 2022, p. 29).

Self-Efficacy Theory – "Performance accomplishments, vicarious experience, verbal persuasion, and physiological states … these internal and external factors relate to one's relative belief in being able to complete a task or behavior" (Ortlieb & Schatz, 2020, p. 737).

Social Exchange Theory – "Postulates that an employee who believes that his/her organization values his/her contribution either by including them in the elite workforce or other ways, feels an obligation to reciprocate through positive behavior like job performance and organizational citizenship behaviors" (Yogalakshmi & Suganthi, 2018, p. 889).

Talent Management – "TM is an evolving system emerging from managers' temporal

agency, which ensure a dynamic adjustment between the company's needs and the capabilities of its workforce" (D'Armagnac et al., 2021, p. 2786).

Teleology – "Associated with a strict translation of "telos" – focusing on the idea of a goal, a completion or a determined end-point" (O'Brien et al., 2020, p. 2).

Turnover Intentions – "Individuals' perceived likelihood that they will be staying or leaving their employing organization" (Nauman et al., 2021, p. 2).

Workplace Spirituality – "The effort to find greater purpose and meaning in life, establish connections with co-workers and strive for alignment of one's values with that of the organization" (Milliman et al., 2003, p. 427).

Significance of the Study

This study proved significant for both theory and practice. During a comprehensive literature review, no previous research linking human agency to turnover intentions materialized. Thus, this study was the first to link the construct of human agency to turnover intentions in organizations. The lack of research on agency and turnover intentions meant that there was a gap in knowledge of how agency influences other constructs in relation to turnover intentions as well. This gap in knowledge defaults to a lack of informed practice, whereby practitioners can purposefully shape given constructs to achieve desired outcomes.

For theory, this study extended the findings of previous researchers linking affective commitment, needs-supply fit, and career satisfaction to turnover intentions by demonstrating the role agency also plays (Kmieciak, 2022; Van Vianen, 2018; Verbruggen & Van Emmerik, 2020). The findings may help to complete nomological frameworks of work construct interrelations. As theory translates to practice, an

improved understanding of frameworks and interrelations may also improve practitioner efforts. Specifically, the theorized mediating relationship between agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions further developed the literature related to agency and turnover intentions. In the same vein, such understanding may also help organizational practitioners to better make sense of retention data whereby efforts to increase one variable appear to have varying effects on turnover intentions. In sum, this study provided Army leaders with actionable insight into their talent management framework, simultaneously reducing the literature gap for agency and turnover.

Summary

This study focused on the literature gap for agency, with ancillary benefit to informing practitioner efforts to address the contemporary issue of retention for the Army. Because the Army was facing pressure from both degraded recruiting efforts and higher-than-average attrition rates, retention was a contemporarily relevant concern that had performance implications. In the literature, there was a gap of understanding related to the relationship between agency and turnover intentions. Thus, this study had both practical and theoretical implications. Specifically, understanding the relationships between agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions both broadened and deepened the scope of knowledge currently found in the literature. Broadening results related to how agency interacted across the constructs. Deepening results related to how agency interacted with turnover intentions. Likewise, organizational practitioners may find the results useful in their campaigns to improve retention efforts. Finally, though the cross-sectional research design will not illuminate

causal pathways, it provided a valuable foundation for future researchers to begin such causal investigations.

The product of this inquiry was a replicable study that provided values-matched solutions to a contemporary issue. In effect, implications for this study related to both practical (e.g., talent management practices) and theoretical (e.g., interaction effects and model for agency with the other constructs) applications. Supported by a Biblical perspective that assumed human beings seek meaning, values-alignment, and positive relationships in the workplace, this study embraced a post-positivist constructionist perspective that acknowledged such values stances exist – whether they are acknowledged or unacknowledged.

The literature review to follow in Chapter 2 centered around six constructs and a levels-of-explanation approach for biblical integration. The two main constructs for the inquiry were agency and turnover intentions. Other pertinent constructs included affective commitment, needs-supply fit, career satisfaction, and workplace spirituality. Three theories and philosophical perspectives framed the proposed interaction pathways between the constructs. Army research protocols prohibited the direct exploration of religious and spiritual views of the active duty soldiers comprising the study population, therefore workplace spirituality remained untested in the model.

CHAPTER 2: LITERATURE REVIEW

Overview

This investigation examined implications for the Army talent management practice of preference alignment through six constructs, five of which were tested. First, agency was the predictor construct of interest, with a special focus on how different levels of perceived agency influenced relationships between the other constructs and turnover intentions. Second through fourth were affective commitment, needs-supply fit, and career satisfaction. These constructs had established relationships with turnover intentions from previous empirical investigations (see Cao & Hamori, 2020; Ennis et al., 2018; Lee et al., 2018; Nauman et al., 2021; Vandavasi et al., 2021; Verbruggen & Van Emmerik, 2020). Fifth, turnover intent was the outcome construct of interest and related to an organizational outcome with performance implications. The final, and untested, construct was workplace spirituality. Workplace spirituality comprised three dimensions (i.e., individual, group, and organizational) wherein individuals could find meaning, camaraderie, and values alignment (Singh & Singh, 2022).

The literature lacked depth and breadth of knowledge for the agency construct. Similarly, the Army recently incorporated preferences into its talent management model but has only implemented limited changes thus far. The relation between preferences and agency linked a desire to the ability to achieve the desire (Haggard, 2017). Thus, understanding agency may help to inform the practice of preference alignment. Such improved practices may extend more meaningfully throughout the Army's total talent management efforts extending beyond commissioned officers into the noncommissioned officer and lower enlisted ranks. Finally, the theoretical model of agency, other

constructs, and theories of operation added to the literature pathways for how agency influences turnover.

Description of Search Strategy

The overall search strategy was systematic and iterative. The Liberty University Jerry Falwell Library served as the primary tool for the literature search. The library is accessible online and cross-references many established databases (e.g., Emerald, JSTOR, ProQuest). All searches used constructs as keywords, 2018 as the year cutoff, and peer-reviewed journals as an inclusion criterion. In some cases, snowball sampling (i.e., the use of a source's reference list to locate other relevant sources; see Wnuk & Garrepalli, 2018) returned relevant literature not obtained through the search procedures. The constructs of agency and needs-supply fit benefitted from the snowball sampling technique, specifically. For the affective commitment and career satisfaction constructs, a combined search of the target construct and turnover intentions provided a sizeable list of studies relevant to the research objective for this study. The combined returns were suitable for the turnover intentions construct as well, so no additional search for that construct occurred. Overall, 54 unique references (44 library returns; 10 additional sources from snowball sampling) published from peer-reviewed sources, mostly within the last five years, formed the basis of this literature review.

In alignment with the research objective, the literature review focused on each construct in terms of turnover intentions. For the agency (6 library returns; 21 sources used) and needs-supply fit constructs (0 library returns; 12 sources used), the combined search terms yielded insufficient results, forcing a broader review of the literature which demonstrated the current gaps in knowledge about these constructs. The affective

commitment (25 library returns; 14 sources used) and career satisfaction (13 library returns; 7 sources used) constructs yielded rich returns for different reasons. First, affective commitment presents a significant depth and breadth of recent research indicating a mature understanding of the construct. Second, career satisfaction yielded no returns for a combined search that included turnover intentions. However, the career satisfaction construct itself did present a good variety of recent research also indicating a mature understanding of the construct. In sum, the search strategy identified the gaps in current knowledge while providing a rich set of material upon which to base this investigation.

Review of Literature

Theories and Constructs

The theoretical model aligned three theories with five constructs. Namely, agency nested under self-efficacy theory, affective commitment and needs-supply fit nested under social exchange theory, and career satisfaction and turnover intentions nested under affective events theory. The model also extended into three philosophical perspectives of ontology (i.e., reality itself; Jacquette, 2014), epistemology (i.e., perception of reality; Pritchard, 2016), and teleology (i.e., action pathways; O'Brien et al., 2020). Career satisfaction and turnover intentions under affective events related to an individual's ontological self-perspective. Affective commitment and needs-supply fit under social exchange related to an individual's epistemic appraisal of their personal and organizational relationships in the environment. Agency under self-efficacy related to an individual's teleological perspective for what they were able to achieve through action. Figure 2 demonstrates the theoretical alignment.

Figure 2

Nomological Model: Theoretical Alignment
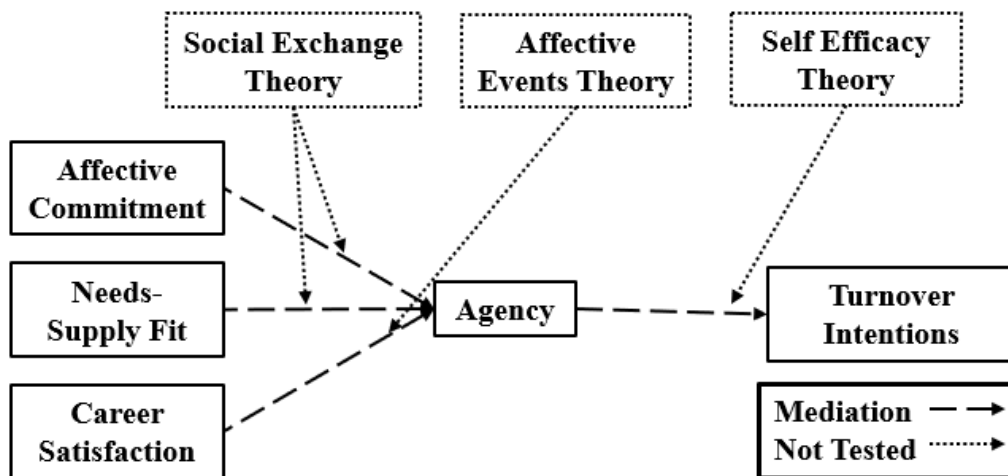
Note. Proposed theoretical alignment with identification for where each theory affects the relationships between constructs. This theoretical alignment is postulated and not tested. Future research should investigate these mechanisms of interaction to confirm or refute their veracity.

Self-Efficacy Theory

Self-efficacy theory, as developed by Bandura (1977), explains human behaviors related to initiating structure, duration of effort, abandonment, and avoidance. If a person appraises that their abilities exceed what is required to obtain a desired outcome in a given setting, that individual senses self-efficacy and is more likely to initiate and maintain effort to achieve the end result. Conversely, if the individual perceives that their abilities fall short, they are more likely to abandon their effort prematurely or avoid the effort altogether. Thus, an individual's perception of self-efficacy can help or hinder their ability to obtain favorable outcomes for themselves.

Bandura (1982) further developed the construct of self-efficacy in an academic

context. Finding that students with high levels of learning self-efficacy addressed difficult studies with more vigor and better results than those studies that were deemed easy, Bandura (1982) demonstrated that the likelihood of effort invested correlated with the level of perceived challenge. Plainly, if a task was too easy, then it would not warrant earnest effort. Further, Bandura (1977, 1982) also noted the feedback mechanism of self-efficacy, wherein repeated successes and failures respectively increased or decreased perceived self-efficacy. Finally, Bandura (1977, 1982) noted that the self-efficacy feedback mechanism operated upon individuals, interpersonal sets, and groups alike.

Self-efficacy extends from the academic experience into the broader world and affects individuals alone, individuals as spectators, and groups (Bandura, 2006). When people observe others whom they perceive to have similar abilities achieve or fail, they project those outcomes upon themselves (Bandura, 1982). In effect, when one person succeeds, others who perceive similar abilities will expect to succeed as well. Such an expectation increased the likelihood that the observing individual would also initiate and maintain effort to achieve the desired outcome. Similar to the individual experience, groups appraise challenges and then initiate, maintain, abandon, or avoid effort according to their perceived self-efficacy. In this sense, people and groups alike leverage self-efficacy to generate experiences and outcomes that then foster commensurate perceptions of meaning, direction, and satisfaction (Bandura, 2006).

Other researchers have confirmed the mechanisms of self-efficacy theory in other settings. Specifically, appraisal, effort, outcomes, feedback, individual, interpersonal, and group mechanisms appeared to operate similarly in other educational and healthcare (see Bayir & Aylaz, 2021; Dziaugyte et al., 2017; Ortlieb & Schatz, 2020) settings. Further,

the findings for self-efficacy have been replicated across culture systems, from populations in North America, Europe, and Asia (Bandura, 2006; Bayir & Aylaz, 2021; Dziaugyte et al., 2017; Ortlieb & Schatz, 2020). Thus, across cultures, self-efficacy relates to effort and can enhance individual and group well-being, performance, and satisfaction.

Agency.

The construct of agency remains under-examined in industrial-organizational research. Yet, the effects of agency remain observable throughout history. In a cross-disciplinary review of ancient history, Seligman (2021) identified agency as a major component of Greco-Roman storytelling from 1200 BCE through 400 CE. Notably, the presence of a sense of agency in ancient stories correlated with societal advancement, whereas its absence correlated with societal stagnation. Seligman (2021) tied external pressures (i.e., foreign invasions) to mental state changes (i.e., from non-agency to agency), indicating that the sense of agency may fluctuate with the environment. Zhao et al. (2022) advanced Seligman's (2021) Western population findings using an Eastern Chinese population from 1600 BCE through 200 CE. While Zhao et al. (2022) noted differences between operational levels (i.e., individual or collective), they confirmed that a sense of agency correlated with societal advancement while the lack thereof correlated with societal decline. Agency, then, has a positive correlation with group advancement and a negative correlation with group decline. As such, agency is an important construct for industrial-organizational researchers and practitioners alike.

Agency is a fundamental element of the human experience that arises during infancy and develops throughout the lifetime (Bandura, 2006; Braun, 2018). Braun et al.

(2018) noted that the sense of agency differentiated experiences of authorship and observation when people reflected upon their actions and the subsequent outcomes. Agency, then, is a relational (i.e., linking actions and effects), global (i.e., equally relevant in physical, visual, and auditory senses), efferent (i.e., projection of an anticipated outcome), and individualized (i.e., not attributed to others) contingency model. Within this model, the intrapersonal, behavioral, and environmental factors interact to influence the perception of agency (Bandura, 2006; Engbert et al., 2008). Viewed from the contingency perspective, agency clearly relates to self-efficacy (see Bandura, 1982) and the potential positive outcomes associated with high levels of each (i.e., capacity for self-development, optimistic outlooks, perseverance through difficulty, resilience through adversity, elevated emotional health, and improved decision-making; Bandura, 2006). Thus, a sense of agency is essential for human thriving.

In the literature, multiple perspectives of agency exist. In the vein of thriving, agency is a goal-directed behavior intended to effect an environmental change (Moore & Obhi, 2012). In the vein of well-being, agency buffers against depression and psychosis by providing a sense of control to the individual (Haggard, 2012; Moore, 2016; Schwarz et al., 2018). In the vein of social context, individuals leverage agency as a transformative tool to improve their social position and personal development (Kajamaa & Kumpulainen, 2019). For social scientists, agency relates to a perceived ability to act (Haggard, 2017). For medical scientists, agency relates to motor function control (Haggard, 2017). Put simply, agency approximates the feeling of "being in the driver's seat" (Moore, 2016, p. 1) or being in charge (Van den Bussche, 2020) when acting.

The sense of control that agency provides is important for the concept of

responsibility, which impinges upon ethical, legal, and health considerations (Haggard, 2012; Kuus, 2019; Moore, 2016; Schwarz et al., 2018; Silver et al., 2020). Agency operates via personal power (see participatory capital; Bayat & Fataar, 2020), whereby the individual leverages their resources to obtain a desired outcome, thus implicating ethical concerns (Kuus, 2019). The sense of being in charge relates to voluntary intent, attributing responsibility for right and wrong and aligning with corresponding legal and other social behavior guidance systems (Silver et al., 2020; Van den Bussche, 2020). Lacking a sense of agency may inculcate a sense of hopelessness or a sense of no responsibility, resulting in negative health outcomes such as depression and psychosis (Haggard, 2012; Moore, 2016; Schwarz et al., 2018). Thus, a positive sense of agency aligns individuals and groups toward healthy co-existence.

Determining a positive sense of agency is problematic. As Haggard (2017) noted, agency is a phenomenally thin (i.e., lacking vivid recall) construct. Because people have a difficult time determining their agency as well as that of others (see Engbert et al., 2008; Moore, 2016; Moore & Obhi, 2012), behavior models are useful for determining the construct's presence. Different researchers have proffered different models (cf. Bandura, 2018; Braun et al., 2018; Haggard, 2017; Schwarz et al., 2018), but they all generally consist of forming an intention to act, anticipating an outcome of the action, conducting the action, evaluating the outcome, and attributing agency to the process (see comparator model; Haggard, 2017).

Models for the agency construct have illuminated both its contingent nature and generalized themes by age groups. For instance, Heckhausen et al. (2019) found that younger people tended to experience anger while striving for developmental gains,

whereas older people tended to experience sadness for unattainable goals and losses while striving to avoid developmental decline. Heckhausen et al. (2019) used a selection-optimization-compensation model to illuminate agentic strategies. In this model, selection refers to narrowing options in preference of targeted developments, optimization refers to investing resources in those preferred developments, and compensation refers to adjustments to developmental losses. Thus, the literature supports two levels of agency: the micro-action level (see comparator model; Haggard, 2017), and the meta-strategy level (see selection-optimization-compensation model; Heckhausen et al., 2019). Agency, however, also operates via different modes.

Agency may operate through four modes: individual, proxy, collective, and institutional. Bandura (2018) noted three modes of agency: (a) individual (e.g., personal influence on the environment), (b) proxy (e.g., interpersonal influence for those who can change environmental conditions), and (c) collective (e.g., interdependent influence for those environmental conditions not adequately addressed alone). Maier and Simsa (2021) offered the fourth agentic mode: institutional agency (e.g., an individual's efforts to shape their institutional outcomes). Again, through these modes, the agentic experience remains contingent upon the environment. Simply put, agency will not manifest the same way in every situation. For instance, the tendency of institutions to affect behavior, emotion, and cognition through prescribed action templates shapes the behavioral patterns and beliefs of individual members (Hitt et al., 2018; Hughes et al., 2019). The power institutions possess relates to individual costs associated with the exercise of agency to take actions that do not conform with prescribed action templates. Thus, in each mode of agentic action, it is the individual's perception of the contingent environment (e.g., individual or

collective abilities, resources available, barriers to action, likely outcomes, etc.) that remains the most important consideration.

The individual perspective of the contingent situation affects agentic outcomes. In assessing their abilities, individuals evaluate their participatory capital (i.e., information and interpersonal resources; Bayat and Fataar, 2020). This participatory capital becomes the basis of power the individual leverages to support actions that obtain desired outcomes. Particularly salient in the workplace, individual exercise of participatory capital becomes possible through skill development, interpersonal relationships, and the use of organizational systems (Chen & Hong, 2020). Of note, an individual's social position (e.g., leader or follower) may impinge upon their critical evaluation of the situation and their ultimate decision to act. The possible problem extends both positively and negatively. A person identifying an issue and implementing an effective mitigation strategy will set the organization on a positive path. Conversely, a person implementing an ineffective mitigation strategy will further frustrate the organization and its ability to perform. Likewise, employees who either do not possess the requisite participatory capital or who do and fail to leverage it will also fail to enable favorable outcomes. Thus, agency clearly links to organizational performance.

Social Exchange Theory

In organizations, a subjective evaluation system through which organizations and employees trade rewards and effort exists. Social exchange theory is an explanatory theory for the subjective evaluation system (Blau, 1964b). Social exchange theory indicates an interpersonal system of trade that relies upon social norms to determine broadly ambiguous rates (Blau, 1964b). Unlike economics wherein exchange rates

commonly have a concrete value, social exchange relies upon normative appraisals of effort and reward that may be intangible, tangible, or both (Blau, 1964a). Ambiguity in the social exchange process derives from its subjective nature.

The effectiveness and efficiency of social exchange in organizations depends upon the level of match between organizationally provided rewards and the employees' perceived needs (Cao & Hamori, 2020). In operation, an organization may satisfy employee needs through monetary or social recognition incentives. For some employees, monetary needs may be rated higher than their social recognition needs, and vice versa. The incentives that meet employees' higher needs will engender better attitudinal and effort-giving responses (Abdelmoteleb, 2020; Cao & Hamori, 2020; Piasecki, 2020; Yogalakshmi & Suganth, 2018). Thus, the social exchange relationship is contingent at the individual level.

The psychological contract and norm of reciprocity are mechanisms that operate at the individual level and facilitate social exchange. For instance, Liu and Jia (2022) noted that psychological contracts are unwritten understandings between employees and organizations that may be transactional (i.e., more economic and tangible) or relational (i.e., more social and intangible) in nature. Employees who perceive that the organization adheres to the psychological contract will support the organization's goals and provide greater effort to obtain them than employees who perceive otherwise (Liu & Jia, 2022).

Somewhat similarly, the norm of reciprocity engenders a sense of obligation felt by the receiver of valued physical or psychological resources (e.g., economic, social, emotional; Singh, 2022). The receiver then seeks to balance the exchange relationship by responding positively (e.g., with greater effort; Abdelmoteleb, 2020). Predictable

obtainment of valued resources builds trust through reciprocity, as whenever the receiver responds positively, they continue to have their needs satisfied (Piasecki, 2020). When employees believe that their organizations will meet their responsibilities regarding the psychological contract and when a sense of trust develops from the balanced reciprocal exchange, employees will find greater meaning in work and interconnectedness, as well as lower intentions to leave (Bhaskar & Mishra, 2019).

Affective Commitment.

Organizational commitment comprises three facets: (a) affective, the perceived *want* to stay; (b) normative, the perceived *obligation* to stay; and (c) continuance, the perceived *need* to stay (Ennis et al., 2018). Further explored, affective commitment relates to an individual's organizational attachment, identification, and involvement (Albrecht & Marty, 2020; Thoresen et al., 2003). Other authors have more simply defined affective commitment as an emotional bond or psychological bond between the individual and the organization (Charbonneau & Wood, 2018; DiPietro et al., 2020; Gardner et al., 2011).

The construct of affective commitment is well-researched with established links to performance and retention outcomes (Gun et al., 2021). Thoresen et al. (2003) found that positive affect significantly correlated with positive job attitudes (i.e., individually contingent attachment to an organization via an evaluation process; Lee et al., 2018) and individual outcomes, whereas the reverse was true as well. Affective commitment relates positive affect with increased individual performance, change tolerance, dedication, loyalty, goal alignment, and decreased turnover intentions (DiPietro et al., 2020; Ennis et al., 2018; Gardner et al., 2011; Gun et al., 2021; Jang & Kandampully, 2018; Manas-

Rodríguez et al., 2020; Kmieciak, 2022). The positive affect related to affective commitment generally arises via social exchange processes.

Social exchange processes that influence affective commitment include leadership, human resource practices, organizational support, and interpersonal relationships. Leadership practices relate to supportive leadership styles, such as transformational leadership, that place employee needs first and engender a sense of obligation to meet the organization's goals via the norm of reciprocity (Ennis et al., 2018; Jang & Kandampully, 2018; Manas-Rodríguez et al., 2020). Human resource practices include motivation-enhancing (e.g., performance feedback and incentives), empowerment-enhancing (e.g., information sharing and participatory decision making), and skill-enhancing (e.g., development activities) practices that also engender a sense of reciprocal obligation (Gardner et al., 2011). Organizational support is the perceived attempts of the organization to support employee personal, work, or organizational needs that again activate reciprocation behaviors (Esop & Timms, 2019; Kmieciak, 2022; Yogalakshmi & Suganthi, 2018). Interpersonal relationships interact via social exchange to offset employee group treatment differences (i.e., core: the employee group targeted with commitment-maximizing practices; periphery: the employee group that represents cost-savings; Piasecki, 2020) and strengthen the positive effects of supportive leadership, human resource practices, and organizational support (Ennis et al., 2018; Gardner et al., 2011; Yogalakshmi & Suganthi, 2018). As observed through these interactions, affective commitment is contingent at the individual level, similar to agency.

Affective commitment's contingent model is multilayered. For instance, remuneration operates via a base model system. When remuneration is too low, affective

commitment does not exist (DiPietro et al., 2020). However, remuneration raises will not significantly increase affective commitment past the base level (DiPietro et al., 2020). Interestingly, the base level of remuneration needs for an individual may change during the individual's organizational tenure.

For instance, the psychological contract has changed as the focus on career management now lies at the individual level (vs. the organizational level; Yogalakshmi & Suganthi, 2018). Thus, organizations invest in employee skill development for immediate outcomes, whereas employees obtain greater depth and breadth of skills to become more employable. Yogalakshmi and Suganthi (2018) explained that organizations have traded job security for employability, giving individuals developmental work opportunities to attain their personal goals. Thus, the changing psychological contract has shifted from a focus on lifetime retention to a focus on individual goal attainment (Yogalakshmi & Suganthi, 2018). Such skill and experience improvement makes employees attractive to other organizations, in turn raising the potential remuneration base level for that employee and increasing turnover intentions if the base level is not met (Gardner et al., 2011).

Another layer of affective commitment's contingent model involves employee differentiation. Those employees in the core segment of the human resources population enjoy more support, development, benefits, and pay from the organization than those employees in the peripheral segment (Piasecki, 2020). The greater the distinction between differentiated groups, the greater the sense of disenfranchisement for employees in the peripheral segment (Piasecki, 2020). Further, greater levels of differentiation affect justice perceptions, which negatively impact the formation of affective commitment, via

the norm of reciprocity (Esop & Timms, 2019). As a caveat, and linking back to the aforementioned leadership and interpersonal relationship processes, individual personalities, leadership interactions, and co-worker support all mediated the deleterious effects of high levels of employee segment differentiation in separate studies (Albrecht & Marty, 2020; Esop & Timms, 2019; Kmieciak, 2022). Affective commitment's dynamic layers of remuneration, psychological contracts, and differentiation paint the picture of another individually contingent construct.

At its base, affective commitment relates to the feeling of wanting to be in an organization (Thoresen et al., 2003). This basic predilection further relates to the individual aligning personal goals with the organization (Lee et al., 2018). Being able to align goals indicates that the individual can ascertain the overall direction of the organization. When organizational direction is unclear, employees are less committed – likely related to the inability to align relevant goals (DiPietro et al., 2020; Lee et al., 2018). Paramount during change is maintaining the employee's desire to remain with the organization. Retention during change offsets other organizational costs and inefficiencies, by reducing turnover costs associated with recruitment, selection, placement, and training while maintaining critical tacit knowledge (Ennis et al., 2018; Lee et al., 2018). Thus, especially in chaotic operating environments, affective commitment practices converge at the individual level, among multiple layers simultaneously.

A long-term approach to employee support is the most effective for maintaining affective commitment. Continually rebalancing remuneration, leadership, and employee job roles is important (DiPietro et al., 2020). Matching employee skill development with

flexible assignments, internal promotions, job redesigns that include greater decision-making authorities, and remuneration packages are practices that have all improved affective commitment (Ennis et al., 2018; Lee et al., 2018; Manas-Rodríguez et al., 2020). Leadership is critical in facilitating these processes at the individual level.

Leadership affects both individual and organizational outcomes for affective commitment (Charbonneau & Wood, 2018; Manas-Rodríguez et al., 2020). Collective affective commitment (i.e., shared organizational loyalty and alignment with organizational goals) is a competitive advantage for the organization (Albrecht & Marty, 2020; Gardner et al., 2011). These findings remained true among a military population, wherein affective commitment directly related to individual and organizational performance through positive effects upon turnover intentions, actual turnover, interpersonal relationships, physical health, and psychological well-being (Charbonneau & Wood, 2018). Further, affective commitment significantly related to organizational cohesion, citizenship behaviors, leadership perceptions, and justice perceptions (Charbonneau & Wood, 2018). In sum, affective commitment is contingent at the individual level, multilayered, directly related to performance, and salient in a military context.

Needs-supply Fit.

Fit has several dimensions articulated in the literature that broadly relate to alignment between the individual and the organization, with positive outcomes related to higher levels of motivation and lower levels of turnover intentions (Andersson et al., 2020; Lu et al., 2019; Schwepker, 2019). Needs-supply fit is one dimension that indicates an individual's perception of balance between a broad array of financial, social, and

psychological needs (Dorendahl et al., 2020; Travaglianti et al., 2017). More simply, needs-supply fit is a perceived match between individual needs and available supplies in the environment (Gerdenitsch et al., 2018; Van Beurden et al. 2022; Wang, 2022). Because needs-supply fit is a subjective appraisal of individual needs and environmental supplies, the construct is contingent at the individual level (Klaic et al., 2018; Liu & Jia, 2022; Vandavasi et al., 2021). However, the relatively sparse literature available for needs-supply fit makes it difficult to understand the mechanisms through which it operates.

Social exchange theory may be a mechanism through which needs-supply fit operates, whereby higher levels of perceived needs satisfaction relate to higher levels of enacted effort (Abdelmoteleb, 2020). For instance, developmental job experiences (i.e., challenging assignments and experiences that build knowledge and skills) that align with an individual's perceived needs result in greater levels of employee performance, satisfaction, and retention (Cao & Hamori, 2020). However, if such perceived needs (e.g., pay, development, work experiences) are available elsewhere, the employee is more likely to turnover in pursuit of obtaining their needs-supply fit (Cao & Hamori, 2020). Importantly, supplying needs can neither be a one-size-fits-all nor a spray-and-pray approach, because the ultimate utility and personal value are individually subjective appraisals (Cao & Hamori, 2020).

Balance for needs-supply fit is important because both oversupply and undersupply result in negative outcomes. Specifically, needs-supply mismatch can lead employees to experience negative emotional affect, lower skill acquisition rates, and exhaustion (Cao & Hamori, 2020). These negative effects in turn reduce individual and

organizational performance levels (Cao & Hamori, 2020). Thus, the efforts of employees to match, and maintain the match, between their needs and environmental supplies identifies both a problem and a solution.

Understanding how to leverage preferential choice-power (viz., agency) for needs-supply fit requires understanding three principles. First, fit predicts individual outcomes better than the person or the environment alone (Van Beurden et al., 2022). Second, better outcomes occur when personal and environmental characteristics match – independent of the level of the characteristics (Van Beurden et al., 2022). Third, misfits between personal and environmental characteristics lower positive outcomes – independent of the direction of the misfit (Van Beurden et al., 2022). Additionally, employees may elect to leave an organization when supplies are unaligned with needs, instead of addressing the issue (Van Vianen, 2018). Therefore, it may be better to enable individuals to align organizational supplies with their perceived needs (viz., exercise agency).

Employees generally prefer work environments that enable the utilization of their knowledge and skills (Abdelmoteleb, 2020). Therefore, organizations that provide skill mastery and achievement opportunities through work assignments will obtain higher levels of employee effort (Abdelmoteleb, 2020). However, the highly differentiated nature of individualized needs-supply fit makes supplying the relevant needs in appropriate amounts very difficult across organizations. Given that personalities matter as much to needs perception as does the specific job function, it may be most useful to enable individuals to align needs with supplies (viz., agency) themselves (Dorendahl et al., 2020). Even at lower levels of need satisfaction, alignment will still produce better

outcomes than supplies unaligned to needs (Van Beurden et al., 2022). Thus, providing a wider breadth of supplies at a lower depth may be more impactful for performance, retention, engagement, proactiveness, citizenship behaviors, and other positive outcomes (Travaglianti et al., 2020; Van Beurden et al., 2022; Vandavasi et al., 2021). In addition to individual agency, leadership is also important for needs-supply fit.

Klaic et al. (2018) linked needs-supply fit to transformational leadership. Transformational leadership contains four main components: idealized influence, intellectual stimulation, inspirational motivation, and individual consideration (Maduka et al., 2018). While each of the four components of transformational leadership requires a degree of individualization, the last – individual consideration – explicitly requires such authenticity in leader-follower interactions. Specifically, leaders who satisfy employee needs tend to generate greater group identification, performance, knowledge sharing, creativity, well-being, satisfaction, and stress resiliency among employees (Klaic et al., 2018). Therefore, the exercise of individual consideration and agency is more likely to enable individuals to perceive needs-supply fit and feel that they are well-situated in the organization, becoming more likely to exert effort and less likely to leave.

Of interest to Army populations, studies involving meaningfulness and volunteers provide complimentary findings. The Army leverages a sense of meaning to compel Soldiers to overcome adversity (Department of the Army, 2019, 2022). Vogel et al. (2020) noted three components of meaningfulness: (a) purpose: future orientation; (b) self-efficacy and control: outcome responsibility; and (c) self-worth and belonging: social connections. The Army also has a workforce entirely comprised of volunteers. In volunteering contexts, needs-supply fit fully mediated management practices and

individual satisfaction (Liu & Jia, 2022). Further, using the psychological contract (i.e.,
implicit relationship between employees and employers relating to the exchange of
resources and relationships), Liu and Jia (2022) noted that volunteers expect their
organization to provide ability, motivation, and opportunity-enhancing support in trade
for their efforts. Noting how training is useful for both socialization and development,
Liu and Jia (2022) also asserted the importance of the opportunity to utilize gained
knowledge and skills. In their study, Liu and Jia (2022) demonstrated that volunteers
remain aligned to meaningfulness components of a future orientation, outcome
responsibility, and social connections (cf. Vogel et al., 2020).

Needs-supply fit plays a major role in retention and is possibly the most important
type of fit in terms of retention (Cao & Hamori, 2020). For instance, if a perceived needs-
supply fit exists elsewhere and that acts as an impetus for turnover, then that mechanism
may be described as a pulling force (Vandavasi et al., 2021). In the contemporary work
environment, lifetime employment with one organization is no longer the norm (Cao &
Hamori, 2020). Because some of the management practices that contribute to needs-
supply fit also contribute to employee mobility, understanding how to align work
assignments with skill development is important, as the balance of needs and presently
provided supplies changes when knowledge and skills increase. To that end, just as the
employee seeks meaningfulness, so too must the organization supply dynamic future
orientations, responsibilities, and connectedness opportunities. In so doing, the
organization will generate a pulling force that improves the retention of critical human
talent.

Affective Events Theory

The concept behind affective events theory is the interaction between events, emotions, attitudes, and behaviors. Nimon et al. (2021) stated that affective events theory explained the influence of emotional experiences upon subsequent attitudes. Reynolds-Kueny et al. (2020) noted that emotions generated in response to events led to behavior aligned with an affective state. In the work environment, any number or combination of conditions may impinge upon employee emotions in varying ways. Such impingements are describable as events. These events interact with the employee's personality to bring forth emotional responses that shape evaluative processes that inform attitudes (e.g., satisfaction) and behaviors (e.g., performance; Junca-Silva et al., 2021).

Affectively influenced behaviors illuminate the difference between those driven by affective and cognitive states. First, emotional responses influence affectively based behaviors (Itzkovich et al., 2022). In this affective process, an event causes an emotional response that leads to a behavior. Second, affectively informed attitudes influence cognitively based behaviors (Lou & Chea, 2018). In the cognitive model, an event causes an emotional response that influences an attitude, which leads to a behavior (Lou & Chea, 2018). Thus, while behaviors may derive from emotions or attitudes, the affective events theory can explain both pathways.

Attitudes, such as satisfaction, are important in the work environment. For instance, satisfied employees are more likely to perform better, exhibit citizenship behaviors, and have lower turnover intentions (Nae et al., 2021; Singh, 2022; Verbruggen & Van Emmerik, 2020). Thus, understanding how events influence attitudes through affect is important because of the implications held for future behavior (Nimon et al., 2021). Junca-Silva et al. (2021) explained that events occur throughout the day and can

go unnoticed (i.e., micro-events), generating positive or negative affective responses. Further, personality, mood, and work environment are all contextually contingent factors that influence the direction, maintenance, and intensity of the resulting affect (Junca-Silva et al., 2021; Nimon et al., 2021). This contingent model emphasizes the importance of using the affective events theory to demarcate each characteristic, individual and environmental, to determine interactions and their effects upon subsequent attitudes and behaviors.

Finally, the ability of affective events theory to explain behaviors is incredibly important for organizations. For instance, turnover or performance behaviors have direct implications for organizational health and productivity. Organizational practitioners who maximize positive micro-events (e.g., accomplishments, positive feedback, preference alignment) and minimize negative micro-events (e.g., negative feedback, multiple assignments, negative interpersonal interaction), will set the conditions for better attitudinal and behavioral outcomes in the workplace (Junca-Silva et al., 2021; Luo & Chea, 2018). Aligned with attitudes and behaviors, this study nests career satisfaction and turnover intentions with the affective events theory.

Career Satisfaction.

The attitude of satisfaction has important implications for individual and organizational outcomes. Satisfaction involves a subjective individual appraisal of an object or circumstance with an associated positive or negative valence (Kessler et al., 2020; Steel et al., 2019; Waltz et al., 2020). Career satisfaction, then, is a facet of the globalized construct that focuses on the individual's career experience (Vem et al., 2019; Verbruggen & Van Emmerik, 2020). Career satisfaction differentiates from job

satisfaction by the focus on the individual's entire working career versus the individual's current working assignment (Nauman et al., 2021; Vandavasi et al., 2021). For instance, within an organization, developmental job experiences, lateral moves, and promotions all represent job changes that relate to varying job satisfaction perceptions. Individuals appraise career satisfaction as a compilation of their job experiences (Verbruggen & Van Emmerik, 2020). This is an important consideration for organizations that mobilize human talent within the organization as part of developmental and retention efforts.

Career satisfaction indicates an individual's positive or negative appraisal of their career as a balance between their goals and expectations (Nae & Choi, 2021; Nauman et al., 2021). Boamah et al. (2022) posited that the balance could be between individual career outcomes (e.g., pay, development, promotion) and personal outcomes (e.g., goals, expectations, accomplishments). Individuals who perceive career satisfaction are more likely to be involved in their work, more likely to enact citizenship behaviors, and less likely to experience burnout, which improves performance and retention outcomes (Bhaskar & Mishra, 2019; Singh, 2022; Verbruggen & Van Emmerik, 2020).

Career satisfaction operates via affective events theory, wherein the individual appraises positive or negative valences from workplace experiences which then influence attitudes, such as satisfaction (Itzkovich et al., 2022; Nimon et al., 2021; Reynolds-Kueny et al., 2020). Valences for career satisfaction form when individuals appraise internalized psychological and material career outcomes against their expectations (Bhaskar & Mishra, 2019; Singh, 2022). For instance, employees who experience preference-aligned internal job transitions experience a positive valence and exhibit improved career satisfaction and retention outcomes (Verbruggen & Van Emmerik, 2020).

Personality and environmental characteristics impinge upon career satisfaction, making the construct contextually contingent. Nae and Choi (2021) found that attachment styles significantly influenced human resources practices in different ways. For instance, a secure attachment style correlated career satisfaction with autonomy and flexibility, whereas counter-dependent and over-dependent attachment styles correlated career satisfaction with stable career maps (Nae & Choi, 2021). Similarly, environmental factors such as being valued, positive change events, negative change events, sense of community, meaningful work, and organizationally supported agency all correlate with career satisfaction (Bhaskar & Mishra, 2019; Boamah et al., 2022; Singh, 2022). Notably, for a sense of community, off-the-job-embeddedness (i.e., community fit and socialization) amplified the interaction between career satisfaction and turnover intentions (Verbruggen & Van Emmerik, 2020).

The sense of agency has an important link to career satisfaction. The ability to control career development and to adapt to changing environmental cues significantly correlated with career satisfaction (Boamah et al., 2022; Nauman et al., 2021). Additionally, such agency and subsequent career satisfaction led to greater levels of well-being, career success, and commitment beyond one job and over the course of the individual's career (Boamah et al., 2022; Singh, 2022; Verbruggen & Van Emmerik, 2020). Therefore, as Vem et al. (2019) noted, career satisfaction clearly holds a consequential influence on other constructs as well.

Turnover Intentions.

Turnover intentions, intention to leave, and intention to stay are constructs readily assessed in psychological, human resources management, and business literature. In the

psychological literature, the study of turnover intentions relates to individual perceptions that span affective, cognitive, and behavioral domains (Lehmann et al., 2021; Li et al., 2018). In human resources management literature, the study of turnover intentions relates to organizational health, balanced between human capital productivity and costs (De Winne et al., 2019). In business literature, turnover intentions relate to organizational performance over time (Afsar et al., 2018; Hussain & Deery, 2018; Yu & Lee, 2018). Synthesizing, across the literature, the construct of turnover intentions commonly relates to an individual's plan to leave their current job.

Turnover and turnover intentions are not the same; however, they generate similar effects. Turnover is a behavior – the act of leaving a job. Turnover intentions represent an attitude that relates to an individual's conscious willingness to leave an organization, increasing the probability of the behavior (Gun et al., 2021). The literature established clear directionality between the attitude and the behavior of turnover, illuminating similar effects and activation pathways in the process (Boamah et al., 2022; Gun et al., 2021).

The continuously changing relationship between employees and employers has dynamic effects on turnover. In terms of the psychological contract, affective commitment (see Yogalakshmi & Suganthi, 2018) and needs-supply fit (see Liu & Jia, 2022) practices have adapted to realign at the individual level (vs. organizational) with impermanent exchange relationships (e.g., effort and reward balance). Individualized and impermanent foci have increased worker mobility, resulting in average tenures of about four years in 2022 (Bureau of Labor Statistics, 2022). Further, among workers aged between 25 and 34, the average tenure in the same time period was under three years (Bureau of Labor Statistics, 2022). The rate of turnover is a concern for organizations, in

terms of being both too fast or too slow.

De Winne et al. (2019) noted that turnover holds a curvilinear relationship with organizational performance. Specifically, too little or too much turnover results in lower performance, whereas an optimal amount of turnover begets performance gains (De Winne et al., 2019). The optimal amount of turnover is contextual, with factors such as industry type (e.g., marketing vs. accounting) and business environment (e.g., growth vs. recession) shaping the performance relationship. However, the majority of the literature remarks upon the negative effects of turnover behavior, such as increased training and recruitment expenses, fluctuating schedules, increased workloads, and decreased well-being and satisfaction among remaining employees (Boamah et al., 2022; Ennis et al., 2018; Gun et al., 2021; Nauman et al., 2021). Such negative effects also apply to turnover intentions, however only a small portion of those with an intent to leave follow through with the behavior (Verbruggen and Van Emmerik, 2020).

Turnover intentions are a subjective and individualized construct. Turnover cognitions relate to (a) evaluations of the likelihood of leaving a current job, (b) expressed intent to find alternate employment, and (c) the magnitude of thoughts to leave the current job (Boamah et al., 2022; Ennis et al., 2018; Verbruggen and Van Emmerik, 2020). As employees perceive greater turnover intentions, they begin to cognitively withdraw from the organization and actively search for other employment opportunities (Boamah et al., 2022). Such withdrawal behaviors typically correlate with lower performance, less organizational citizenship behaviors, and more deviant-type behaviors (Verbruggen and Van Emmerik, 2020). Turnover attitudes, without conversion to turnover behavior, may relate to individual perceptions of a lack of other employment

opportunities or dependencies (e.g., salary requirements, familial responsibilities) that tie them to their current job (Verbruggen and Van Emmerik, 2020).

As covered in this section, previous research demonstrates that turnover intentions have psychological implications for the individual worker and viability implications for the organization. Of interest is how other constructs impinge upon turnover intentions for those individual and organizational implications. For instance, whether a positive sense of agency will enhance or mitigate positive or negative affective commitment, career satisfaction, and needs-supply fit conditions, respectively.

Biblical Foundations of the Study

The biblical foundation for this research helped to shape responsible inquiry, analysis, and reporting that aligned Scriptural principles with modern workplace issues. Specifically, a levels-of-explanation approach enabled a rational integration of faith and science. In the levels-of-explanation approach, each field of inquiry maintains self-coherence while the researcher juxtaposes findings between the lenses of the different fields (Myers, 2010). Importantly, the levels-of-explanation approach maintains the integrity of field-specific idiosyncrasies, while allowing for interpretative conclusions regarding emergent phenomena that perplexingly arise at the current edge of knowledge, especially at disciplinary boundaries (Myers, 2010). Thus, the levels-of-explanation approach should cause no anxiety for secular or religious researchers. Conversely, the levels-of-explanation approach should enable divergent thought and analyses to drive richer interpretations and conclusions related to the objects of inquiry.

To set the stage for a levels-of-explanation approach, the first consideration included Scriptural references, the second consideration included contemporary

psychological references, and the third consideration included a bridge between them using a validated psychological construct. First, as life-long learners and dedicated servants, soldiers continually seek to transform themselves, just as Romans 12:2 implores "do not conform to the pattern of this world, but be transformed by the renewing of your mind" (*New International Version Study Bible*, 1985/2011). Soldiers further seek to meet emerging challenges and leverage their KSB-Ps as guided by Romans 12:6-8 with "we have different gifts, according to the grace given to each of us. If your gift is … serving, then serve; …". Because every person has innate, God-given talents and preferences, they thrive when their jobs enable authentic and valuable action (Broetje, 2021).

Second, transpersonal psychology accounts for a holistic look at the individual, with a focus on their ability to align transcendence (e.g., as an interaction of values-based meaning and a unifying purpose) with security (e.g., as an interaction of empowering job design and interpersonal trust; Palframan & Lancaster, 2019). Spirituality influences commitment (Jena & Pradhan, 2018). Commitment is describable as a calling to give effort toward the organization and negatively relates to turnover (DiPietro et al., 2020). As a calling, commitment relates to a sense of transcendence whereby the individual desires to leverage their value to achieve organizational goals as a means of unifying themselves with the larger organization (Jena & Pradhan, 2018; Palframan & Lancaster, 2019).

Third, workplace spirituality relates to the perceptions of transcendence brought about through alignment between individual values and purposes with organizational work and goals (Jena & Pradhan, 2018; Rajappan et al., 2017). Singh and Singh (2022) identified workplace spirituality as having three dimensions: (a) the individual, relating to

perceptions of meaning; (b) the group, relating to interpersonal relationships; and (c) the organizational, relating to values artifacts within a culture. Workplace spirituality relates to the effects that perceptions of values alignment, meaning-making, and individual wellness exert upon person-organization fit, embeddedness, productivity, and retention (Jena & Pradhan, 2018; Palframan & Lancaster, 2019; Rajappan et al., 2017).

In terms of workplace spirituality and social cognitive theory, people assess organizational climates to be ethical when they find alignment between their values with those of the organization (Singh & Singh, 2022). Further, with organizational fit theory, values alignment between the employee and the organizations increases the perception of workplace spirituality needs being met (Singh & Singh, 2022). The interaction of spiritual needs being met, or not, invokes social exchange theory and the needs-supply facet of organizational fit (Cao & Hamori, 2020). Because organizational values serve as an indicator of group identity, they become a salient artifact for employees to reconcile their self-conceptualizations (Hassan & Kodwani, 2020). Therefore, maintaining a sense of workplace spirituality requires an alignment between personal and organizational values. However, addressing the workplace spirituality construct is not a simple process.

Three problems arise when relating the workplace spirituality construct to the Army context. First, the Army's workforce is globally diverse in makeup and operational distribution. This global workforce represents widely varied socio-economic, geographic, religious, cultural, and ethnic populations with varying preferences and norms. Second, the workplace spirituality literature lacks mixed-methods studies that are necessary to obtain data that fully describes the abstract nature of the workplace spirituality construct (Singh & Singh, 2022). Third, another gap in the workplace spirituality literature also

relates to the current understanding of group-level behaviors and outcomes associated with the construct (Singh & Singh, 2022). While this study does not address these problems, there may be ancillary insights gleaned during data analysis. For instance, the survey results may demonstrate homogeneity or heterogeneity across demographic populations in the Army's workforce, adding to the literature a generalizable finding that applies to Army personnel.

Whether Army leaders align their axiological (i.e., values system) perspective with Scripture or not, the teleological (i.e., ultimate use) outcome from aligning talent management practices to Scriptural principles adds value to both the organization and the soldiers. Specifically, Army leaders will do well to (a) heed wisdom's instruction through adjustments to talent management practices, (b) continually transform to best align talent in a changing environment, and (c) ensure that each soldier can maximize their talent within the organization. Echoes of Origen's influence still resonate today and apply to this study with a focus on understanding the implications for aligning opportunities to preferences (i.e., enabling agency; Seligman, 2021).

Summary

Organizations that require autonomous or semi-autonomous individuals and teams to coordinate workflows will benefit from an improved understanding of how agency relates to job assignments and career development shapes the worker decision calculus. The Army is one such organization. Army leaders must continue reforming talent management practices to remain relevant in the changing environment associated with the knowledge era. In an environment of constrained talent availability, the Army must

find new ways to retain and employ its talent more effectively and efficiently.

Leveraging agency and understanding its interaction effects between affective commitment, needs-supply job fit, career satisfaction, and turnover intentions will enable Army leaders to devise and implement retention practices that improve the organization's overall talent management outcomes. Agency is an essential part of the human experience and is central to the Christian belief in judgment (Bandura, 2006; Braun, 2018; Seligman, 2021). While the literature links a sense of agency to well-being (Moore, 2016; Schwarz et al., 2018), there exists a dearth of research on the possible relationships held with other constructs.

Affective commitment is well established in the literature, with clear links to positive individual and organizational outcomes (Gun et al., 2021; Kmieciak, 2022). Often operationalized as a desire to remain with an organization, affective commitment interacts with environmental factors (e.g., leadership, support, human resource practices) to influence interpersonal behaviors, individual effort, and retention outcomes (Ennis et al., 2018; Gardner et al., 2011; Yogalakshmi & Suganthi, 2018). The dynamism of affective commitment, in terms of its individuality and contingent nature, makes it an interesting construct to study with agency. Given that affective commitment holds more direct relationships with individual performance and appraisals of the organization (vs. their duties toward or needs to remain; Klein & Park, 2020), affective commitment remained the best facet of the three that comprise the commitment construct to use in this study.

Needs-supply fit is a facet of the global fit construct that holds the most direct relationship with retention outcomes (Cao & Hamori, 2020). Often operationalized as the

perceived match between individual needs and environmental supplies, the literature identified significant relationships with individual effort, performance, satisfaction, and retention (Abdelmoteleb, 2020; Gerdenitsch et al., 2018; Van Beurden et al., 2022; Wang, 2022). Interestingly, the balance between need and supply match held a curvilinear relationship between positive outcomes and either too much or too little supply (Cao & Hamori, 2020). The established relationships between needs-supply fit, career satisfaction, and turnover intentions made this construct imminently relevant for this study.

Career satisfaction is a facet of the global satisfaction construct that individuals experience when they appraise expected versus obtained outcomes from their working efforts (Boamah et al., 2022). Operationalized as an individual's satisfaction with their overall career (e.g., spanning the entirety of all the jobs they have held), the literature noted significant relationships with increased commitment and performance, as well as decreased turnover (Bhaskar & Mishra, 2019; Vem et al., 2019; Verbruggen & Van Emmerik, 2020). Given that, in the literature, career satisfaction correlated with other constructs used in this study, the data analysis should exhibit interaction effects.

Turnover intentions represent the cognition to leave a job (Gun et al., 2021). Cognitions related to leaving a job correlate with negative perceptions and behaviors, such as decreased performance and citizenship behaviors, and increased deviance (Verbruggen and Van Emmerik, 2020). Notably, turnover behavior (i.e., the realization of the intention cognition) holds a curvilinear relationship with organizational performance. Specifically, too much or too little turnover negatively affects performance (De Winne et al., 2019). Given these direct links between performance, turnover intentions, turnover

behavior, and the Army's retention woes, the turnover intentions construct is the ultimate interest for the interactions between agency and the other constructs.

Finally, the levels-of-explanation approach adds value through the integration of a Biblical perspective to the otherwise secular practice of academic inquiry. Specifically, the workplace spirituality construct comprises three dimensions that secular researchers may find a worthy integration: a sense of transcendent meaning, the state of interpersonal relationships, and espoused values in the organization (Singh & Singh, 2022). For instance, transcendent meaning may help soldiers look past service-connected hardship and remain with the Army when other employment opportunities are within reach. Likewise, positive interpersonal relationships and the alignment with organizational values both serve as a bastion of resiliency in times of friction (Charbonneau & Wood, 2018; Singh & Singh, 2022). Thus, the Biblical approach to this study should remain both in alignment with God's Will and the secular-dominated academy.

Next, the methodological approach for this study was quantitative, cross-sectional, and survey-based and is detailed in Chapter 3. Cross-sectional surveys present viable means by which to collect data for dissertations, given their relatively short timeline for completion. The study population comprised active duty servicemembers from the United States Army. Two organizations performed Institutional Review Board functions for this study, one from the Army and the other from Liberty University. The Army implemented additional controls related to survey administration and command sponsorship. All construct measures were validated in prior research. Notably, the measures for affective commitment, needs-supply fit, and career satisfaction were all single-item and meant to reduce issues with survey fatigue.

CHAPTER 3: RESEARCH METHOD

Overview

Four main research questions and four associated hypotheses framed this quantitative, cross-sectional study focused on mid-career Army soldiers. The research questions aligned with gaps in the literature, as discussed in Chapter 2, and (a) explored the relationship that agency holds with affective commitment, needs-supply fit, career satisfaction, and turnover intentions; and (b) determined whether agency mediates the other constructs. The quantitative and cross-sectional design of this study helped to ensure timely completion (Jackson, 2016), which is an important factor for all research studies, but especially so for studies that support dissertations. The target population for this study was mid-career Army soldiers. This target population should provide generalizability across the American military services.

The statistical analyses determined whether the hypotheses present anything of value to the extant literature. For that purpose, a short, 25-question survey supported correlation and mediation analyses. Agency used two facets of six items with a matched-choice interval-type question validated by Oeldorf-Hirsch and Sundar (2015). Affective commitment, needs-supply fit, and career satisfaction used one-item interval-type questions validated by Matthews et al. (2022). Turnover intentions used a two-item measure (i.e., one interval and one nomological) developed by Cho and Lewis (2012). The quantitative analyses were a Spearman correlation and a Sobel mediation analysis. The findings from the correlation and mediation analyses began to close the gap of understanding for the relationship between agency and turnover intentions, as well as how agency interacts with affective commitment, needs-supply fit, and career

satisfaction.

Research Questions and Hypotheses

Research Questions

Research Question 1: To what extent does Agency influence turnover intentions among mid-career soldiers in the U.S. Army?

Research Question 2: Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between affective commitment and turnover intentions?

Research Question 3: Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between needs-supply fit and turnover intentions?

Research Question 4: Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between career satisfaction and turnover intentions?

Hypotheses

Hypothesis 1: Agency significantly influenced turnover intentions among mid-career soldiers in the U.S. Army.

Hypothesis 2: Agency significantly mediates the relationship between affective commitment and turnover intentions among mid-career soldiers in the U.S. Army.

Hypothesis 3: Agency significantly mediates the relationship between needs-supply fit and turnover intentions among mid-career soldiers in the U.S. Army.

Hypothesis 4: Agency significantly mediates the relationship between career satisfaction and turnover intentions among mid-career soldiers in the U.S. Army.

Research Design

The research design of this study was quantitative and cross-sectional. The quantitative approach leveraged statistical analysis of responses to operationalized

variables (Martin & Bridgmon, 2012). The cross-sectional approach was an efficient method of collecting and analyzing data, as it comprised a one-time snapshot of the investigated variables (Jackson, 2016). Given that this study underpins a doctoral dissertation, a cross-sectional study was a prudent choice. Furthermore, this design was appropriate to establish a broader conceptual base from which future researchers can build upon with focused, experimental studies.

Participants

The target population ($N = 140,731$) for this study was mid-career soldiers in the United States Army. Mid-career operationalization included soldiers who are beyond their initial service obligation, yet not past 12 years of tenure. For officers, the target population comprised captains and majors (i.e., the third and fourth officer ranks, $n = 44,192$). For enlisted soldiers, the target population comprised staff sergeants and sergeants first class (i.e., the sixth and seventh enlisted ranks, $n = 96,539$). To minimize confounds, each participant satisfied screening criteria that included immediate turnover (i.e., being within 30 days of a planned separation from the service). Identification of and contact with the target population occurred under the oversight of the Army.

To determine minimum acceptable populations, it was useful to conduct a power analysis. An a priori power analysis enabled control of Type II, or beta, errors (i.e., failing to reject a false null hypothesis; Martin & Bridgmon, 2012). Using average effect sizes (ES) from the literature (i.e., affective commitment: ES = .26, Albrecht & Marty, 2020; needs-supply fit: ES = .02, Vandavasi et al., 2021; career satisfaction: ES = .24, Boamah et al., 2022), an alpha level of .05 to control for Type I errors (i.e., rejecting a true null hypothesis), and a desired beta error level, the a priori power analysis enabled

the determination of the necessary population size (Martin & Bridgmon, 2012). A power analysis demonstrated that the minimum acceptable population for this study was 85 participants from each group of officers and noncommissioned officers, with an alpha of .05 and a beta of .80. As Martin and Bridgmon (2012) noted, an alpha of .05 and a beta of .80 are suitable for exploratory studies in the social sciences. For this study, a response rate of less than 1% of the target population would have provided the necessary power to mitigate Type I and II errors sufficiently.

Study Procedures

Human subjects testing requires oversight from the organization sponsoring the research and sometimes includes another layer of oversight at the organization facilitating the research (Creswell & Poth, 2018; Jackson, 2016). Such oversight involves a focus on ethical guidelines and federal code to ensure the protection of humans subject to research inquiries in a uniform manner across the country (Institutional Review Boards, 2019; Jackson, 2016; Protection of Human Subjects, 2018). These oversight bodies commonly take the name of institutional review boards (IRB; Jackson, 2016). Two IRBs were required to approve this study: the first at Liberty University (i.e., the organization sponsoring the research) and the second at the Army Human Research Protection Office (i.e., the organization facilitating the research).

In addition to performing an IRB function, the Army Human Research Protection Office assisted with obtaining a command sponsorship (i.e., an Army command authorizing contact with the target population) and a survey control number from the Information Management Control Office (IMCO). The Army Talent Management Task Force (ATMTF) served as the command sponsor because the goals of this study aligned

with their organizational objectives (e.g., retention). The ATMTF provided critical

support in obtaining the contact information for the target population. The IMCO

reviewed the survey for regulatory propriety and issued a survey control number, as the

final approval to contact the target population. The ATMTF permitted the use of Army

resources to support the study, so the principal researcher used an Army email account to

send links to a randomized sample ($n = 20,000$) of the target population. The recruitment

email included a copy of the Liberty University consent document, the IMCO survey

control number, and a link to the survey. When prospective participants clicked on the

survey link, they automatically navigated to the survey administration site. Using Liberty

University's Qualtrics survey platform, which was approved by the Army, data capture

occurred automatically as participants completed the survey online. Once the survey

window closed, the principal researcher downloaded the data from the survey

administration site and cleaned it, to include final inclusion screening. The result of this

participant recruitment and data collection process was a complete raw dataset for all five

investigated constructs.

Raw data was input into IBM SPSS 25 and Microsoft Excel version 2210 for data

diagnostics. In accordance with the guidelines set forth by Martin and Bridgmon (2012),

data diagnostics consisted of detecting erroneous data entries, identifying and mitigating

missing data and outliers, and screening for normality and homogeneity of variance.

Cleaned data was cross-verified between SPSS and Excel to ensure completeness and

accuracy. Then, demographic statistical analysis occurred for the dataset, again in both

SPSS and Excel to assure accuracy. Next, statistical analyses (see the Data Analysis

section of this chapter for a detailed review) occurred using SPSS 25.

Instrumentation and Measurement

Data collection occurred via a two-part survey. The first part consisted of an eight-question demographics section. The second part consisted of a 17-question section focused on the five variables in this study (i.e., agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions). Agency and turnover intentions used validated multi-item measures. Affective commitment, needs-supply fit, and career satisfaction used validated single-item measures. While single-item measures present concern for validity, they also mitigate survey fatigue (Matthews et al., 2022). In a validation study for single-item measures, Matthews et al. (2022) presented 75 constructs with extensive validity (i.e., high content and test-retest reliability with no usability concerns) or very good reliability (i.e., moderate or higher content and test-retest reliability with no usability concerns; Matthews et al., 2022, p. 665). Using a confirmatory factor analysis (CFA) test, one variable using the one-item measure (i.e., affective commitment, CFA = .72) retained excellent construct validity, and two variables (needs-supply fit, CFA = .62; career satisfaction, CFA = .62) retained good construct validity when compared against multi-item measures (Matthews et al., 2022). Using an inter-class correlation (ICC) test, two one-item measures (i.e., affective commitment, ICC = .78; career satisfaction, ICC = .84) demonstrated excellent reliability and one one-item measure (i.e., needs-supply fit, ICC = .63) demonstrated good reliability (Matthews et al., 2022). The approach using single-item measures was meant to reduce measurement problems associated with fatigue and redundancy, was appropriate with the narrow operationalizations of the constructs, and, most importantly, was valid for this study. Next, a short description of the measures follows. Appendix C contains a copy of the

survey.

Agency

Agency was the predictor variable for this study and was measured as an interval variable. A two-item Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree) provided interval data for analysis. Each respondent was primed with "Relating to my military job assignments …" and "Relating to my military professional development …" and responded to "I have a distinct voice", "I can exercise my free will", "I have control over my own voice", "I have the ability to assert myself", "I have control over my actions", and "I have control over the information I find". This scale was validated in a previous study by Oeldorf-Hirsch and Sundar (2015). The other variables of interest, excluding turnover intentions, consisted of single-item measures.

Affective Commitment

The construct of affective commitment was measured as a quantitative, interval variable. A one-item Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree) provided interval data for analysis. Each respondent was primed with "Thinking about the past" and responded to "I felt emotionally attached to my organization" using one of the numerically aligned choices (Matthews et al., 2022).

Needs-supply Fit

The construct of needs-supply fit was measured as a quantitative, interval variable. A one-item Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree) provided interval data for analysis. Each respondent was primed with "Thinking about the past" and responded to "I felt like the things that I needed from my job were fulfilled by what my job offered me, financially, socially, and/or psychologically" using

one of the numerically aligned choices (Matthews et al., 2022).

Career Satisfaction

The construct of career satisfaction was measured as a quantitative, interval variable. A one-item Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree) provided interval data for analysis. Each respondent was primed with "Please answer the following" and responded to "I am satisfied with my career" using one of the numerically aligned choices (Matthews et al., 2022).

Turnover Intentions

The outcome variable was turnover intentions and was measured as both an interval and a categorical variable. Cho and Lewis (2012) provided a two-item measure for turnover intentions, wherein they assessed turnover intentions within a 12-month period and the associated reason for turnover intentions. Cho and Lewis (2012) used Likert-type (i.e., scale) and choice-match (i.e., categorical) responses, respectively. The prompting items for turnover intentions were "How likely is it that you will leave your agency in the next 12 months?", and "If you leave your present job, would you be" (Cho & Lewis, 2012). The response options for the first item were the same as the other Likert-type responses. The response options for the second item were "retiring from federal service, resigning from federal service, moving to another job within the federal service, not sure" (Cho & Lewis, 2012). Adding to the validity of the turnover intentions measure for this study, Cho and Lewis (2012) conducted their study using a sample population from the U.S. federal government.

Extraneous Variables

Organizational tenure was a potential confounding variable for this study. Thus,

controlling for tenure during data analysis helped to ensure that the results were valid in the context of their intended explanatory purpose (Martin & Bridgmon, 2012). Organizational tenure was operationalized as the length of time a person has spent employed with a given organization (Hu et al., 2019). Data collection for organizational tenure occurred via the demographics phase of the survey.

Operationalization of Variables

Agency – Operationalized in two facets; as whether the individual perceived the ability to influence either (a) job assignments or (b) career development.

Affective Commitment – Operationalized as the perceived emotional attachment to the organization.

Needs-supply Fit – Operationalized as the perceived fulfillment of financial, social, and psychological needs.

Career Satisfaction – Operationalized as whether the individual perceived satisfaction with their career.

Turnover Intentions – Operationalized as whether the individual planned to leave their current employment.

Data Analysis

A correlative statistical analysis and mediation analyses enabled conclusions for how agency affected the other variables. Specifically, a Spearman correlation demonstrated how agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions related to one another. Mediation analysis was a suitable quantitative method for this study because multiple predictor variables held interactions with one another and the outcome variable (Jackson, 2016). Using the average

quantitative score from the responses to the two agency items, the mediation analyses demonstrated the effects agency held upon turnover intentions.

Delimitations, Assumptions, and Limitations

This study was situated in the context of a United States Army mid-career cohort. The delimitation of this population served to structure the scope of the study to the experience and expertise of the principal investigator. Further, this study informed Army personnel retention practices during a time of significant challenge. Specifically, between 2014 and 2018, the Army experienced a turnover rate of ~18.5% (Asch, 2019, p. 4), which was more than four times the national average of 3.95% (Krause, 2022). This high turnover rate compounds staffing shortfalls and recruiting challenges (Kube & Boigon, 2022; Pollard et al., 2022), which placed increased emphasis on finding a solution.

The delimitation of the mid-career cohort was important to focus organizational practices. For instance, mid-career soldiers in the military service face trade-off decisions between advancing through a regimented and tiered rank system or transitioning to civilian industry and maximizing longer-term outcomes associated with skill exploitation. Given that mid-career military soldiers receive extensive training and education and have the opportunity to gain experiences through varied leadership, program management, and organizational integration work assignments, they self-present as valuable human capital to civilian employers. Especially in the case of noncommissioned officers, raises in remuneration are both relevant and enticing as military pay structures do not align with civilian industry pay rates for commensurate education, experience, and responsibility (Defense Finance and Accounting Service, 2020a, 2020b, 2020c; Defense Travel

Management Office, 2020; Bureau of Labor Statistics, 2020).

The non-experimental design of this study was a limitation. With no predictor variable manipulation, there could be no causal determination. This left a gap in the literature that future researchers could fill by measuring agency in a naturalistic observation (Jackson, 2016). Future research investigations into agency should include scales whereby respondents self-select into specified categories.

The generalizability of the findings was limited to the scope of this investigation – to the United States Army mid-career cohort. Generalizability associated with this study should reasonably extend to other American military services (i.e., Air Force, Marines, Navy, Space Force, and Coast Guard), given their similarities in structure and personnel management practices. Cautious generalizations should extend to other American federal organizations. Finally, researchers should conduct replication studies before attempting to generalize these findings across other populations from non-federal organizations or foreign countries.

Summary

The intent of this study was to demonstrate the effect that agency held on turnover intentions and whether agency mediated other variables. Situated in the context of mid-career Army soldiers, the findings from this study presented valuable information to practitioners who currently face recruiting and retention problems. Generalizability should extend to other American military services and thus be useful to those practitioners as well. While the non-experimental design cannot conclude causality, the findings should give future researchers a solid foundation to build upon.

Chapter 4 presents the results of this study. Included are a descriptive analysis of

the population, exploratory analyses of the variables, a correlative analysis of the

relationships held between the variables, and mediation analyses between the variables.

Included are tables and figures for visual representation of the data that facilitate efficient

comparisons between data points. Chapter 4 will conclude with a description of the

inferred significance of the results presented.

CHAPTER 4: RESULTS

Overview

The purpose of this quantitative study was to determine the relationships among the agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions variables, in a cross-sectional analysis of mid-career Army officers and noncommissioned officers. Data were collected in coordination with the Liberty University Institutional Review Board (LU IRB), the Army Human Research Protections Office (AHRPO), the Information Management Control Office (IMCO), and the Army Talent Management Task Force (ATMTF). The LU IRB ensured appropriate protections and procedures for human subjects research were in place and certified the data collection plan. The AHRPO maintained oversight of and issued certification for the human research effort conducted with an Army population. The IMCO maintained oversight of and issued certification for the survey that was distributed to an Army population. The ATMTF was the institutional sponsor with an interest in the survey results. Adhering to Army regulations, the ATMTF also required public affairs and legal reviews of the manuscript before publishing.

The data analysis process produced significant relationships between the variables, correlative relationships, and support for three of the four hypotheses. Correlations between the agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions variables were all significant. A Spearman correlation produced a significant relationship between agency and turnover intentions, finding support for the first hypothesis. A mediation analysis produced a significant mediative effect for agency on the relationship between affective commitment and

turnover intentions, finding support for the second hypothesis. A second mediation analysis produced a significant mediative effect on the relationship between needs-supply fit and turnover intentions, finding support for the third hypothesis. A third mediation analysis failed to produce a significant mediative effect on the relationship between career satisfaction and turnover intentions, failing to find support for the fourth hypothesis.

Data Collection

Data collection procedures leveraged Army enterprise email, Liberty University software services, an IBM SPSS subscription, and a Microsoft Office subscription. The ATMTF provided a list containing the email addresses of all staff sergeants, sergeants first class, captains, and majors in active service ($N = 140,731$). This list was stored as an Excel file with only the email address and the rank of each individual. The list was split by officer ($n_{officer} = 44,192$) and noncommissioned officer ($n_{noncommissioned\ officer} = 96,539$) rank categories. Each individual was assigned a random number via the random number function in Excel and then filtered in ascending order. From that point, the first 10,000 respondents in each rank category were selected to receive the recruitment email. This procedure ensured a random sampling of the population.

The recruitment email, shown in Appendix B, contained a short description of the survey, screening criteria, the IMCO survey control number, an attached consent form, and an embedded link to the survey. There were 1,010 delivery failure messages, 509 out-of-office replies, and 56 direct communications to indicate an individual ineligibility. A total of 532 individual respondents (2.66%) occurred via a Liberty University-provided and IMCO-approved online collection software service.

Data Cleaning and Screening

Of the 532 responses, 327 (61.47%) were acceptable for use after cleaning and screening. First, data cleaning involved checking the screening criteria which resulted in the removal of 180 responses. Then, data cleaning involved removing 16 incomplete responses. Next, data screening leveraged normality, outlier, and multicollinearity analyses. A Shapiro-Wilk test of normality revealed that the data were not normally distributed. A subsequent histogram analysis revealed negative skew and leptokurtic characteristics. A univariate outlier analysis revealed no univariate outliers. A multivariate outlier analysis revealed nine multivariate outliers (i.e., Critical Chi-Square Value greater than 15.086), all of which were removed from the data. A multicollinearity analysis revealed that the tolerance and variance inflation factors exhibited no severe redundancy among the tested variables.

Research Questions

The research questions explored the relationships between agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions. To guide the data analysis, the research questions were framed as follows:

Research Question 1: To what extent does Agency influence turnover intentions among mid-career soldiers in the U.S. Army?

Research Question 2: Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between affective commitment and turnover intentions?

Research Question 3: Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between needs-supply fit and turnover intentions?

Research Question 4: Among mid-career soldiers in the U.S. Army, does agency

mediate the relationship between career satisfaction and turnover intentions?

Descriptive Results

There were a total of 327 valid responses, comprised of 22.6% staff sergeants, 8.6% sergeants first class, 47.1% captains, and 21.7% majors. Of these respondents, 78% were male, 20.8% were female, and 1.2% preferred not to make a selection. For education, 94.5% of the respondents indicated either having conferred or pending some type of degree. Specifically: 4.6% indicated having a conferred associate's degree, with 6.4% pending one; 28.1% indicated having a conferred bachelor's degree, with 5.5% pending one; 24.8% indicated having a conferred master's degree, with 9.8% pending one; and 13.5% indicated having a conferred doctorate degree, with 1.8% pending one. Respondents who identified as White were 69.4% of the study population, while 13.1% identified as Hispanic or Latina/o/e/x, 5.2% identified as Black, and 3.7% identified as Asian. All respondents were over 18 years of age, with 26.3% being between 25-29, 45% being between 30-34, 22% being between 35-39, 5.8% being between 40-45, and .9% being over 45. See Table 1 for a depiction of the descriptive statistics.

Table 1

Descriptive Statistics: Sample Population

		n	M
Gender	Male	255	77.98%
	Female	68	20.80%
	Other	4	1.22%
Ethnicity	Asian	12	3.67%
	Black	17	5.20%
	Hispanic/Latin*	43	13.15%
	White	227	69.42%

	Other	28	8.56%
Age	25-29	86	26.30%
	30-34	147	44.95%
	35-39	72	22.02%
	40-45	19	5.81%
	Other	3	0.92%
Education	Bachelor's	92	28.10%
	Master's	81	24.80%
	Doctorate	44	13.50%
	Other	110	33.60%
Pay Grade	Staff Sergeant	74	22.63%
	Sergeant First Class	28	8.56%
	Captain	154	47.09%
	Major	71	21.71%

Note. N = 327

All tested means were generally positively centered on the scale except needs-supply fit, which was generally negatively centered on the scale. Turnover intentions had a mean of 3.54 with a standard deviation of 1.683. Agency had a mean of 3.44 with a standard deviation of .87. Affective commitment had a mean of 3.30 with a standard deviation of 1.328. Needs-supply fit had a mean of 2.97 with a standard deviation of 1.245. Career satisfaction had a mean of 3.22 with a standard deviation of 1.297. The literature displayed higher means and lower standard deviations for turnover intentions ($M = .14$, $SD = .35$; Cho & Lewis, 2012), affective commitment ($M = 4.41$, $SD = .87$; Matthews et al., 2022), needs-supply fit ($M = 4.05$, $SD = .89$; Matthews et al., 2022), and career satisfaction ($M = 4.24$, $SD = .72$; Matthews et al., 2022). There were no available means in the literature to contrast with agency as a workplace psychological construct.

Exploratory Analyses

The exploratory analysis of the demographics revealed trends among the turnover intention means of rank, time in service, and marital status. Specifically, staff sergeants ($M = 3.34$) and captains ($M = 3.40$) had higher turnover intentions than sergeants first class ($M = 3.64$) and majors ($M = 3.99$), suggesting that those who make it to the higher ranks have less intent to leave the service. Interestingly, turnover intentions trended downward with increased time in service, except at the 10-year mark ($M = 3.05$) where turnover intentions were highest. Those respondents who were single ($M = 3.16$) or married ($M = 3.73$) had the lowest turnover intentions, whereas those who were divorced ($M = 3.05$) or remarried ($M = 2.82$) had the highest turnover intentions.

The exploratory analysis of the variables revealed that respondents who indicated higher levels of affective commitment, needs-supply fit, and career satisfaction also indicated lower levels of turnover intentions. For instance, those who indicated that they were very likely to leave their organization had a lower mean score of affective commitment ($M = 2.89$) than those who indicated that they were very unlikely to leave their organization ($M = 3.78$). Likewise, those who indicated that they were very likely to leave their organization had a lower mean score of needs-supply fit ($M = 2.82$) than those who indicated that they were very unlikely to leave their organization ($M = 4.50$). Keeping the trend, those who indicated that they were very likely to leave their organization had a lower mean score of career satisfaction ($M = 2.53$) than those who indicated that they were very unlikely to leave their organization ($M = 4.50$).

Study Findings

All data were collected using Likert-type instruments. For turnover intentions, the two-measure scale developed by Cho and Lewis (2012) was used. For agency, the six-

measure scale developed by Oeldorf-Hirsch and Sundar (2015) was used. For this

analysis, the assignment agency and development agency scores were combined and

divided by two to compute a total measure of agency, following the procedure from

Kirkpatrick and Feeney (2016). This technique was meant to gather data on the agency

construct using facets but to analyze agency as a global construct. Both the assignment

and development agency facets were scored as they were validated in the 2015 study by

Oeldorf-Hirsch and Sundar. Future research may further explore contingency models of

how different facets of agency interact with other variables. For affective commitment,

needs-supply fit, and career satisfaction, the one-measure scales developed by Matthews

et al. (2022) were used. A Spearman correlation analysis, an exploratory analysis, and

mediation analyses were performed to investigate the data in relation to the research

questions.

A Spearman correlation revealed significant relationships with low effect sizes

between turnover intentions and all the other variables. Between agency and turnover

intentions, r_s (325) = .269, p < .001 (two-tailed), agency accounted for 7.24% of the

variation in turnover intentions. Between affective commitment and turnover intentions,

r_s (325) = .174, p = .002 (two-tailed), affective commitment accounted for 3.03% of the

variation in turnover intentions. Between needs-supply fit and turnover intentions, r_s

(325) = .297, p < .001 (two-tailed), needs-supply fit accounted for 8.82% of the variation

in turnover intentions. Between career satisfaction and turnover intentions, r_s (325) =

.433, p < .001 (two-tailed), career satisfaction accounted for 18.75% of the variations in

turnover intentions. These results aligned with the extant literature.

A Spearman correlation also revealed significant relationships between agency

and all the other variables. Except for the one moderate effect size observed between agency and career satisfaction, all other effect sizes were low. Between agency and affective commitment, r_s (325) = .472, p < .001 (two-tailed), agency accounted for 22.23% of the variation in affective commitment. Between agency and needs-supply fit, r_s (325) = .569, p < .001 (two-tailed), agency accounted for 32.38% of the variation in needs-supply fit. Between agency and career satisfaction, r_s (325) = .651, p < .001 (two-tailed), agency accounted for 42.38% of the variation in career satisfaction. See Table 2 for a depiction of the Spearman correlations.

Table 2

Spearman Correlation

Scale	*M*	*SD*	Turnover Intentions	Agency	Affective Commitment	Needs-Supply Fit	Career Satisfaction
Turnover Intentions	3.5	1.68	—				
Agency	3.4	0.87	.269***	—			
Affective Commitment	3.3	1.33	.174**	.472***	—		
Needs-Supply Fit	3	1.25	.297***	.569***	.516***	—	
Career Satisfaction	3.2	1.3	.433***	.651***	.555***	.705***	—

Note. A Spearman correlation revealed significant relationships between all the variables. A comparison of means and standard deviations between the literature and study results indicated that mid-career Army professionals indicated (a) lower levels of affective commitment, needs-supply fit, and career satisfaction (Matthews et al., 2022); and (b) higher levels of turnover intentions (Cho & Lewis, 2012).

***Significant at the .001 level; **Significant at the .01 level; *Significant at the .05

level. † = Non-Significant.

Agency and Turnover Intentions

The first research question inquired about the extent that agency influenced

turnover intentions among mid-career soldiers in the U.S. Army. A Spearman correlation

between agency and turnover intentions demonstrated a statistically significant

correlation, r_s (325) = .269, p < .001 (two-tailed), with agency accounting for 7.24% of

the variation in turnover intentions. The results rejected the null hypothesis and found

support for the alternative hypothesis that agency influenced turnover intentions. See

Figure 3 for a depiction of the Spearman correlation.

Figure 3
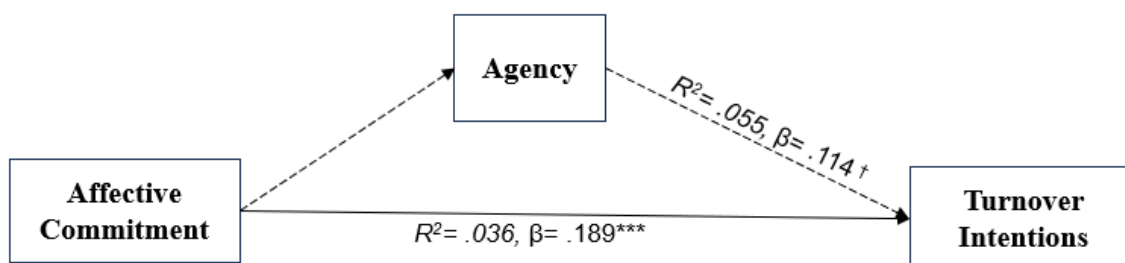
Agency and Turnover Intentions
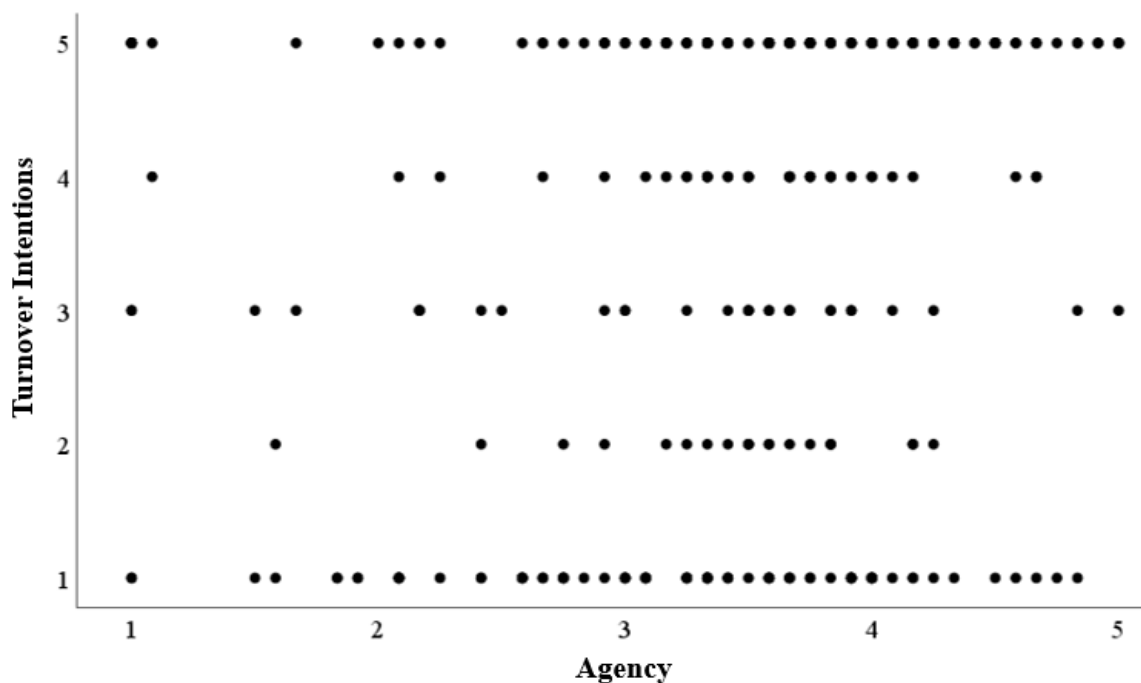
Agency as a Mediator for Affective Commitment and Turnover Intentions

The second research question inquired about the extent that agency mediated the relationship between affective commitment and turnover intentions among mid-career soldiers in the U.S. Army. A mediation analysis using affective commitment as the predictor variable, agency as the mediator, and turnover intentions as the outcome variable revealed a statistically significant model ($R^2 = .055$, $p < .001$), rejecting the null hypothesis. The model demonstrated that agency fully mediated the relationship between affective commitment and turnover intentions, $\Delta R^2 = .019$, $\Delta \beta = -.075$, $p = .067$. See Figure 4 for a depiction of the mediation analysis of affective commitment, agency, and turnover intentions.

Figure 4

Mediation Analysis for Affective Commitment, Agency, and Turnover Intentions

Note. Agency had a 1.9% full mediation effect on the relationship between affective commitment and turnover intentions.

***Significant at the .001 level; **Significant at the .01 level; *Significant at the .05 level. † = Non-Significant.
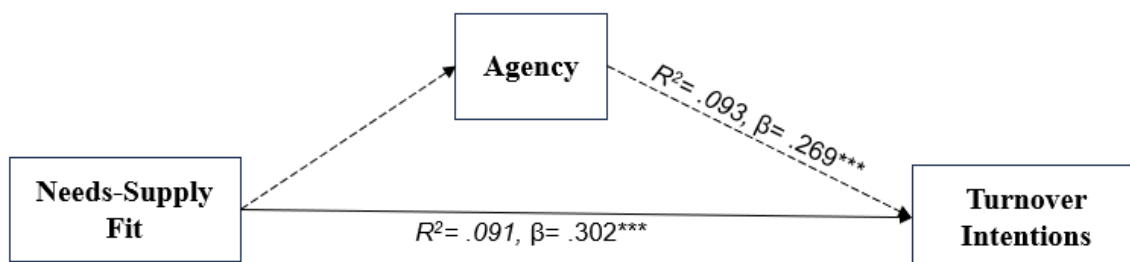
Agency as a Mediator for Needs-Supply Fit and Turnover Intentions

The third research question inquired about the extent that agency mediated the relationship between needs-supply fit and turnover intentions among mid-career soldiers

in the U.S. Army. A mediation analysis using needs-supply fit as the predictor variable, agency as the mediator, and turnover intentions as the outcome variable revealed a statistically significant model (R^2 = .093, p < .001), rejecting the null hypothesis. The model demonstrated that agency partially mediated the relationship between needs-supply fit and turnover intentions, ΔR^2 = .002, $\Delta\beta$ = -.033, p < .001. See Figure 5 for a depiction of the mediation analysis of needs-supply fit, agency, and turnover intentions.

Figure 5

Mediation Analysis for Needs-Supply Fit, Agency, and Turnover Intentions

Note. Agency had a 0.2% partial mediation effect on the relationship between needs-supply fit and turnover intentions.

***Significant at the .001 level; **Significant at the .01 level; *Significant at the .05 level. † = Non-Significant.

Agency as a Mediator for Career Satisfaction and Turnover Intentions

The fourth research question inquired about the extent that agency mediated the relationship between career satisfaction and turnover intentions among mid-career soldiers in the U.S. Army. A mediation analysis using career satisfaction as the predictor variable, agency as the mediator, and turnover intentions as the outcome variable revealed a statistically significant model (R^2 = .196, p < .001), rejecting the null

hypothesis. However, this model demonstrated that agency had no mediation effect on the relationship between career satisfaction and turnover intentions, $\Delta R^2 = .008$, $\Delta \beta = .077$, $p < .001$. See Figure 6 for a depiction of the mediation analysis of career satisfaction, agency, and turnover intentions.

Figure 6

Mediation Analysis for Career Satisfaction, Agency, and Turnover Intentions
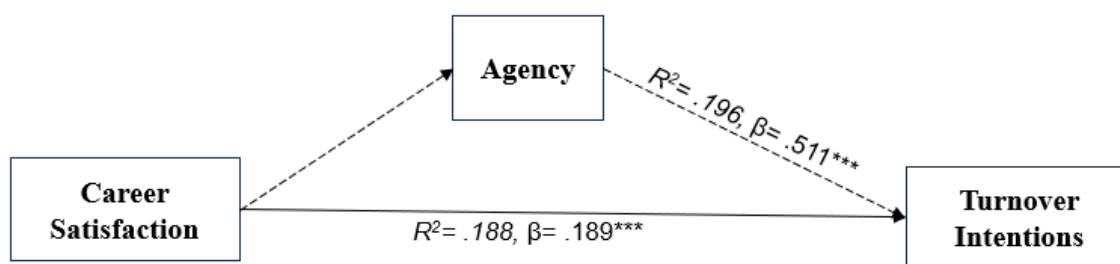
Note. Agency had no mediation effect on the relationship between career satisfaction and turnover intentions.

***Significant at the .001 level; **Significant at the .01 level; *Significant at the .05 level. [†] = Non-Significant.

Post-Hoc Analysis: Career Satisfaction as a Mediator for Agency and Turnover Intentions

The lack of mediative effect that agency held on the relationship between career satisfaction and turnover intentions prompted a post-hoc analysis. The post-hoc analysis considered the mediative effect of career satisfaction on the relationship between agency and turnover intentions. Interestingly, the mediation analysis produced a significant effect. Specifically, career satisfaction fully mediated the relationship between agency and turnover intentions, $\Delta R^2 = .151$, $\Delta \beta = -.332$, $p = .068$. See Figure 7 for a depiction of the mediation analysis of agency, career satisfaction, and turnover intentions.

Figure 7

Mediation Analysis for Agency, Career Satisfaction, and Turnover Intentions

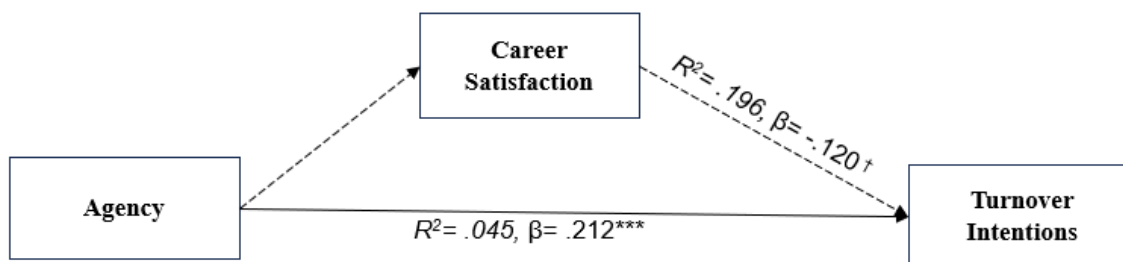*Note.* Career Satisfaction had a 15.1% full mediation effect on the relationship between agency and turnover intentions.

***Significant at the .001 level; **Significant at the .01 level; *Significant at the .05 level. † = Non-Significant.

Summary

The analyses in this study demonstrated significant correlative effects and mediations among the agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions variables for mid-career Army officers and noncommissioned officers. The correlation analyses revealed that mid-career Army officers and noncommissioned officers demonstrated lower turnover intentions when they had higher levels of agency, affective commitment, needs-supply fit, and career satisfaction. A Spearman correlation analysis found support for the first hypothesis, demonstrating a significant relationship between agency and turnover intentions. The mediation analyses demonstrated that agency mediated the relationships affective commitment and needs-supply fit held with turnover intentions, finding support for the second and third hypotheses. However, agency held no mediation effect on the relationship between career satisfaction and turnover intentions, failing to find support for

the fourth hypothesis.

A post-hoc analysis revealed that career satisfaction demonstrated the strongest relationship and held higher mediation levels with turnover intentions than any other variable. Contrary to the anticipated result, career satisfaction fully mediated the relationship between agency and turnover intentions. These results indicated that the theoretical model should exclude career satisfaction as a variable mediated by agency in its relationship with turnover intentions. Thus, the results found support for the first, second, and third alternative hypotheses, and failed to reject the fourth null hypothesis.

Chapter 5 includes a discussion of the results, additional context, and presents future research opportunities. A revised nomological model accounts for the first three supported hypotheses and the fourth unsupported hypothesis. A review of the biblical perspective provides faithful and secular readers alike with a transparent means by which to integrate or keep separate biblical perspectives from the findings. Implications for practitioners and researchers cover opportunities for future implementation and exploration, respectively. Finally, recommendations for future research impart a call to action for the further development of agency as an important workplace psychological construct.

CHAPTER 5: DISCUSSION

Overview

The aim of this quantitative study was to identify the relationship between agency and turnover intentions. Given contemporary challenges for military retention and recruitment, the chosen study population was mid-career professionals in the United States Army. A link to an online survey was sent to prospective participants using their official organizational email accounts. With an estimated time of 10 minutes to complete, the two-part survey consisted of 25 questions and used five Likert-type scales. The data collection supported correlation and mediation analyses. This study provided insights for agency among the United States Army workforce and implications for theories that describe how agency interacts with other variables.

Given the literature gap of agency as a workplace psychological construct, other variables were included to provide a baseline for the juxtaposition of the tested variables with the study population. Thus, this study analyzed the relationship between agency and turnover intentions as well as whether agency would mediate the relationships affective commitment, needs-supply fit, and career satisfaction held with turnover intentions. Future inquiries into how agency interacts with other variables using controlled experimentation or carefully planned naturalistic observations will develop the understanding of agency as a workplace psychological construct and may even support the advancement of related theory.

Summary of Findings

The purpose of this quantitative study was to determine the relationships among the agency, affective commitment, needs-supply fit, career satisfaction, and turnover

intentions variables, in a cross-sectional analysis of mid-career Army officers and non-commissioned officers. A 25-question survey supported data collection to address the four research questions. The results of this study found support for three of four alternative hypotheses and aligned with extant literature. A post-hoc analysis found support for the inverse of the original fourth hypothesis.

Research Question 1

To what extent does Agency influence turnover intentions among mid-career soldiers in the U.S. Army?

Hypothesis 1

Agency significantly influences turnover intentions among mid-career soldiers in the U.S. Army.

Finding.

The data analysis evidenced that agency influenced 7.24% of the variance in turnover intentions among the sample population.

Research Question 2

Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between affective commitment and turnover intentions?

Hypothesis 2

Agency significantly mediates the relationship between affective commitment and turnover intentions among mid-career soldiers in the U.S. Army.

Finding.

The data analysis evidenced that agency mediated the relationship between affective commitment and turnover intentions among the sample population.

Research Question 3

Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between needs-supply fit and turnover intentions?

Hypothesis 3

Agency significantly mediates the relationship between needs-supply fit and turnover intentions among mid-career soldiers in the U.S. Army.

Finding.

The data analysis evidenced that agency mediated the relationship between needs-supply fit and turnover intentions among the sample population.

Research Question 4

Among mid-career soldiers in the U.S. Army, does agency mediate the relationship between career satisfaction and turnover intentions?

Hypothesis 4

Agency significantly mediates the relationship between career satisfaction and turnover intentions among mid-career soldiers in the U.S. Army.

Finding.

The data analysis evidenced that agency did not mediate the relationship between career satisfaction and turnover intentions among the sample population.

Post-Hoc Analysis

A post-hoc analysis pertained to the extent that career satisfaction mediated the relationship between agency and turnover intentions among mid-career soldiers in the U.S. Army.

Finding

The post-hoc data analysis evidenced that career satisfaction fully mediated the relationship between agency and turnover intentions among the sample population.

The data analysis demonstrated support for the first three alternative hypotheses and failed to reject the fourth null hypothesis. Agency: (a) influenced turnover intentions among mid-career officers and noncommissioned officers, (b) mediated the relationship between affective commitment and turnover intentions, (c) mediated the relationship between needs-supply fit and turnover intentions, and (d) held no mediation effect upon the relationship between career satisfaction and turnover intentions. The analyses produced expected results for agency, except for its interaction with career satisfaction, mostly confirming the theoretical framework. The analyses for the relationships affective commitment, needs-supply fit, and career satisfaction held with turnover intentions all demonstrated expected results, aligning with the extant literature. Career satisfaction demonstrated the strongest relationship with turnover intentions and presented the greatest mediation effects between the other variables and turnover intentions. Therefore, career satisfaction did not fit with the nomological model and was removed (see Figure 8).

Figure 8

Nomological Model (Revised)
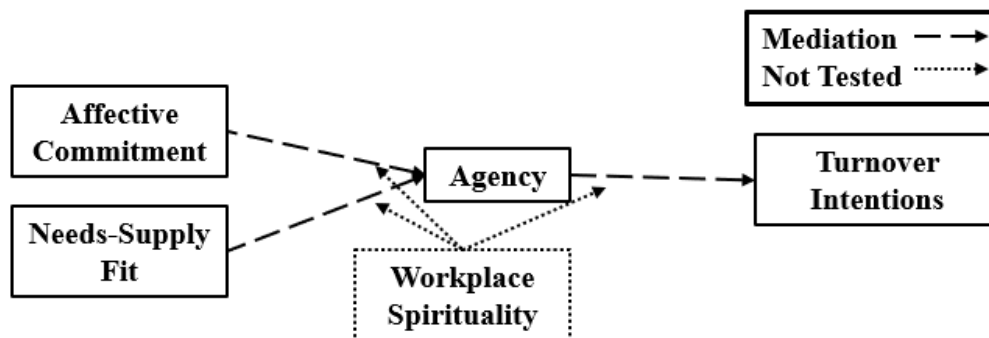
Note. Workplace spirituality is not tested but instead informs the framework with a dimension of transcendence in the work context.

Discussion of Findings

The revised nomological model depicted in Figure 8 demonstrated key additions to the extant literature and remaining gaps in knowledge. While assessing agency can be difficult (see Haggard, 2017), this study clearly demonstrated that a sense of agency can be determined among a mid-career military workforce and the effects of the sense of agency can be identified in the context of other workplace psychological constructs. In this study, 327 Army personnel indicated that an increase in a sense of agency decreased an intent to leave the organization. Further, the responding population indicated that higher levels of agency also correlated with higher levels of affective commitment, needs-supply fit, and career satisfaction. This study also demonstrated that agency could act as a mediator in the relationships between other workplace psychological constructs and turnover intentions. Additionally, the data presented that single or married mid-career soldiers in the U.S. Army held lower turnover intentions than those who were divorced or remarried. Finally, this study demonstrated an unexpected finding that career satisfaction held the largest effects on turnover intentions and mediated the relationship between agency and turnover intentions.

Agency

There is a dearth of quantitative studies on agency as a workplace psychological construct in the extant literature, so there is no data by which to compare the results of this study. However, this study made explicit theoretical and practical assumptions to assist future research efforts. In this study, the sample population demonstrated that agency held significant correlative and mediative effects with other important workplace psychological constructs. While agency is epistemologically private (Engbert et al., 2008), this study demonstrated that patterns of agency may emerge across workgroups. This study surveyed a workforce with diverse social, economic, and geographic characteristics, yet the effects agency held were significant across the population. Given that collective agency is linked to organizational performance (Zhao et al., 2022), the results of this study provide a clear clarion call to leaders seeking to maintain or improve organizational performance.

Affective Commitment

The sample population demonstrated similar results for correlative effects of affective commitment with other variables as those found in the extant literature (Albrecht & Marty, 2020; Charbonneau & Wood, 2018; Yogalakshmi & Suganth, 2018). When modeled with agency in a mediating position, the sample population demonstrated that agency mediated the relationship affective commitment held with turnover intentions. Thus, this study provides an alternative view of affective commitment as other researchers have demonstrated the mediative effects affective commitment holds upon other constructs (Jang & Kandampully, 2018; Kmieciak, 2022; Manas-Rodríguez et al., 2020).

Needs-Supply Fit

The sample population demonstrated similar results for correlative effects of needs-supply fit with other variables as those found in the extant literature (Klaic et al., 2018; Van Beurden et al., 2022; Vogel et al., 2020). When modeled with agency in a mediating position, the sample population demonstrated that agency mediated the relationship needs-supply fit held with turnover intentions. These results provide some assurance that the methodology and data analysis techniques used in this study were reliable.

Career Satisfaction

The sample population demonstrated similar results for correlative effects of career satisfaction with other variables as those found in the extant literature (Boamah et al., 2022; Nae & Choi, 2021; Singh, 2022; Verbruggen & Van Emmerik, 2020). When modeled with agency in a mediating position, the sample population demonstrated that agency held no mediative effect on the relationship between career satisfaction and turnover intentions. Conversely, when modeled with career satisfaction in a mediating position, the sample population demonstrated that career satisfaction mediated the relationship agency held with turnover intentions. These results provide a perspective that career satisfaction may hold a higher position upon turnover intentions than the other variables.

Turnover Intentions

The sample population demonstrated similar results for correlative effects of turnover intentions with other variables as those found in the extant literature (Boamah et al., 2022; Ennis et al., 2018; Vandavasi et al., 2021). These results add to the extant

literature similar results for the turnover intentions construct in a situated context of active-duty, mid-career soldiers in the U.S. Army.

Biblical Perspective

From the biblical perspective used in this study, Army leaders can improve the organization and render honor to God without proselytizing. By leveraging new knowledge to transform their minds and enabling others to maximize their inherent talents in service, Army leaders honor scripture while stewarding the secular organization. Because such efforts and results would not require religious integration, they would remain acceptable, providing benefits across the board. Thus, the power of the levels-of-explanation approach in a secular context becomes evident for the faithful who serve secular organizations.

<div align="center">

Implications

</div>

Implications for theory and practice arise from this study. For theory, the results of this study demonstrated that agency may be a global construct with facets. The results of this study demonstrated support for the ability to measure agency both as a global construct and as one with facets. The ability of respondents in this study to score agency facets differently presents a possibility to further develop facets of the construct and use such facets for future research. The data demonstrated reliable, distinguishable effects that indicated discrete boundaries for the assignment agency and development agency measures. The ability to contextualize the agency construct into facets may reduce or eliminate the difficulty in measuring the construct (see Haggard, 2017).

For practitioners, understanding the interaction effects agency has upon affective commitment and needs-supply fit may mean the difference between success or failure of

employee retention efforts. Additionally, practitioners may wish to consider the interaction effects agency has upon other constructs. Because this study demonstrated positive correlations between agency, affective commitment, needs-supply fit, and career satisfaction, it is reasonable to assume that agency also holds correlative relationships with other constructs. Likewise, this study demonstrated that agency mediated the relationships affective commitment and needs-supply fit held with turnover intentions. It is reasonable to consider whether agency mediates relationships with other constructs. Thus, agency may explain lower-than-expected work productivity in environments where organizations support other constructs. Practitioners may also wish to consider the importance of career satisfaction, as this study demonstrated that the construct held the highest correlative and mediative relationships with the other constructs.

For researchers, agency may represent a hidden mediator that acts upon other constructs to produce seemingly inconsistent results. In terms of retention and performance, researchers may have an interest in aligning individual agency with other initiatives (e.g., supporting affective commitment or needs-supply fit) to ensure that those initiatives produce the most effective results. The attainment of such knowledge may help advance theories in the context of work in the knowledge era.

Army practitioners and researchers may wish to develop this research further to mitigate recruiting and retention challenges. Research and practice into how assignment agency affects recruiting and retention might produce results that indicate promising returns on investment for workforce acquisition and retention. However, organizations have many interdependent relationships (Senge, 2006), and adjusting assignment policies will likely require adjusting talent distribution and development policies as well. Further

Army research and practice into how developmental agency affects recruiting and retention might also present promising opportunities. However, similar to the anticipated effects of adjusting assignment policies, the adjustment of developmental policies may create challenges for the classical Army officer and non-commissioned officer development models. Given the current recruiting and retention environment the Army faces, it is clear that change must occur. This study presents a viable opportunity for Army researchers and practitioners to further develop.

Limitations

Identified limitations provided both context associated with student research endeavors and insights for future research projects. The original five limitations were the cross-sectional nature of the data collection, the lack of literature related to agency, common method bias, survey fatigue, and the researcher's perspective. Cross-sectional data is vulnerable to historic effects. There was no mitigation for this limitation. The lack of literature related to agency is partially mitigated by this study and the researcher's intent to publish the results. Common method bias in this study remained unmitigated and related to the cross-sectional data collection and the uniform design of the survey items. Survey fatigue was partially mitigated by a short survey instrument. The researcher's perspective was mitigated by providing a situated perspective. While not common in quantitative research, this researcher believed that providing a situated perspective is a critical component of integrity in the research and reporting processes. Four more limitations arose during the conduct of the study.

First, student research with Army populations should be avoided. Army populations require decentralized coordination between the AHRPO, IMCO, and a

sponsor. Additionally, the Army does not promulgate an official standard for the overarching process. This places student researchers in a nexus of ambiguity wherein no one entity can authorize a study, but any entity can deny the study. While the Army representatives supporting this study were very helpful, several delays accounted for more than six months of non-productivity.

Second, the limitation of using pre-validated scales became evident during the analysis of the turnover intentions variables. Servicemembers are subject to service obligations, meaning that many cannot leave regardless of their preferences. Thus, while 48.9% of respondents identified that they had a high likelihood of remaining in service in the next 12 months, 42.2% of respondents also identified that they would resign from federal service (cf. 6.7% who would retire and 31.8% who would move to another federal job). Two servicemembers even sent a direct email communication to articulate frustration with the turnover intentions scales and highlighted their inability to leave the service within the year even though they desired the option. Thus, a scale specific for service members without the ability to leave the service should be designed and validated.

Third, the study design did not call for an analysis of the differences between officer and noncommissioned officer populations. Given that these groups have different talent management models, it would be interesting to test and compare whether they present different results. Finally, The Army is a secular organization and would not permit inquiries into religious aspects of the study population. Thus, workplace spirituality remained untested even as its explanation aligned with secular preferences.

Recommendations for Future Research

This study presented several future research opportunities. First, the development of agency as a global construct with constituent facets is a potential focal area that may reduce the difficulty of measuring agency in the workplace (Braun et al., 2018; Toiviainen, 2022). Second, confirming the theoretical interactions between agency and other constructs may be a useful means of understanding how and why people react to varying workplace conditions (Bandura, 2006; Engbert et al., 2008). Such knowledge may enhance organizational development and change initiatives. Third, given the large effects observed in this study, understanding what factors influence career satisfaction in the Army context is important. Fourth, understanding why there was a high response rate for servicemembers with over 12 years of service ($n = 189$) should be explored further. Fifth, a study designed to analyze the difference between officers and noncommissioned officers is important because the organizational management models are different for both groups. Further, such an effort will help to inform how large organizations manage the differences in talent management between core and peripheral groups (Piasecki, 2020). Sixth, a future study should examine why married and single soldiers have lower turnover intentions than divorced and re-married soldiers. Finally, a longitudinal study should explore how agency affects servicemembers at early, mid, and late career stages. This is salient to senior Army leaders because the Army cannot acquire senior-level talent, it can only develop the requisite professionalism and expertise from within its ranks.

Summary

Among mid-career Army professionals, agency influenced turnover intentions and mediated the relationships affective commitment and needs-supply fit held with

turnover intentions. In this study, agency's effects on the other variables indicated that researchers and practitioners alike should consider agency for workplace contexts. Future research efforts may be able to establish facets of the agency construct, making the ability to measure and assess the effects the construct holds in different contexts easier and more reliable. This study generalized across the United States Army mid-career cohort, however, the findings may extend to other American military services and federal organizations.

REFERENCES

Abdelmoteleb, S. A. (2020). Work values and employee effort: A needs-supplies fit

perspective. *Revista De Psicología Del Trabajo y De Las Organizaciones, 36*(1),

15-25. https://doi.org/10.5093/jwop2020a2

Afsar, B., Shahjehan, A., & Shah, S. I. (2018). Frontline employees' high-performance

work practices, trust in supervisor, job-embeddedness and turnover intentions in

hospitality industry. *International Journal of Contemporary Hospitality*

Management, 30(3), 1436-1452. https://doi.org/10.1108/IJCHM-11-2016-0633

Alamir, I., Ayoubi, R. M., Massoud, H., & Hallak, L. A. (2019). Transformational

leadership, organizational justice and organizational outcomes: A study from the

higher education sector in Syria. *Leadership & Organization Development*

Journal, 40(7), 749-763. https://doi.org/10.1108/LODJ-01-2019-0033

Albrecht, S. L., & Marty, A. (2020). Personality, self-efficacy and job resources and their

associations with employee engagement, affective commitment and turnover

intentions. *International Journal of Human Resource Management, 31*(5), 657-

681. https://doi.org/10.1080/09585192.2017.1362660

Andersson, O., Huysentruyt, M., Miettinen, T., & Stephan, U. (2017). Person–

organization fit and incentives: A causal test. *Management Science, 63*(1), 73-96.

https://doi.org/10.1287/mnsc.2015.2331

Anlesinya, A., Dartey-Baah, K., & Amponsah-Tawiah, K. (2019). A review of empirical

research on global talent management. *FIIB Business Review, 8*(2), 147-160.

https://doi.org/10.1177/2319714519836306

Asch, B. J. (2019). *Setting military compensation to support recruitment, retention, and*

performance. RAND Corporation.

https://www.rand.org/pubs/research_reports/RR3197.html

Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral

change. *Psychological Review, 84*(2), 191-215. https://doi.org/10.1037/0033-

295X.84.2.191

Bandura, A. (1982). Self-efficacy mechanism in human agency. *The American*

Psychologist, 37(2), 122-147. https://doi.org/10.1037/0003-066X.37.2.122

Bandura, A. (2006). Toward a Psychology of Human Agency. *Perspectives on*

Psychological Science, *1*(2), 164–180. https://doi.org/10.1111/j.1745-

6916.2006.00011.x

Bandura, A. (2018). Toward a psychology of human agency: Pathways and

reflections. *Perspectives on Psychological Science, 13*(2), 130-136.

https://doi.org/10.1177/1745691617699280

Baron, R. M.; Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in

Social Psychological Research : Conceptual, Strategic, and Statistical

Considerations. *Journal of Personality and Social Psychology*. *51*(6), 1173–1182.

doi:10.1037/0022-3514.51.6.1173. PMID 3806354. S2CID 1925599

Barton, J. (2014). Liberal Christianity. *Modern Believing, 55*(4), 362-364.

https://doi.org/10.3828/mb.2014.41

Bayat, A., & Fataar, A. (2020). Exploring agency in marginalised occupations: School

administrative clerks' deployment of "participatory capital" in establishing

practice-based agency. *Perspectives in Education, 38*(1), 255-268.

https://doi.org/10.18820/2519593X/pie.v38i1.18

Bayir, B., & Aylaz, R. (2021). The effect of mindfulness-based education given to
individuals with substance-use disorder according to self-efficacy theory on self-
efficacy perception. *Applied Nursing Research, 57*, 1-8.
https://doi.org/10.1016/j.apnr.2020.151354

Bhaskar, A. U., & Mishra, B. (2019). Putting workplace spirituality in context:
Examining its role in enhancing career satisfaction and reducing turnover
intentions with perceived organizational support as an antecedent. *Personnel
Review, 48*(7), 1848-1865. https://doi.org/10.1108/PR-08-2018-0305

Biswas, S., & Kapil, K. (2017). Linking perceived organizational support and
organizational justice to employees' in-role performance and organizational
cynicism through organizational trust: A field investigation in India. *The Journal
of Management Development, 36*(5), 696-711. https://doi.org/10.1108/JMD-04-
2016-0052

Blau, P. M. (1964a). *Exchange and Power in Social Life*. Wiley & Sons.

Blau, P. M. (1964b). Justice in social exchange. *Sociological Inquiry, 34*(2), 193-206.
https://doi.org/10.1111/j.1475-682X.1964.tb00583.x

Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a
balance between work and play: The effects of work-life interference and burnout
on faculty turnover intentions and career satisfaction. *International Journal of
Environmental Research and Public Health, 19*(2), 1-14.
https://doi.org/10.3390/ijerph19020809

Bolander, P., Werr, A., & Asplund, K. (2017). The practice of talent management: A
framework and typology. *Personnel Review, 46*(8), 1523-1551.

https://doi.org/10.1108/PR-02-2016-0037

Braun, N., Debener, S., Spychala, N., Bongartz, E., Sörös, P., Müller, H. H. O., & Philipsen, A. (2018). The senses of agency and ownership: A review. *Frontiers in Psychology, 9*, 1-17. https://doi.org/10.3389/fpsyg.2018.00535

Broetje, C. (2021). Spirituality revisited: Heeding Greenleaf's call for the spirituality of leadership. *The International Journal of Servant-Leadership, 15*(1), 137-154. http://ezproxy.liberty.edu/login?qurl=https%3A%2F%2Fwww.proquest.com%2F scholarly-journals%2Fspirituality-revisited-heeding-greenleafs-call%2Fdocview%2F2645225217%2Fse-2%3Faccountid%3D12085

Bureau of Labor Statistics. (2020). *Usual weekly earnings of wage and salary workers third quarter 2020* (Publication No. USDL-20-1929). U.S. Bureau of Labor Statistics, U.S. Department of Labor. https://www.bls.gov/news.release/pdf/wkyeng.pdf

Bureau of Labor Statistics. (2022). *Employee tenure in 2022.* United States Department of Labor. https://www.bls.gov/news.release/pdf/tenure.pdf#:~:text=EMPLOYEE%20TENU RE%20IN%202020%20The%20median%20number%20of,the%20U.S.%20Bure au%20of%20Labor%20Statistics%20reported%20today.

Caesens, G., Bouchat, P., & Stinglhamber, F. (2020). Perceived organizational support and psychological empowerment: A multi-sample study. *Journal of Occupational and Environmental Medicine, 62*(7), 526-531. https://doi.org/10.1097/JOM.0000000000001889

Cao, J., & Hamori, M. (2020). How can employers benefit most from developmental job

experiences? the needs-supplies fit perspective. *Journal of Applied Psychology, 105*(4), 422-432. https://doi.org/10.1037/apl0000449

Charbonneau, D., & Wood, V. M. (2018). Antecedents and outcomes of unit cohesion and affective commitment to the army. *Military Psychology, 30*(1), 43-53. https://doi.org/10.1080/08995605.2017.1420974

Chen, C. P., & Hong, J. W. L. (2020). The career human agency theory. *Journal of Counseling and Development, 98*(2), 193-199. https://doi.org/10.1002/jcad.12313

Cho, Y. J., & Lewis, G. B. (2012). Turnover intention and turnover behavior: Implications for retaining federal employees. *Review of Public Personnel Administration, 32*(1), 4-23. https://doi.org/10.1177/0734371X11408701

Clercq, D. D., & Belausteguigoitia, I. (2017). Reducing the harmful effect of role ambiguity on turnover intentions: The roles of innovation propensity, goodwill trust, and procedural justice. *Personnel Review, 46*(6), 1046-1069. https://doi.org/10.1108/PR-08-2015-0221

Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.

Cui, W., Zhao, L., & Ge, Y. (2022). Non-gaussian turbulence induced buffeting responses of long-span bridges based on state augmentation method. *Engineering Structures, 254*, 1-13. https://doi.org/10.1016/j.engstruct.2021.113774

Dachner, A. M., Ellingson, J. E., Noe, R. A., & Saxton, B. M. (2021). The future of employee development. *Human Resource Management Review, 31*(2), 1-14. https://doi.org/10.1016/j.hrmr.2019.100732

D'Armagnac, S., Al Ariss, A., & N'Cho, J. (2021). Talent management in turbulent

times: Selection, negotiation, and exploration strategies for talent management in

    the aeronautics and space industries. *International Journal of Human Resource*

    Management, 1, 1-29. https://doi.org/10.1080/09585192.2021.1879205

Daubner-Siva, D., Ybema, S., Vinkenburg, C. J., & Beech, N. (2018). The talent paradox:

    Talent management as a mixed blessing. *Journal of Organizational Ethnography,*

    7(1), 74-86. https://doi.org/10.1108/JOE-01-2017-0002

Defense Finance and Accounting Service. (2020a, January 1). *Monthly rates of basic pay*

    (enlisted) - effective January 1, 2020.

    https://www.dfas.mil/MilitaryMembers/payentitlements/Pay-Tables/Basic-

    Pay/EM/

Defense Finance and Accounting Service. (2020b, October 1). *FY2021 cash clothing*

    replacement allowances (effective October 1, 2020).

    https://www.dfas.mil/MilitaryMembers/payentitlements/Pay-Tables/CMA2/

Defense Finance and Accounting Service. (2020c, December 29). *Basic allowance for*

    subsistence (BAS). https://www.dfas.mil/MilitaryMembers/payentitlements/Pay-

    Tables/bas/

Defense Travel Management Office. (2020). *2020 non-locality BAH rates: Effective 1*

    January 2020.

    https://www.defensetravel.dod.mil/Docs/perdiem/browse/Allowances/Non-

    Locality_BAH/Archive/2020-Non-Locality-BAH-Rates.pdf

Department of the Army. (2016). *U.S. Army talent management strategy: Force 2025 and*

    beyond. Government Printing Service. https://talent.army.mil/wp-

    content/uploads/pdf_uploads/PUBLICATIONS/Army%20Talent%20Managemen

t%20Strategy%2C%20Force%202025%20and%20Beyond.pdf

Department of the Army. (2019). *The Army* (ADP 1). Army Publishing Directorate.

https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=100734

6

Department of the Army. (2022). *Operation* (FM 3-0). Army Publishing Directorate.

https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN36290-FM_3-0-000-

WEB-2.pdf

De Winne, S., Marescaux, E., Sels, L., Van Beveren, I., & Vanormelingen, S. (2019).

The impact of employee turnover and turnover volatility on labor productivity: A

flexible non-linear approach. *International Journal of Human Resource

Management, 30*(21), 3049-3079.

https://doi.org/10.1080/09585192.2018.1449129

DiPietro, R. B., Moreo, A., & Cain, L. (2020). Well-being, affective commitment and job

satisfaction: Influences on turnover intentions in casual dining

employees. *Journal of Hospitality Marketing & Management, 29*(2), 139-163.

https://doi.org/10.1080/19368623.2019.1605956

Dorendahl, J., Niepel, C., & Greiff, S. (2020). Actually getting some satisfaction on the

job: Need–supply fit of fundamental motives at work. *Frontiers in

Psychology, 11*, 1-15. https://doi.org/10.3389/fpsyg.2020.01740

Dziaugyte, L., Aleksejuniene, J., Brukiene, V., & Peciuliene, V. (2017). Self-efficacy

theory-based intervention in adolescents: A cluster randomized trial—focus on

oral self-care practice and oral self-care skills. *International Journal of Paediatric

Dentistry, 27*(1), 37-46. https://doi.org/10.1111/ipd.12223

Ennis, M. C., Gong, T., & Okpozo, A. Z. (2018). Examining the mediating roles of affective and normative commitment in the relationship between transformational leadership practices and turnover intention of government employees. *International Journal of Public Administration, 41*(3), 203-215. https://doi.org/10.1080/01900692.2016.1256894

Esop, M., & Timms, C. (2019). Relevance of organisational support on academics' affective commitment and turnover intentions. *Journal of Applied Research in Higher Education, 11*(1), 118-128. https://doi.org/10.1108/JARHE-07-2018-0126

Eva, N., Newman, A., Miao, Q., Wang, D., & Cooper, B. (2018). Antecedents of duty orientation and follower work behavior: The interactive effects of perceived organizational support and ethical leadership. *Journal of Business Ethics, 161*(3), 627-639. https://doi.org/10.1007/s10551-018-3948-5

Gardner, T. M., Wright, P. M., & Moynihan, L. M. (2011). The impact of motivation, empowerment, and skill-enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment. *Personnel Psychology, 64*(2), 315-350. https://doi.org/10.1111/j.1744-6570.2011.01212.x

Gerdenitsch, C., Korunka, C., & Hertel, G. (2018). Need–Supply fit in an activity-based flexible office: A longitudinal study during relocation. *Environment and Behavior, 50*(3), 273-297. https://doi.org/10.1177/0013916517697766

Groves, K. S. (2019). Examining the impact of succession management practices on organizational performance: A national study of U.S. hospitals. *Health Care Management Review, 44*(4), 356-365. https://doi.org/10.1097/HMR.0000000000000176

Gun, I., Soyuk, S., & Ozsari, S. H. (2021). Effects of job satisfaction, affective commitment, and organizational support on job performance and turnover intention in healthcare workers. *Archives of Health Science and Research, 8*(2), 89-95. https://doi.org/10.5152/ArcHealthSciRes.2021.21044

Haggard, P. (2017). Sense of agency in the human brain. *Nature Reviews Neuroscience, 18*(4), 197–208. https://doi.org/10.1038/nrn.2017.14

Haggard, P., & Chambon, V. (2012). Sense of agency. *Current Biology, 22*(10), 390–392. https://doi.org/10.1016/j.cub.2012.02.040

Hameed, Z., Khan, I. U., Sheikh, Z., Islam, T., Rasheed, M. I., & Naeem, R. M. (2019). Organizational justice and knowledge sharing behavior: The role of psychological ownership and perceived organizational support. *Personnel Review, 48*(3), 748-773. https://doi.org/10.1108/PR-07-2017-0217

Harsch, K., & Festing, M. (2020). Dynamic talent management capabilities and organizational agility—A qualitative exploration. *Human Resource Management, 59*(1), 43-61. https://doi.org/10.1002/hrm.21972

Hassan, Y., & Kodwani, A. D. (2020). Assessing the influence of spirituality and religiosity in choosing a socially responsible employer: The case of generation Z. *South Asian Journal of Management, 27*(3), 79-110. http://ezproxy.liberty.edu/login?qurl=https%3A%2F%2Fwww.proquest.com%2F scholarly-journals%2Fassessing-influence-spirituality-religiosity%2Fdocview%2F2476337087%2Fse-2%3Faccountid%3D12085

Heckhausen, J., Wrosch, C., & Schulz, R. (2019). Agency and motivation in adulthood and old age. *Annual Review of Psychology, 70*(1), 191-217.

https://doi.org/10.1146/annurev-psych-010418-103043

Hitt, M., Miller, C., Colella, A., & Triana, M. (2018). *Organizational behavior: A strategic approach* (5th ed.). John Wiley & Sons.

Hobson, T., & OverDrive, I. (2013). *Reinventing liberal Christianity*. William B. Eerdmans.

Hu, B., Hou, Z., Mak, M. C. K., Xu, S. L., Yang, X., Hu, T., Qiu, Y., & Wen, Y. (2019). Work engagement, tenure, and external opportunities moderate perceived high-performance work systems and affective commitment. *Social Behavior and Personality, 47*(5), 1-16. https://doi.org/10.2224/sbp.7353

Hughes, R. L., Ginnett, R. C., & Curphy, C. J. (2019). *Leadership: Enhancing the lessons of experience* (9th ed.). McGraw-Hill Education.

Hussain, T., & Deery, S. (2018). Why do self-initiated expatriates quit their jobs: The role of job embeddedness and shocks in explaining turnover intentions. *International Business Review, 27*(1), 281-288. https://doi.org/10.1016/j.ibusrev.2017.08.002

Irwing, P., Booth, T., & Hughes, D. J. (2018). *The Wiley handbook of psychometric testing: A multidisciplinary reference on survey, scale and test development*. John Wiley & Sons Ltd. https://doi.org/10.1002/9781118489772

Itzkovich, Y., Heilbrunn, S., & Dolev, N. (2022). Drivers of intrapreneurship: An affective events theory viewpoint. *Personnel Review, 51*(4), 1449-1470. https://doi.org/10.1108/PR-09-2019-0483

Jackson, S. L. (2016). *Research methods and statistics* (5th ed.). Cengage Learning.

Jacquette, D. (2014). *Ontology*. Routledge. https://doi.org/10.4324/9781315710655

Jang, J., & Kandampully, J. (2018). Reducing employee turnover intention through

    servant leadership in the restaurant context: A mediation study of affective

    organizational commitment. *International Journal of Hospitality & Tourism*

    Administration, 19(2), 125-141. https://doi.org/10.1080/15256480.2017.1305310

Jehanzeb, K. (2020). Does perceived organizational support and employee development

    influence organizational citizenship behavior?: Person–organization fit as

    moderator. *European Journal of Training and Development, 44*(6/7), 637-657.

    https://doi/10.1108/EJTD-02-2020-0032

Jena, L. K., & Pradhan, S. (2018). Workplace spirituality and employee commitment:

    The role of emotional intelligence and organisational citizenship behaviour in

    Indian organisations. *Journal of Enterprise Information Management, 31*(3), 380-

    404. https://doi.org/10.1108/JEIM-10-2017-0144

Jia, J., Yan, J., Jahanshahi, A. A., Lin, W., & Bhattacharjee, A. (2020). What makes

    employees more proactive? Roles of job embeddedness, the perceived strength of

    the HRM system and empowering leadership. *Asia Pacific Journal of Human*

    Resources, 58(1), 107-127. https://doi.org/10.1111/1744-7941.12249

Johnson, E. L. (2010). *Psychology & Christianity: Five views* (2nd ed.). IVP Academic.

Jones, S. L. (2010). An integration view. In E. L. Johnson (Ed.), *Psychology &*

    Christianity: Five views (2nd ed., pp. 101-147). IVP Academic.

Jordan, P. J., & Troth, A. C. (2020). Common method bias in applied settings: The

    dilemma of researching in organizations. *Australian Journal of Management,*

    45(1), 3-14. https://doi.org/10.1177/0312896219871976

Junça-Silva, A., Pombeira, C., & Caetano, A. (2021). Testing the affective events theory:

The mediating role of affect and the moderating role of mindfulness. *Applied Cognitive Psychology, 35*(4), 1075-1081. https://doi.org/10.1002/acp.3843

Kajamaa, A., & Kumpulainen, K. (2019). Agency in the making: Analyzing students' transformative agency in a school-based makerspace. *Mind, Culture and Activity, 26*(3), 266-281. https://doi.org/10.1080/10749039.2019.1647547

Kessler, S. R., Lucianetti, L., Pindek, S., Zhu, Z., & Spector, P. E. (2020). Job satisfaction and firm performance: Can employees' job satisfaction change the trajectory of a firm's performance? *Journal of Applied Social Psychology, 50*(10), 563-572. https://doi.org/10.1111/jasp.12695

Kirkpatrick, L. A., & Feeney, B. C. (2016). A simple guide to IBM SPSS statistics for Version 23.0 (14th ed.). Cengage Learning.

Klaic, A., Burtscher, M. J., & Jonas, K. (2018). Person-supervisor fit, needs-supplies fit, and team fit as mediators of the relationship between dual-focused transformational leadership and well-being in scientific teams. *European Journal of Work and Organizational Psychology, 27*(5), 669-682. https://doi.org/10.1080/1359432X.2018.1502174

Klein, H., Park, H. M. (2020). Workplace commitments. In V. I. Sessa & N. A. Bowling (Eds.), *Essentials of job attitudes and other workplace psychological constructs* (1st ed., pp. 156-177). Routledge.

Kmieciak, R. (2022). Co-worker support, voluntary turnover intention and knowledge withholding among IT specialists: The mediating role of affective organizational commitment. *Baltic Journal of Management, 17*(3), 375-391. https://doi.org/10.1108/BJM-03-2021-0085

Kotter, J. (2012). *Leading change.* Boston, MA: Harvard Business School Press.

Kozjek, T., & Franca, V. (2020). Talent management in the public sector. *Central European Public Administration Review, 18*(2), 53-71. https://doi.org/10.17573/cepar.2020.2.03

Krause, J. (2022). *Job openings and labor turnover survey: 2021 benchmark article*. Bureau of Labor Statistics. https://www.bls.gov/jlt/joltsbmart2021.htm

Kravariti, F., & Johnston, K. (2020). Talent management: A critical literature review and research agenda for public sector human resource management. *Public Management Review, 22*(1), 75-95. https://doi.org/10.1080/14719037.2019.1638439

Kube, C. & Boigon, M. (2022). Every branch of the military is struggling to make its 2022 recruiting goals, officials say. NBC News. https://www.nbcnews.com/news/military/every-branch-us-military-struggling-meet-2022-recruiting-goals-officia-rcna35078

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management, 43*(6), 1854-1884. https://doi.org/10.1177/0149206315575554

Kuus, M. (2019). Political geography I: Agency. *Progress in Human Geography, 43*(1), 163-171. https://doi.org/10.1177/0309132517734337

Institutional Review Boards, 21 C.F.R. § 56 (2019). https://www.accessdata.fda.gov/scripts/cdrh/cfdocs/cfCFR/CFRSearch.cfm?CFRPart=56

Le, A., Han, B. H., & Palamar, J. J. (2021). When national drug surveys "take too long":
An examination of who is at risk for survey fatigue. *Drug and Alcohol Dependence, 225*, 1-7. https://doi.org/10.1016/j.drugalcdep.2021.108769

Lee, J., Sohn, Y. W., Kim, M., Kwon, S., & Park, I. (2018). Relative importance of human resource practices on affective commitment and turnover intention in South Korea and United States. *Frontiers in Psychology, 9*, 669-669. https://doi.org/10.3389/fpsyg.2018.00669

Lehmann, A., Rodgers, S., Calabrese, P., Kamm, C., Wyl, V., & Bauer, G. (2021). Relationship between job Demands-Resources and turnover intention in chronic disease – the example of multiple sclerosis. *Stress and Health, 37*(5), 940-948. https://doi.org/10.1002/smi.3054

Li, L., Zhu, Y., & Park, C. (2018). Leader-member exchange, sales performance, job satisfaction, and organizational commitment affect turnover intention. *Social Behavior and Personality, 46*(11), 1909-1922. https://doi.org/10.2224/sbp.7125

Lu, H., Liu, X., Chen, H., & Long, R. (2019). Employee–organization pro-environmental values fit and pro-environmental behavior: The role of supervisors' personal values. *Science and Engineering Ethics, 25*(2), 519-557. https://doi.org/10.1007/s11948-017-0007-z

Luo, M. M., & Chea, S. (2018). Cognitive appraisal of incident handling, affects, and post-adoption behaviors: A test of affective events theory. *International Journal of Information Management, 40*, 120-131. https://doi.org/10.1016/j.ijinfomgt.2018.01.014

Maduka, N. S., Edwards, H., Greenwood, D., Osborne, A., & Babatunde, S. O. (2018).

Analysis of competencies for effective virtual team leadership in building successful organisations. *Benchmarking: An International Journal, 25*(2), 696-712. https://doi.org/10.1108/BIJ-08-2016-0124

Maier, F., & Simsa, R. (2021). How actors move from primary agency to institutional agency: A conceptual framework and empirical application. *Organization, 28*(4), 555-576. https://doi.org/10.1177/1350508420910574

Mañas-Rodríguez, M., Díaz-Fúnez, P., Llopis-Marín, J., Nieto-Escámez, F., & Salvador-Ferrer, C. (2020). Relationship between transformational leadership, affective commitment and turnover intention of workers in a multinational company, *Revista De Psicologia Social, 35*(1), 100-115. https://doi.org/10.1080/02134748.2019.1682292

Marrone, J. V. (2020) *Predicting 36-month attrition in the U.S. military: A comparison across service branches*. RAND Corporation. https://www.rand.org/pubs/research_reports/RR4258.html.

Martin, W. E. & Bridgmon, K. D. (2012). *Quantitative and statistical research methods: From hypothesis to results* (1st ed.). Jossey-Bass.

Matthews, R.A., Pineault, L. & Hong, YH. (2022) Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. *Journal of Business and Psychology 1*(37), 639–673. https://doi.org/10.1007/s10869-022-09813-3

Merriam-Webster. (n.d.). Preference. In *Merriam-Webster.com dictionary*. Retrieved November 18, 2022, from https://www.merriam-webster.com/dictionary/preference

Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and

    employee work attitudes. *Journal of Organizational Change Management, 16*(4),

    426-447. https://doi.org/10.1108/09534810310484172

Mishra, B., & Tikoria, J. (2021). Impact of ethical leadership on organizational climate

    and its subsequent influence on job commitment: A study in hospital context. *The*

    Journal of Management Development, 40(5), 438-452.

    https://doi.org/10.1108/JMD-08-2020-0245

Mitosis, K. D., Lamnisos, D., & Talias, M. A. (2021). Talent management in healthcare:

    A systematic qualitative review. *Sustainability, 13*(4469), 1-20.

    https://doi.org/10.3390/su13084469

Moore, J. W. (2016). What is the sense of agency and why does it matter? *Frontiers in*

    Psychology, 7, 1-9. https://doi.org/10.3389/fpsyg.2016.01272

Moore, J. W., & Obhi, S. S. (2012). Intentional binding and the sense of agency: A

    review. *Consciousness and Cognition, 21*(1), 546-561.

    https://doi.org/10.1016/j.concog.2011.12.002

Myers, D. G. (2010). A levels-of-explanation view. In E. L. Johnson (Ed.), *Psychology &*

    Christianity: Five views (2nd ed., pp. 49-100). IVP Academic.

Nae, E. Y., & Choi, B. K. (2021). Career satisfaction, subjective well-being and turnover

    intention: An attachment style perspective. *Baltic Journal of Management, 17*(1),

    1-17. https://doi.org/10.1108/BJM-03-2021-0084

Nauman, S., Zheng, C., & Ahmad, R. (2021). Employee career outlook and turnover:

    Unleashing the roles of career adaptability and career satisfaction in international

    construction projects. *Journal of Construction Engineering and*

Management, 147(11), 1-12. https://doi.org/10.1061/(ASCE)CO.1943-7862.0002150

Nayak, S., Bhatnagar, J., & Budhwar, P. (2018). Leveraging social networking for talent management: An exploratory study of Indian firms. *Thunderbird International Business Review, 60*(1), 21-37. https://doi.org/10.1002/tie.21911

New International Version Study Bible. (2011). Zondervan. (Original work published 1985).

Newman, D. T., Fast, N. J., & Harmon, D. J. (2020). When eliminating bias isn't fair: Algorithmic reductionism and procedural justice in human resource decisions. *Organizational Behavior and Human Decision Processes, 160*, 149-167. https://doi.org/10.1016/j.obhdp.2020.03.008

Nimon, K., Shuck, B., Fulmore, J., & Zigarmi, D. (2021). Testing the redundancy between work engagement and job attitudes: A replication and extension of the affective events theory in human resource development. *Human Resource Development Quarterly,* (1), 1-16. https://doi.org/10.1002/hrdq.21464

O'Brien, B. (2019). *Talent management: Army staff LPD* [PowerPoint slides]. Army Talent Management Task Force. https://talent.army.mil/tm101/

O'Brien, D., Turda, M., Ohana, D., & Gibson, W. (2020). *Teleology and modernity*. Routledge.

O'Donovan, N. (2020). From knowledge economy to automation anxiety: A growth regime in crisis? *New Political Economy, 25*(2), 248-266. https://doi.org/10.1080/13563467.2019.1590326

Oeldorf-Hirsch, A., & Sundar, S. S. (2015). Posting, commenting, and tagging: Effects of

sharing news stories on Facebook. *Computers in Human Behavior, 44*, 240-249. https://doi.org/10.1016/j.chb.2014.11.024

Ortlieb, E., & Schatz, S. (2020). Student's self-efficacy in reading - connecting theory to practice. *Reading Psychology, 41*(7), 735-751. https://doi.org/10.1080/02702711.2020.1783146

Palframan, J. T., & Lancaster, B. L. (2019). Workplace spirituality and person–organization fit theory: Development of a theoretical model. *Journal of Human Values, 25*(3), 133-149. https://doi.org/10.1177/0971685819861216

Piasecki, P. (2020). Dimensions of HR differentiation: The effect on job satisfaction, affective commitment and turnover intentions. *Baltic Journal of Management, 15*(1), 21-41. https://doi.org/10.1108/BJM-05-2019-0178

Pollard, M., Constant, L., Cheravitch, J., Haberman, R., Kidder, K., & Panis, C. (2022). *Identifying opportunities to recruit more individuals above the age of 21 into the U.S. Army*. RAND Corporation. https://www.rand.org/pubs/research_reports/RRA824-1.html

Pritchard, D. (2016). *Epistemology* (2nd ed.). Palgrave Macmillan.

Protection of Human Subjects, 45 C.F.R. § 56 (2018). https://www.ecfr.gov/cgi-bin/retrieveECFR?gp=&SID=83cd09e1c0f5c6937cd9d7513160fc3f&pitd=20180719&n=pt45.1.46&r=PART&ty=HTML#sp45.1.46.b

Raharjo, K., Nurjannah, Solimun, & Achmad Rinaldo Fernandes, A. (2018). The influence of organizational culture and job design on job commitment and human resource performance. *Journal of Organizational Change Management, 31*(7), 1346-1367. https://doi.org/10.1108/JOCM-07-2017-0286

Rajappan, S., Nair, R. S., Priyadarshini M, K., & Sivakumar, V. (2017). Exploring the

    effect of workplace spirituality on job embeddedness among higher secondary

    school teachers in Ernakulam district. *Cogent Business & Management, 4*(1), 1-9.

    https://doi.org/10.1080/23311975.2017.1334419

Reynolds-Kueny, C. A., Francka, E., Shoss, M. K., Headrick, L., & Erb, K. (2020).

    Ripple effects of supervisor counterproductive work behavior directed at the

    organization: Using affective events theory to predict subordinates' decisions to

    enact CWB. *Human Performance, 33*(5), 355-377.

    https://doi.org/10.1080/08959285.2020.1791871

Riggio, R. E. (2018). *Introduction to industrial/organizational psychology* (7th ed.).

    Routledge. https://doi.org/10.4324/9781315620589

Robbert, A., Lee, C., Waggy, W., Kidder, K., Lander, N., & Schaefer, A. (2021a).

    Modernizing officer career management: Analyzing eleven issues. RAND

    Corporation. https://www.rand.org/pubs/research_briefs/RBA416-1.html.

Robbert, A., Lee, C., Waggy, W., Kidder, K., Lander, N., & Schaefer, A. (2021b). *Officer

    career management: Additional steps toward modernization*. RAND Corporation.

    https://www.rand.org/pubs/research_reports/RR4337.html

Saddozai, S. K., Hui, P., Akram, U., Khan, M. S., & Memon, S. (2017). Investigation of

    talent, talent management, its policies and its impact on working environment.

    Chinese Management Studies, 11(3), 538-554. https://doi.org/10.1108/CMS-10-

    2016-0206

Schwarz, K. A., Burger, S., Dignath, D., Kunde, W., & Pfister, R. (2018). Action-effect

    binding and agency. *Consciousness and Cognition, 65*, 304-309.

https://doi.org/10.1016/j.concog.2018.10.001

Schwepker, C. H. (2019). Strengthening customer value development and ethical intent in the salesforce: The influence of ethical values person–organization fit and trust in manager. *Journal of Business Ethics, 159*(3), 913-925. http://dx.doi.org.ezproxy.liberty.edu/10.1007/s10551-018-3851-0

Seligman, M. (2021). Agency in Greco-Roman philosophy. *The Journal of Positive Psychology, 16*(1), 1-10. https://doi.org/10.1080/17439760.2020.1832250

Senge, P. M. (2006). *The fifth discipline: The art and practice of the learning organization* (Revised ed.). New York, NY: Doubleday.

Shan, Y. (2022). Philosophical foundations of mixed methods research. *Philosophy Compass, 17*(1), 1-12. https://doi.org/10.1111/phc3.12804

Shulga, L. V., & Busser, J. A. (2019). Talent management meta review: A validity network schema approach. *International Journal of Contemporary Hospitality Management, 31*(10), 3943-3969. https://doi.org/10.1108/IJCHM-10-2018-0876

Silver, C. A., Tatler, B. W., Chakravarthi, R., & Timmermans, B. (2020). Social agency as a continuum. *Psychonomic Bulletin & Review, 28*(2), 434-453. https://doi.org/10.3758/s13423-020-01845-1

Simsek, Z., Heavey, C., Veiga, J. F., & Souder, D. (2009). A typology for aligning organizational ambidexterity's conceptualizations, antecedents, and outcomes. *Journal of Management Studies, 46*(5), 864-894. https://doi.org/10.1111/j.1467-6486.2009.00841.x

Singh, A. (2022). Work engagement, affective commitment, and career satisfaction: The mediating role of knowledge sharing in context of SIEs. *Benchmarking: An*

International Journal, https://doi.org/10.1108/BIJ-01-2021-0016

Singh, R. K., & Singh, S. (2022). Spirituality in the workplace: A systematic

review. *Management Decision, 60*(5), 1296-1325. https://doi.org/10.1108/MD-11-

2020-1466

SinghaRoy, D. K. (2019). Identity and its transformative dynamics in knowledge era:

Some critical reflections. *Contemporary Education Dialogue, 16*(2), 157-178.

https://doi.org/10.1177/0973184919858501

Steel, P., Schmidt, J., Bosco, F., & Uggerslev, K. (2019). The effects of personality on

job satisfaction and life satisfaction: A meta-analytic investigation accounting for

bandwidth–fidelity and commensurability. *Human Relations, 72*(2), 217-247.

https://doi.org/10.1177/0018726718771465

Tanlaka, E. F., Ewashen, C., & King-Shier, K. (2019). Postpositivist critical multiplism:

Its value for nursing research. *Nursing Open, 6*(3), 740-744.

https://doi.org/10.1002/nop2.306

Thomas, A., & Gupta, V. (2021). Social capital theory, social exchange theory, social

cognitive theory, financial literacy, and the role of knowledge sharing as a

moderator in enhancing financial well-being: From bibliometric analysis to a

conceptual framework model. *Frontiers in Psychology, 12*, 1-16.

https://doi.org/10.3389/fpsyg.2021.664638

Thoresen, C. J., Kaplan, S. A., Barsky, A. P., Warren, C. R., & de Chermont, K. (2003).

The affective underpinnings of job perceptions and attitudes: A meta-analytic

review and integration. *Psychological Bulletin, 129*(6), 914-

945. https://doi.org/10.1037/0033-2909.129.6.914

Toiviainen, S. (2022). Co-agency: Reconsidering agency in guidance practice. *British Journal of Guidance & Counselling, ahead-of-print*(ahead-of-print), 1-10. https://doi.org/10.1080/03069885.2022.2053065

Travaglianti, F., Babic, A., Pepermans, R., & Hansez, I. (2017). Needs–supplies fit and behavioral outcomes: The mediating role of organizational identification. *Journal of Management & Organization, 23*(5), 709-727. https://doi.org/10.1017/jmo.2016.21

Tse, H. H. M., Lam, C. K., Gu, J., & Lin, X. S. (2018). Examining the interpersonal process and consequence of leader–member exchange comparison: The role of procedural justice climate. *Journal of Organizational Behavior, 39*(8), 922-940. https://doi.org/10.1002/job.2268

Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. *The Leadership Quarterly, 18*(4), 298-318. https://doi.org/10.1016/j.leaqua.2007.04.002

Van Beurden, J., Van Veldhoven, M., & Van de Voorde, K. (2022). A needs–supplies fit perspective on employee perceptions of HR practices and their relationship with employee outcomes. *Human Resource Management Journal*, 1-21. https://doi.org/10.1111/1748-8583.12449

Vandavasi, R. K. K., McConville, D., Uen, J., & Wu, K. (2021). Do employee perceptions of needs–supply fit impact job satisfaction and job search behavior? *Journal of General Management, 47*(1), 31-40. https://doi.org/10.1177/03063070211013343

Van den Bussche, E., Alves, M., Murray, Y. P. J., & Hughes, G. (2020). The effect of

cognitive effort on the sense of agency. *PloS One, 15*(8), 1-20.

https://doi.org/10.1371/journal.pone.0236809

Van Vianen, A. (2018). Person–environment fit: A review of its basic tenets. *Annual*

Review of Organizational Psychology and Organizational Behavior, 5(1), 75-101.

https://doi.org/10.1146/annurev-orgpsych-032117-104702

Vem, L. J., Mbasua, Y. A., & Davireng, M. (2019). Sanctification of work and turnover

of teachers under insurgency: Would career satisfaction and affective

commitment mediate the relationship? *Journal of Educational*

Administration, 58(2), 171-186. https://doi.org/10.1108/JEA-03-2019-0039

Verbruggen, M., & Van Emmerik, H. (2020). When staying is dissatisfying: Examining

when and why turnover cognitions affect stayers' career satisfaction. *Journal of*

Management, 46(4), 530-559. https://doi.org/10.1177/0149206318801998

Vogel, R. M., Rodell, J. B., & Sabey, T. B. (2020). Meaningfulness misfit: Consequences

of daily meaningful work needs-supplies incongruence for daily

engagement. *Journal of Applied Psychology, 105*(7), 760-770.

https://doi.org/10.1037/apl0000464

Waltz, L. A., Muñoz, L., Weber Johnson, H., & Rodriguez, T. (2020). Exploring job

satisfaction and workplace engagement in millennial nurses. *Journal of Nursing*

Management, 28(3), 673-681. https://doi.org/10.1111/jonm.12981

Wang, L. (2022). Understanding peer recommendation in mobile social games: The role

of needs–supplies fit and game identification. *Information Technology &*

People, 35(2), 677-702. https://doi.org/10.1108/ITP-02-2020-0057

Whysall, Z., Owtram, M., & Brittain, S. (2019). The new talent management challenges

of industry 4.0. *The Journal of Management Development, 38*(2), 118-129.

https://doi.org/10.1108/JMD-06-2018-0181

Wiblen, S., & Marler, J. H. (2021). Digitalised talent management and automated talent

decisions: The implications for HR professionals. *International Journal of Human*

Resource Management, 1, 1-30. https://doi.org/10.1080/09585192.2021.1886149

Wnuk, K., & Garrepalli, T. (2018). Knowledge management in software testing: A

systematic snowball literature review. *E-Informatica: Software Engineering*

Journal, 12(1), 51-78. https://doi.org/10.5277/e-Inf180103

Yogalakshmi, J. A., & Suganthi, L. (2018). Impact of perceived organizational support

and psychological empowerment on affective commitment: Mediation role of

individual career self-management. *Current Psychology, 39*(3), 885-899.

https://doi.org/10.1007/s12144-018-9799-5

Young, R. A., & Collin, A. (2004). Introduction: Constructivism and social

constructionism in the career field. *Journal of Vocational Behavior, 64*(3), 373-

388. https://doi.org/10.1016/j.jvb.2003.12.005

Yu, M., & Lee, H. (2018). Impact of resilience and job involvement on turnover intention

of new graduate nurses using structural equation modeling. *Japan Journal of*

Nursing Science, 15(4), 351-362. https://doi.org/10.1111/jjns.12210

Zhao, Y., Seligman, M., Peng, K., Ye, L., Liang, C., Wang, H., & Gao, H. (2022).

Agency in ancient China. *The Journal of Positive Psychology, 17*(4), 457-471.

https://doi.org/10.1080/17439760.2021.1926533

Zhu, J. Y. (2018). Myopic agency. *The Review of Economic Studies, 85*(2), 1352–1388.

https://www.jstor.org/stable/26543918

APPENDIX A: INFORMED CONSENT

Consent

Title of the Project: A Mediation Analysis for Agency and Turnover Intentions: A Cross-Sectional Inquiry for Army Talent Management
Principal Investigator: Joshua Cowin, Doctoral Student, Liberty University

Invitation to be Part of a Research Study

You are invited to participate in a research study. In order to participate, you must be 18 years of age or older, an active-duty officer (Captain or Major) or noncommissioned officer (Staff Sergeant or Sergeant First Class) in the United States Army with at least six years of service, but no more than 12 years of service. Additionally, you cannot be within 30 days of separation from the service. Taking part in this research project is voluntary.

Please take time to read this entire form and ask questions before deciding whether to take part in this research project.

What is the study about and why is it being done?

The purpose of this study is to determine the relationships among the agency, affective commitment, need-supply fit, career satisfaction, and turnover intentions constructs, in a one-time analysis of mid-career Army officers and noncommissioned officers. Determining whether a sense of agency affects the other constructs may enable the Army to improve retention practices.

What will happen if you take part in this study?

If you agree to be in this study, I would ask you to do the following things:

1. Complete an online survey. Read and answer each question carefully. There are a total of 25 questions, and it should take approximately 10 minutes to complete the survey. Click "Submit Responses" after responding to the last question. The webpage will confirm that you have submitted your responses and indicate that you may close the browser window at any time.

How could you or others benefit from this study?

Participants should not expect to receive a direct benefit from taking part in this study.

Benefits to society include the increased understanding of how agency interacts with other workplace constructs.

What risks might you experience from being in this study?

The risks involved in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

How will personal information be protected?

The records of this study will be kept private. Research records will be stored securely, and only the researcher will have access to the records. Participant privacy will be protected via the following procedures:

- Participant responses will be anonymous (i.e., no record of how individual participants responded will be kept).
- Data will be stored on a password-locked computer.
- Data without personally-identifiable information may be shared at the discretion of the U.S. Army's representatives to facilitate research, practice, or communications. No data linking participants to their responses will ever be collected, stored, or shared.

Does the researcher have any conflicts of interest?

The researcher serves as a senior enlisted noncommissioned officer in the U.S. Army and is interested in aiding the effort to improve retention practices. To limit potential or perceived conflicts, the study will be anonymous, so the researcher will not know who participated. This disclosure is made so that you can decide if this relationship will affect your willingness to participate in this study. No action will be taken against an individual based on his or her decision to participate in this study.

Is study participation voluntary?

Participation in this study is voluntary. Your decision whether to participate will not affect your current or future relations with Liberty University or the U.S. Army. If you decide to participate, you are free to not answer any question or withdraw at any time prior to submitting the survey without affecting those relationships.

What should you do if you decide to withdraw from the study?

If you choose to withdraw from the study, please exit the survey and close your internet browser. Your responses will not be recorded or included in the study.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study is Joshua Cowin. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact him at ███████████ and/or ███████████████████ You may also contact the researcher's faculty sponsor, Dr. Wendy Anson, at ███████████████.

Whom do you contact if you have questions about your rights as a research participant?

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA 24515 or email at irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

Your Consent

Before agreeing to be part of the research, please be sure that you understand what the study is about. You can print a copy of the document for your records. If you have any questions about the study later, you can contact the researcher using the information provided above.

APPENDIX B: RECRUITMENT EMAIL

Dear Army Professional:

As a graduate student in the School of Behavioral Sciences at Liberty University and in coordination with the Army Talent Management Task Force, I am conducting research to better understand how agency influences turnover intentions. The purpose of my research is to determine the relationships among agency, affective commitment, needs-supply fit, career satisfaction, and turnover intentions, and I am writing to invite eligible participants to join my study.

Participants must be 18 years of age or older, active-duty officers or noncommissioned officers in the pay grades of O-3 to O-4 and E-6 to E-7, with at least six but less than 12 years of service, and more than 30 days of service left before separation. Participants, if willing, will be asked to navigate to a website and respond to a two-part survey. The first part of the survey will consist of 8 questions to collect anonymized demographic data. The second part of the survey will contain 17 choice-matched questions. It should take approximately 10 minutes to complete the procedure listed. Participation will be completely anonymous, and no personally identifying information will be collected.

In order to participate, please click here: (https://liberty.co1.qualtrics.com/jfe/form/SV_2fQo4lmlefhO7Q2). This link is active now and will close 10 November 2023.

A consent document is attached to this email and is included on the first page of the survey. The consent document contains additional information about my research. After you have read the consent form, please click the link to proceed to the survey. Doing so will indicate that you have read the consent information and would like to take part in the survey.

Survey Control Number: ISES-RM-23-189

APPENDIX C: SURVEY

Survey for Liberty University Dissertation: Army Talent Management

Disclosure: I am asking you to complete this survey as part of the requirements for my dissertation in a doctoral psychology program. Your answers will remain completely anonymous. No personal information about you will be linked to this survey. Please do not put your name or any other identifying information on the survey. The results of this survey will be used for educational and research purposes. Additionally, this research is intended to inform the Army Talent Management Task Force efforts to improve retention through job assignment and professional development processes**.** One aspect of this study is to develop a foundational knowledge of officer and noncommissioned officer attitudes on whether they have any agency, or "voice", in their day-to-day professional duties or not. As such, the results may be published or released to the public. You must be 18 years of age or older, an active duty officer (Captain or Major) or noncommissioned officer (Staff Sergeant or Sergeant First Class) in the United States Army, with at least six but less than 12 years of service to have your responses included in this survey analysis. Further, you must not be within 30 days of separation from the service.

Part I: Demographic
Directions for Part I: Please choose the option that best indicates your status.

1. Are you within 30 days of separation from the Army?

    ____   Yes
    ____   No

2. What is your current pay grade?

    ____   O4
    ____   O3
    ____   E7
    ____   E6
    ____   None of these

3. How many years of service do you have?

    ____   More than 12
    ____   12
    ____   11
    ____   10
    ____   9
    ____   8
    ____   7
    ____   6

_____ Less than 6

4. What is your age?

     _____ Over 45
     _____ 40-45
     _____ 35-39
     _____ 30-34
     _____ 25-29
     _____ 20-24
     _____ 18-29
     _____ Under 18

5. What is your marital status?

     _____ Single/never married
     _____ Married or domestic partnership
     _____ Remarried or divorced with a new domestic partnership
     _____ Divorced/never remarried
     _____ Separated
     _____ Widowed

6. What is your highest level of civilian education?

     _____ Doctoral (conferred)
     _____ Doctoral (pending)
     _____ Master's (conferred)
     _____ Master's (pending)
     _____ Bachelor's (conferred)
     _____ Bachelor's (pending)
     _____ Associate's (conferred)
     _____ Associate's (pending)
     _____ High School Diploma
     _____ GED

7. What sex was originally listed on your birth certificate?

     _____ Male
     _____ Female
     _____ Decline to answer

8. What is your race/ethnicity?

     _____ American Indian or Alaskan Native
        _____ American Indian

_____ Alaskan Native

_____ Asian
    _____ East Asian (e.g., Chinese, Japanese, Korean, Taiwanese

    _____ Filipina/o/x
    _____ South Asian (e.g., Indian, Pakistani, Nepalese, Sri Lankan)

    _____ Southeast Asian (e.g., Cambodian, Vietnamese, Hmong)

_____ Black
    _____ Black or African American
    _____ African
    _____ Caribbean

_____ Hispanic or Latina/o/e/x
    _____ Central American
    _____ Cuban
    _____ Mexican or Mexican American
    _____ Puerto Rican
    _____ South American

_____ Native Hawaiian or Pacific Islander (non-Native Hawaiian)

    _____ Native Hawaiian
    _____ Pacific Islander (non-Native Hawaiian)

_____ Middle Eastern

_____ White

_____ Other

_____ Decline to answer

Part II: Constructs
Directions for Part II: Part II consists of five constructs (i.e., agency, affective commitment, needs-supply fit, career satisfaction, turnover intentions). Each construct will have an accompanying definition and instructions for your response. Please read each prompt carefully, then choose a single response item that best indicates your status.

Part IIa: Agency
Directions for Part IIa: This section consists of two prompting items with five response options each. Please choose the response option that best indicates your status for each prompt.

Agency is defined as "A combination of intention and action that results in making things happen" (Chen & Hong, 2020, p. 194)."

Prompt 1: Relating to my military job assignments …

1a: I have a distinct voice
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

1b: I can exercise my free will
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

1c: I have control over my own voice
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

1d: I have the ability to assert myself
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

1e: I have control over my actions
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

1f: I have control over the information I find
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

Prompt 2: Relating to my military professional development …

2a: I have a distinct voice
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

2b: I can exercise my free will
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

2c: I have control over my own voice
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

2d: I have the ability to assert myself
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

2e: I have control over my actions
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

2f: I have control over the information I find
_____ Strongly disagree
_____ Disagree
_____ Neither agree nor disagree
_____ Agree
_____ Strongly agree

Part IIb: Affective commitment

Directions for Part IIb: This section consists of one prompting item with five response options. Please choose the response option that best indicates your status.

Affective commitment is defined as "an employee's affective or emotional attachment to an organization" (Ennis et al., 2018, p. 204)."

> **Prompt**: Thinking about the past, I felt emotionally attached to my organization

> _____ Strongly disagree
> _____ Disagree
> _____ Neither agree nor disagree
> _____ Agree
> _____ Strongly agree

Part IIc: Needs-supply fit
Directions for Part IIc: This section consists of one prompting item with five response options. Please choose the response option that best indicates your status.

Needs-supply fit is defined as "correspondence between employee needs (e.g., for autonomy at work) and what the job supplies (e.g., giving employees a high level of discretion over performing their work" (Klaic et al., 2018, p. 672)."

> **Prompt**: Thinking about the past, I felt like the things that I needed from my job were fulfilled by what my job offered me, financially, socially, and/or psychologically.

> _____ Strongly disagree
> _____ Disagree
> _____ Neither agree nor disagree
> _____ Agree
> _____ Strongly agree

Part IId: Career satisfaction
Directions for Part IId: This section consists of one prompting item with five response options. Please choose the response option that best indicates your status.

Career satisfaction is defined as ""an internally defined outcome representing an individual's career progression, and positive psychological and work-related outcomes" (Singh, 2022, p. 6)."

> **Prompt**: Please answer the following: I am satisfied with my career.

> _____ Strongly disagree
> _____ Disagree
> _____ Neither agree nor disagree
> _____ Agree

_____ Strongly agree

Part IIe: Turnover intentions

Directions for Part IIe: This section consists of two prompting items. The first item has five response options. The second item has four response options. Please choose the response option that best indicates your status for each item.

Turnover intentions are defined as "individuals' perceived likelihood that they will be staying or leaving their employing organization" (Nauman et al., 2021, p. 2)."

        Prompt 1: How likely is it that you will leave your agency in the next 12 months?

        _____ Very likely
        _____ Somewhat likely
        _____ Neither likely nor unlikely
        _____ Somewhat unlikely
        _____ Very unlikely
        _____ Don't know/can't judge

        Prompt 2: If you leave your present job, would you be:

        _____ Retiring from federal service
        _____ Resigning from federal service
        _____ Moving to another job within federal service
        _____ Not sure

APPENDIX D: TABLES

Table 3

Explorative Statistics: Variables and Turnover Intentions

		Turnover Intentions Level				
		1[b]	*2*[b]	*3*[b]	*4*[b]	*5*[b]
Affective Commitment	*N*	47	57	28	140	55
	M[a]	2.89	3.25	3.5	3.78	3.78
	SD[a]	1.76	1.755	1.599	1.619	1.607
Needs-Supply Fit	*N*	55	69	58	121	24
	M[a]	2.82	3	3.69	3.9	4.5
	SD[a]	1.744	1.749	1.603	1.567	.978
Career Satisfaction	*N*	45	61	48	123	50
	M[a]	2.53	2.57	3.38	4.05	4.5
	SD[a]	1.753	1.698	1.566	1.436	1.165

Note. Table 3 depicts the relationships between variables and turnover intentions. The means indicate a trend of lower turnover intentions with an increase in the variable levels (i.e., individuals with higher levels of affective commitment indicated lower levels of turnover intentions).

a Statistics represent the turnover intentions mean for the named category. b Levels are indicated as the choices on the survey instrument: 1 = very likely; 2 = somewhat likely; 3 = neither likely nor unlikely; 4 = somewhat unlikely; 5 = very unlikely.

Table 4

Mediation of Agency Between Affective Commitment and Turnover Intentions

	B	95% CI	SE	β	R^2	ΔR^2
Step 1					.036	.036***
Constant	2.742***	[2.259, 3.226]	.246			
Affective Commitment	.240***	[.104, .376]	.069	.189***		
Step 2					.234	.234***
Constant	2.390***	[2.166, 2.614]	.114			
Affective Commitment	.319***	[.256, .382]	.032	.484***		
Step 3					.055	.055***
Constant	2.022***	[1.286, 2.758]	.374			
Affective Commitment	.144†	[-.010, .298]	.078	.114†		
Agency	.301*	[.068, .535]	.119	.157*		

Note. Table 4 depicts the mediation analysis using the Sobel method. Step 1 regresses turnover intentions on affective commitment. Step 2 regresses the agency on affective commitment. Step 3 regresses turnover intentions on agency and affective commitment. As seen in Step 3, the strength of the relationship between affective commitment and turnover intentions was reduced to non-significance when agency was added to the model, indicating a mediation effect. ***p <.001; **p < .01; *p <.05; † Non-Significant.

Table 5

Mediation of Agency Between Needs-Supply Fit and Turnover Intentions

	B	95% CI	SE	β	R^2	ΔR^2
Step 1					.091	.091***
Constant	2.323***	[1.871, 2.776]	.230			
Needs-Supply Fit	.408***	[.267, .549]	.071	.302***		
Step 2					.330	.330***
Constant	2.245***	[2.043, 2.447]	.103			
Needs-Supply Fit	.403***	[.341, .466]	.032	.575***		
Step 3					.093	.093***
Constant	2.022***	[1.286, 2.758]	.374			
Needs-Supply Fit	.364***	[.192, .536]	.087	.269***		
Agency	.109†	[-.136, .354]	.124	.057†		

Note. Table 5 depicts the mediation analysis using the Sobel method. Step 1 regresses turnover intentions on needs-supply fit. Step 2 regresses the agency on needs-supply fit. Step 3 regresses the turnover intentions on agency and needs-supply fit. As seen in Step 3, the strength of the relationship between needs-supply fit and turnover intentions was reduced ($\Delta\beta = -.033$) when agency was added to the model, indicating a mediation effect.

***p <.001; **p < .01; *p <.05; † Non-Significant.

Table 6

Mediation of Agency Between Career Satisfaction and Turnover Intentions

	B	95% CI	SE	β	R^2	ΔR^2
Step 1					.188	.188***
Constant	1.723***	[1.280, 2.166]	.225			
Career Satisfaction	.563***	[.435, .690]	.065	.434***		
Step 2					.420	.420***
Constant	2.035***	[1.841, 2.230]	.099			
Career Satisfaction	.437***	[.381, .493]	.028	.648***		
Step 3					.196	.196***
Constant	2.193***	[1.523, 2.863]	.341			
Career Satisfaction	.664***	[.497, .831]	.085	.511***		
Agency	-.231†	[-.479, .017]	.126	-.120†		

Note. Table 6 depicts the mediation analysis using the Sobel method. Step 1 regresses turnover intentions on career satisfaction. Step 2 regresses the agency on career satisfaction. Step 3 regresses the turnover intentions on agency and career satisfaction. As seen in Step 3, the strength of the relationship between career satisfaction and turnover intentions increased ($\Delta\beta$ = .077) when agency was added to the model, indicating no mediation effect.

***p <.001; **p < .01; *p <.05; † Non-Significant.