The Relative Effect of Supportive and Transformational Leadership on Emotional Exhaustion and Turnover Intention in Front-line Homeless Sector Workers

by

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A.A., Camosun College, 2009
B.A., Royal Roads University, 2018

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Abstract

The front-line homeless-sector workforce provides an essential service in an often emotionally-taxing environment that leads to high turnover. However, there has been limited research focused on front-line homeless sector workers or the supervisory support needed to mitigate the stressful nature of their work. A web-based survey of front-line homeless-sector workers (n=82) was conducted to compare the relative effects of transformational and supportive leadership on emotional exhaustion and turnover intention in front-line homeless sector workers. Established and validated measures were used for each of the variables in the study; the Multifactor Leadership Questionnaire for transformational leadership, the Inventory of Supportive and Unsupportive Managerial Behaviours for supportive leadership, the Maslach Burnout Inventory for emotional exhaustion, and the TIS-6 Turnover Intention Scale for turnover intention. Correlational analysis and multivariate multiple regression were used to analyze the relative effects.

It was found that although transformational leadership has a correlational association with emotional exhaustion, it does not have a significant association with turnover intention. It also does not have a predictive relationship with either emotional exhaustion or turnover intention in front-line homeless-sector workers. Supportive leadership, however, had significant correlational associations and significant predictive relationships with both emotional exhaustion and turnover intention in the respondents. Implications for homeless-serving agencies and for supervisory support for front-line homeless-sector workers are discussed.

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Lastly, I am grateful to all of the participants that were willing to complete a 20-minute survey while working in such an emotionally exhausting environment during the COVID-19 pandemic. This study would not have been possible without their willingness to take some time out of their already demanding schedule to respond to the survey.

Chapter 1. Introduction

Homelessness in Canada and across the world is a growing problem. A 2016 study on the state of homelessness in Canada found that there are "at least 235,000 people experiencing homelessness in a given year", and this does not include people who are precariously housed or at risk of homelessness (Gaetz et al., 2016, p. 12). To meet the challenges of homelessness in Canada, there is a diverse workforce that is comprised of individuals with highly varied levels of training, education and experience (Levesque et al., 2021, p. 9). This workforce includes emergency shelter staff, supportive housing workers, community mental health workers, harm reduction services, and community addictions support (Levesque et al., 2021, p. 34; Mullen & Leginski, 2010, pp. 104–105). In Canada, this workforce is managed primarily by non-profit community organizations (Mental Health Commission of Canada, 2021, pp. 2-3). Emotional exhaustion at an individual level and high turnover rates at an organizational level are common for the homeless-serving agencies that support the front-line workforce (Green et al., 2013, p. 378).

In 2016 there were approximately 6,300 workers in Canada that provided care for the homeless population (Toor, 2019, p. 15). However, the size of this workforce is substantially larger when including the network of supportive housing and community care workers that also support people at risk of homelessness (Toor, 2019, p. 15). For example, in Canada, the homeless sector workforce is much larger than other service providers that work in similar stressful environments such as police, paramedics, and other emergency responders (Schiff & Lane, 2019, pp. 460–461). Lenzi et al. (2021) suggest that supervisory and management supports should be tailored to meet the demands of the homeless-sector workforce (p. 233). Lemieux-Cumbert and Taylor (2019) note that supervisory supports should be responsive to the nature of the environment and, where possible, mitigate the emotional stresses associated with the work (pp. 375). It is likely worthwhile to establish an effective supervisory structure to respond to the stressful nature of the work and mitigate high turnover where possible (Fukui et al., 2019, pp. 17–18; Schiff & Lane, 2019, p. 545).

Leadership styles are an important consideration for establishing the most effective supervisory structure to support the front-line homeless sector workforce as leadership is key in supporting the wellbeing of frontline staff as well as influencing workplace culture (Campbell et al., 2022, p. 2). Among potential leadership styles for consideration, transformational leadership and supportive leadership have been shown to mitigate emotional exhaustion and turnover intention (Green et al., 2013, p. 7; Rooney et al., 2009, p. 410). However, although the associations between supportive and transformational leadership have been established in the literature, no studies compare the relative relationships of the two leadership constructs to emotional exhaustion or turnover intention in the homeless sector workforce or organizational leadership more broadly.

1.1. Problem Statement / Defining the Issue

There has been a lack of data and attention to developing the homeless service workforce in North America (Levesque et al., 2021, pp. 86–89). Working with individuals who are homeless or precariously housed demands a broad, highly-developed skillset along with the ability to work in emotionally taxing environments for sustained periods (Lenzi et al., 2021, p. 221; Olivet et al., 2010). Although there are risks in any environment when providing health and wellness services, this is especially prominent when providing services in the homelessness service sector (Bransford & Cole, 2019, p. 265). Supporting individuals with complex challenges can result in a "high emotional burden for staff," including traumatic stress (Schiff & Lane, 2019, p. 459); and events such as the COVID-19 pandemic introduce additional pressure to the work (Campbell et al., 2022, p. 2).

Due to the often precarious lives of those who are homeless or precariously housed, especially for those who use substances, there are higher risks of unexpected death; homeless-sector workers are often faced with these losses regularly, whether being the one to find someone who has died, experiencing the loss of an individual they had a relationship with, or both (Lakeman, 2011, pp. 933-934). These emotionally challenging environments can lead to burnout and turnover for those working with the homeless population, especially during periods of heightened stress such as the COVID-19 pandemic (Kerman et al., 2022, p. 377). Aside from the costs to housing providers or shelter operators with training replacement staff, high burnout and turnover negatively affect the continuity of care for individuals receiving services, including disengagement from services and increased homelessness (Kerman et al., 2022, p. 372).

One area of strategic importance to the homeless-sector field is leadership. Bercier & Maynard (2015) have noted that there is a lack of research on interventions and supports for mental health and homeless sector workers (p.86). The need for the right supervisory and training structure to "strengthen workforce support networks and build capacity for responding to the mental wellness needs of self and others" has also been noted in a recent report on COVID-19, mental wellness, and the homelessness workforce (Mental Health Commission of Canada, 2021, p. 5) Vital to meeting the needs of individuals receiving homelessness services in a growing sector is investing in evidence-based support strategies for front-line staff (Levesque et al., 2021, p. 10). Comparing the two leadership models and assessing their relative effectiveness at mitigating emotional exhaustion and turnover intention could provide valuable insights for homeless-serving agencies. The results from this study could help managers in homeless-sector organizations decide what type of leadership best responds to the presence of emotional exhaustion and turnover intention in their front-line workers. It is especially important to have effective leadership during times of increased stress, such as the COVID-19 pandemic, which exacerbates challenges in the homelessness service environment (Carver et al., 2022, p. 14). This research could also provide much-needed data on the homeless sector workforce, an under-

studied field (Schiff & Lane, 2019, p. 454). Lemieux-Cumberlege & Taylor (2019) also point to a lack of research that is focused on the support systems and mental health of workers in the homeless sector (p. 369).

Another significant benefit of this study is increased support for traditionally marginalized peoples. This study was undertaken in British Columbia, and Indigenous peoples are overrepresented in the Canadian homeless population due to Canada's colonial history and discrimination in the health system (Leech, 2010). This research will also provide insights into an industry that is a critical service provider for Indigenous peoples. This research is also timely, as the study was conducted during the COVID-19 pandemic. COVID-19 has made research in social sectors much more challenging; Waegemakers et al. (2021) point out that COVID-19 has impacted studies focused on front-line workers in organizations serving individuals experiencing homelessness, and as such, there is likely to be a lack of data from this period (pp. 131-132).

1.2. Literature Review

The review will provide an overview of how the literature speaks to the variables in the study. It will start with the dependent variables, emotional exhaustion and turnover intention, showing how they are associated with each other. Following that, there will be an overview of what the literature shows regarding the relationships between the dependent variables and the leadership variables, supportive leadership and transformational leadership. This review also includes how the literature speaks to the relationship between education, employment status and the two dependent variables. There is a further expansion on the leadership variables and the dependent variables, including robust definitions, in Chapter 3: Theoretical Framework.

The current literature reveals some common themes relevant to turnover, emotional exhaustion and associated connections within the homeless sector workforce. Working in the homeless sector in shelters and supportive housing is an emotionally taxing environment, and that leadership can be a vital stabilizing force (Green et al., 2014, pp. 1-2; Lakeman, 2011, pp. 939-940). Recent research also suggests there is a high prevalence of emotional exhaustion and turnover intention in front-line work and that there is a significant relationship between emotional exhaustion and turnover intention (Scanlan & Still, 2019, p.6; Schiff & Lane, 2019, p.455). Of leadership constructs, the research indicates that transformational leadership and supportive leadership, in particular, have a mitigating effect on emotional exhaustion and turnover intentions (Green et al., 2013, p. 7; Rooney & Gottlieb, 2007, pp. 199-200).

Maslach et al. (2001) establish that emotional exhaustion has adverse effects on workers' health; it contributes to mental illnesses such as depression, anxiety and acute stress (p. 406). Some studies have also shown increased levels of substance use as a coping mechanism for higher levels of workplace burnout (Fabio et al., 2019, p. 28). Emotional exhaustion negatively

affects job performance; it is connected to absenteeism, disruption of colleagues' tasks, lower effectiveness and a reduced commitment to the work as well as the organization of the affected worker (Maslach et al., 2001, p. 406). Aside from the negative outcomes for the organizations and their workers, it can also "increase risk of negative service deliver outcomes for people experiencing homelessness"; this can include prolonged periods of homelessness or disengagement from mental health or addictions services (Kerman et al., 2022, p. 377). Burnout, which includes emotional exhaustion, has also been shown to 'spread' between health sector service workers, increasing and reinforcing levels of burnout for organizations as a whole (Bakker et al., 2001, p. 93). Burnout can be 'spread' from clients to staff or from staff to clients (Edelwhich & Brodsky, 1980, p. 25). Green et al. (2013) show that emotional exhaustion is related to turnover intention (p. 377).

A scan of emergency shelters in British Columbia, Canada, indicated that there was high turnover and that staff burnout was a key contributor to the turnover (Poskitt, 2019, p. 3). Aside from turnover intention having a positive relationship to emotional exhaustion itself, suggesting that increased levels of turnover intention also increase emotional exhaustion, turnover intention is also a significant problem for service provider organizations (Green et al., 2013, p. 374). High turnover rates of front-line mental health and homeless sector workers have been a challenge for homeless-serving organizations, with rates that range "from 30% - 60% in any given year" (Paris & Hoge, 2010, p. 520). High levels of turnover increase costs for service organizations, as organizations need to expend resources on hiring and training to replace lost workers (Bukach et al., 2017, pp. 120-121). Aside from the replacement costs, high turnover can damage an organization's reputation, making it harder to recruit more staff (Lloyd et al., 2015, p. 512). Turnover also negatively affects individuals receiving services, as there are more chances for breaks in quality or continuity of care (Belling et al., 2011, pp. 1–2; Fukui et al., 2020, p. 289).

Reinforcing relationship bonds between supervisors and front-line workers in emotionally taxing fields has been shown to increase organizational commitment as well as reduce emotional exhaustion and turnover intention in the front-line staff (Shih-Tse Wang, 2014, p. 326). It can be especially important to have leaders that are "aware of the emotional needs of staff members" (Carver et al., 2022, p. 15). Worker perception of transformational and supportive leadership in supervisors have both been shown to decrease emotional exhaustion and intent to turnover (Green et al., 2013, p. 8 ; Rooney & Gottlieb, 2007, p. 200). There is, however, a lack of research that compares these two leadership constructs to assess their relative relationships to emotional exhaustion and turnover intention in front-line homeless sector workers specifically, as well as in broader organizational leadership. Although transformational leadership is more researched than supportive leadership, there are still many gaps in applicable research for worker support (Rafferty & Griffin, 2006, pp. 57-58). The only study that compares aspects of supportive leadership directly to transformational leadership, by Rafferty & Griffin (2006), did

not have the benefit of the Inventory of Supportive and Unsupportive Behaviours, a comprehensive tool to measure supportive leadership designed by Rooney & Gottlieb (2007).

Although there may be some common themes between transformational and supportive leadership, Rafferty and Griffin (2006) show that supportive and transformational leadership are distinct leadership constructs that should be considered separately (pp. 57–58). Transformational leadership is developmental in nature, whereas supportive leadership is focused on workplace relationships (Rafferty & Griffin, 2006, p. 38; Rooney & Gottlieb, 2007, p. 200). This will be further discussed in the background section, where the leadership structures, including their component parts, will be examined. Aside from the relationships between the leadership variables and the dependent variables, the literature also suggests that employment status is related to both dependent variables, and education is related to turnover intention in similar fields to the homeless-sector workforce (Blankertz & Robinson, 1997, p. 522; Levesque et al., 2021, p. 18)

Workers who are in contract or 'casual' positions can feel their employment is precarious and may have higher levels of motivation to be searching for other employment that has more job security (Levesque et al., 2021, p. 18). Aside from feelings of precarity, non-standard hours or shift work associated with casual positions likely also contributes to emotional exhaustion and burnout (Levesque et al., 2021, p. 55; Wittmer & Martin, 2010, p. 620). As evidenced by a profile on homeless-sector workers in Canada, the homeless sector workforce has a varied educational background (Toor, 2019). There is also evidence suggesting that individuals in mental health fields with a bachelor's or master's degree are more likely to have higher levels of turnover intention when compared to individuals that are less educated (Blankertz & Robinson, 1997, p. 522). As reflected in the aforementioned data, this suggests the relationship between education and turnover intention is likely to be positive – with higher education levels relating to higher turnover intention. There is also a growing call for homeless-serving agencies to increase education support and provide more training opportunities for their front-line workers (Levesque et al., 2021, pp. 86–87).

1.3. Research Question and Hypotheses

Due to the suggested prevalence of turnover intention and emotional exhaustion in environments similar to the homeless sector workforce outlined in the literature review, and the potential effects of supportive and transformational leadership on those variables, the research question and associated hypothesis are focused on relationships relative to emotional exhaustion and turnover intention. Specifically, what comparative effect do supportive leadership and transformational leadership have on emotional exhaustion and turnover intention in front-line homeless sector workers?

As this study is on the effect of two leadership constructs on emotional exhaustion and turnover intention in front-line homeless sector workers, the first objective is to investigate the levels of emotional exhaustion and turnover intention in the sample. Although there have been studies that have indicated that workers in the homeless sector have high rates of emotional exhaustion (Schiff & Lane, 2019, pp. 459–460), and studies that have shown high turnover rates in community mental health workers serving homeless populations (Fukui et al., 2020, p. 292), they have not been investigated in the homeless-sector workforce in British Columbia. It is important to establish the presence of emotional exhaustion and turnover intention in this context to better understand the relevance and impact of the leadership variables on the sample population. Recognizing the past studies in similar populations, it was hypothesized that:

H1. Emotional exhaustion and turnover intentions will be present in the sample population.

The second objective of the study is to investigate the existence of relationships between the leadership variables and emotional exhaustion and turnover intention. The literature provides some evidence that indicates that transformational leadership has a negative relationship with emotional exhaustion and turnover intention in many work contexts, including in community mental health (Green et al., 2013, p. 378), and that supportive leadership has a negative relationship with turnover intentions and job strain (Rooney et al., 2009, pp. 420–421). Accordingly, the second hypothesis was that:

H2. Both leadership variables will have significant negative associations with the dependent variables in the front-line homeless sector context.

The third objective of the study is to compare the relative strength of the relationships between the leadership variables and emotional exhaustion and turnover intention. Although the evidence suggests that both supportive leadership and transformational leadership will have negative relationships with emotional exhaustion and turnover intention, thus having a mitigating effect, it is hypothesized that supportive leadership will have a *greater* mitigating effect on both dependent variables. Supportive leadership may have a stronger effect as compared to transformational leadership due to the emotionally taxing nature of the work environment in front-line homeless sector work and the effectiveness of supervisory support in emotionally challenging environments (Beehr et al., 1990, p. 79; Lloyd et al., 2015, p. 520; Schiff & Lane, 2019, pp. 454–455). Due to emotionally taxing nature of the work, the third hypothesis was that:

H3. Supportive leadership will have a comparatively stronger mitigating effect on emotional exhaustion and turnover intention in homeless sector workers.

1.4. Positionality Statement

This study's impetus and interest in research on the support system for front-line homeless-sector workers stems from my previous experiences in front-line housing and community health roles. I worked as a Residential Support Worker for a non-profit organization in Victoria from 2015 to 2018 and as a Mental Health Worker on the Assertive Community Treatment Teams for Island Health from 2017 to 2019. In both roles, my work was focused on building relationships and supporting individuals from underserved groups to live their best lives in community settings. The work was often stressful but rewarding. I have experienced compassion burnout and emotional exhaustion, and I have felt the grief of many unexpected deaths of individuals that I would see regularly. These front-line experiences were instrumental to my decision to pursue higher education and work on policy related to the social determinants of health, especially in the areas of homelessness, mental health, and addictions.

The Government of British Columbia currently employs me as a Policy Analyst with the Ministry of Mental Health and Addictions. My primary work is on implementing Complex Care Housing to improve access to housing for individuals who are homeless or precariously housed that are not adequately supported in the current system of care. This work is related to one of the primary challenges for implementing homelessness strategies that involve expanding services and housing individuals who are not currently housed: workforce recruitment and retention.

The focus of my study is on perceived leadership and the effect on homeless sector workers' emotional exhaustion and turnover intention. This focus stems from my perception of the need for more emotional support, informed by my time in front-line positions in the homeless sector and from discussions with former colleagues still involved in the industry. I prioritize relationship building and emotional sensitivity and awareness in my work and personal life; this has influenced my perception of effective and responsible leadership, especially in emotionally challenging work environments, such as in homeless sector work. As someone that believes strongly in the efficacy of emotional support in leadership, my inclination is to view one leadership construct in the study, supportive leadership, more favourably than transformational leadership. Throughout my work on this study, I have periodically assessed my actions and decisions to ensure I have limited my bias as much as possible.

Chapter 2. Background

The homeless-sector workforce includes a myriad of service providers; it is based mainly in urban centers, but there are homeless-sector service providers in many rural communities as well (Toor, 2019, pp. 6-7). To be able to investigate emotional exhaustion and turnover intention in front-line homeless sector workers, it is crucial to understand the context of the work. Key considerations include a discussion of what is meant by homelessness and a description of what is meant by a 'front-line homeless sector worker'

2.1. Overview of Homelessness in Canada

Homelessness is a term that describes more than just an individual who is currently without access to a permanent shelter. It "describes the situation of an individual, family or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it" (Gaetz et al., 2012, p. 1). The participants in this study work with individuals in environments and service contexts captured under the overall umbrella of 'the homeless sector'; these include individuals that are unsheltered, emergency sheltered, provisionally accommodated or at risk of homelessness (Gaetz et al., 2012, pp. 2-4). Although residents in supportive housing are usually not technically homeless, the workers who staff supportive housing sites are part of the workforce of the homeless sector. Individuals in supportive housing could be at a site indefinitely, be temporarily accommodated as part of a transition program, or be at risk of homelessness due to eviction; Gaetz et al. (2012) note that "for many people homelessness is not a static state, but rather a fluid experience" (p. 1). Homeless-sector workers serve individuals that face a variety of challenges, often including mental illness or challenges with substance use (Bransford & Cole, 2019, pp. 256-257)

Individuals served by the homeless-sector workforce are not a homogeneous group; factors that can contribute to an individual being homeless include, but are not limited to: a lack of affordable housing options, a lack of appropriate care supports suited to the individual, substance use challenges, mental illness, and/or systemic racism or discrimination (Echenberg & Hilary, 2009, p. 6; Gaetz et al., 2012; Mullen & Leginski, 2010, p. 101). A history of personal or intergenerational trauma is also a prevalent factor in resulting homelessness, which contributes to the overrepresentation of Indigenous people in the homeless population in Canada (Bingham et al., 2019, p. 8). Due to systemic discrimination and the colonial history in Canada, Indigenous peoples "face 47% and 56% greater odds of experiencing visible and hidden homelessness, respectively" (Alberton et al., 2020; Leech, 2010, p. 12).

2.2. The Heterogeneity of Front-line Homeless Sector Workers

As with the individuals receiving homelessness services, the workers that make up front-line service provision are also not a homogeneous group; many of the workers are social or community service workers, housing or shelter staff, or case managers (Toor, 2019, pp. 9-10). Their work often involves building relationships in some capacity, alongside other duties that can include counselling, first aid, proactive health and lifestyle support, security, advocacy, life skills training, transportation support, etc. (Mullen & Leginski, 2010; Owczarzak et al., 2013). In addition, many front-line homeless sector workers are involved in harm reduction or overdose response; responding to overdoses can be traumatic for service providers with both fatal and non-fatal overdose events (Wallace et al., 2018, pp. 87-88).

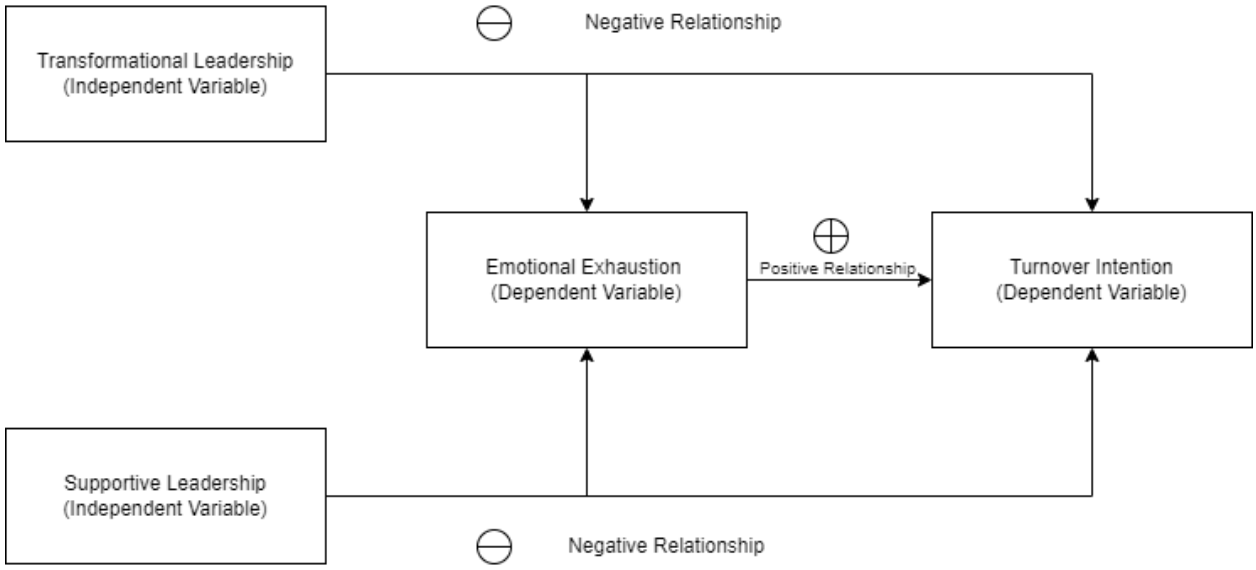
Service organizations in the homeless sector are also increasingly employing persons with lived or living experiences, also known as "peers" or "peer workers," to support individuals who are experiencing homelessness, mental illness, or challenges with addictions (Miler et al., 2020, pp. 14-15). Peer workers have been employed in mental health service areas since the early 1990s, but in recent years there has been a growth in standardized training practices and administrative support for peers (Gagne et al., 2018, p. 262). Peer workers are crucial in front-line harm reduction work and system navigation or community transitions (Greer et al., 2021, p. 5). In addition, peers can often connect or build relationships with individuals receiving services in a way that other workers can't; these relationships can often reduce stigma and promote "a sense of inclusion, connection, empowerment, and agency" (Greer et al., 2021, p. 2).

Front-line homeless sector workers also have varied education backgrounds, ranging from little to no formal education for some shelter and housing workers to graduate degrees for case managers and addiction specialists (Levesque et al., 2021). A 2016 profile of workers in the homelessness support sector in Canada found that the most common level of education, at 35.2 percent of the workforce, was a trade school, college or non-university certificate or diploma (Toor, 2019, p. 10).

Chapter 3. Theoretical Framework

The following are theoretical assumptions based on established relationships between the variables and the environment of the study. The Theoretical Framework (Figure 1) includes all of the objectives and hypotheses that were outlined in Chapter 1. The figure shows the expectation in objective one that emotional exhaustion and turnover intentions will be present in the sample population. As theorized in the second hypothesis, both transformational leadership and supportive leadership have negative relationships with both emotional exhaustion and turnover intention in front-line homeless sector workers; this means that higher levels perceived of both leadership constructs would correspond to lower levels of emotional exhaustion and turnover intention in the workforce (Green et al., 2013; Rooney & Gottlieb, 2007). Figure 1 also reflects objective three and the third hypothesis, that supportive leadership will have a stronger negative relationship, as compared to transformational leadership, with both emotional exhaustion and turnover intention in front-line homeless sector workers.

Figure 1. Theoretical Framework of the Relationships Between the Main Study Variables



3.1. Transformational Leadership

Transformational leadership is a developmental leadership construct that emphasizes follower development through charismatic and inspirational leadership (Avolio & Bass, 2004, pp. 17-18). Developmental leadership constructs emphasize behaviours such as the improvement of job-related skills, coaching and training opportunities; the goal is often for the leader to aid in the improvement of efficiency within their followers' current position, as well as preparing the followers for future advancement (Rafferty & Griffin, 2006, pp. 38-39). Transformational leadership has four subsections: Idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation (Bass & Avolio, 1996).

Idealized influence suggests the leader is an ideal role model that embodies the characteristics they seek in their followers (Bass & Avolio, 1996). Idealized influence is a group-focused leadership component based on collective respect and admiration from the followers (Hinkin & Tracey, 1999, p. 106). Idealized influence evolved from forms of charismatic leadership and is best suited to organizations that are new or struggling as opposed to stable environments (Hinkin & Tracey, 1999, pp. 105-106)

With inspirational motivation, leaders inspire and motivate their followers through a shared vision (Bass & Avolio, 1996); as with idealized influence, it is a group-focused type of leadership that relies on the perception of the leader by the followers (Koveshnikov & Ehrnrooth, 2018, p. 753). Inspirational motivation is less likely to play a role at the direct supervisor level, as the individuals who set the vision for an organization and thus inspire their workers tend to be at higher levels in the organizational hierarchy (Bruch & Walter, 2007, p. 712).

The individualized consideration component assumes the leader works towards training and developing their followers, with strategies tailored towards an individual's development needs (Bass & Avolio, 1996). Individualized consideration is the subscale of transformational leadership that shares the most commonality with supportive leadership; some researchers have suggested that individualized consideration includes supportive leadership as personalized developmental support (Rafferty & Griffin, 2006, p. 39). However, although individualized consideration fosters familiarity between the leader and follower, Rafferty and Griffin show that "it is not appropriate to consider developmental leadership and supportive leadership in a single sub-dimension of transformational leadership," that being individualized consideration (2006, p. 58).

Lastly, intellectual stimulation is exemplified through the leader challenging and encouraging their followers to be creative and innovative in their work (Bass & Avolio, 1996). It is focused on developing the followers' abilities to analyze and solve problems (Mansouri, 2015,

p. 284). Intellectual stimulation has some similarities to a subscale of supportive leadership, enabling job support (Rooney & Gottlieb, 2007, p. 199).

3.2. Supportive Leadership

Supportive leadership is a relational leadership construct that emphasizes managerial support of followers, specifically emotional, informational, and instrumental support and intentional actions by managers to praise or esteem followers when appropriate (Rooney et al., 2009, p. 411). Supportive leadership is considered a relational-style leadership as it focuses on relationship building and developing a foundation of care and support (Lee et al., 2020, p. 4). Relational leadership constructs emphasize availability, openness, and accessibility; leaders support their followers through intentional actions and conversations that increase psychological safety in the workplace (Carmeli et al., 2010, pp. 256-257). Supportive leadership is measured through three dimensions: Enabling Job Support, Personal Esteem Support and Micro-Managing Behaviors (Rooney et al., 2009, p. 416).

Enabling Job Support refers to supervisors taking actions that enable followers to complete their allotted tasks effectively; it involves a leader utilizing open communication, encouraging or supporting worker autonomy (Rooney & Gottlieb, 2007, p. 196). Although it shares some commonalities with the intellectual stimulation subscale from transformational leadership, enabling job support is based on perceptions of how a leader treats each follower individually, as compared to how the leader acts to the workforce writ large (Rooney & Gottlieb, 2007, p. 200)

Personal and Esteem Support is the esteem-enhancing dimension that requires supervisors will “convey regard for the employee’s personal well-being” inside and outside of work (Rooney & Gottlieb, 2007, p. 196). Beerh et al. (1990) show that frequent, positive, non-job-related communication with supervisors can help to mitigate occupational stressors, while negative communications, especially those that are job-related, increase occupational stressors (pp. 78-79). The relational nature of this subscale is represented through the item in the questionnaire where the participant rates how often their supervisor “Asks me how I’m doing and means it” (Rooney & Gottlieb, 2007; Appendix A)

The final dimension, Micromanaging Behaviors, is based on unsupportive behaviours; higher levels of Micromanaging Behaviours suggest the supervisor lacks trust in their followers to complete tasks (Rooney & Gottlieb, 2007). Micromanaging behaviours and micromanagement are common themes in leadership research. They are also their own constructs; they are often synonymous with supervisors who are too involved in the details of the work to the detriment of a worker (Blanchard & Haccoun, 2020, p. 1013). This subscale is best exemplified by the statement "when reviewing my work, [my manager] focuses more on negative things than positive things" (Rooney & Gottlieb, 2007; Appendix A)

3.3. Emotional Exhaustion

Emotional exhaustion is a core component of workplace burnout (Maslach et al., 2001, p. 400). Emotional exhaustion is characterized by employee fatigue and the inability or desire to engage with clients in the workplace or complete other work tasks (Maslach et al., 1986). Emotional exhaustion is more common in emotionally demanding work environments, such as human service sectors (Maslach et al., 2018). The other components of burnout are depersonalization, disengagement from emotional work, and reduced personal accomplishment, which is the reduction in job satisfaction or the feeling that one cannot contribute meaningfully to their work (Maslach et al., 1986).

3.4. Turnover Intention

There are numerous definitions of turnover and turnover intention (Bothma & Roodt, 2013). For this study, the definition is the same as the Bothma & Roodt (2013) validation of the TI-6 scale, 'the conscious and deliberate wilfulness to leave the organisation' (Tett & Meyer, 1993, p. 262). Turnover can be temporary or permanent; it can be for advancement purposes or a worker's action to leave an undesirable work environment (Bothma & Roodt, 2013). Although the measurement of actual turnover as a dependent variable is preferable, turnover intention was selected for this study because of the nature of the study as a point-in-time study; a longitudinal study would be able to utilize actual turnover rates as the dependent variable (Sjöberg & Sverke, 2000, p. 250).

Chapter 4. Methodology

Data collection was executed via a web-based survey of homeless sector workers in two communities in British Columbia. All aspects of the survey, including the invitation email, questionnaire, and consent form, were approved by the University of Victoria Human Research Ethics Board (approval # 20-0020). The participants for this study were homeless sector workers in two communities on Vancouver Island in British Columbia. There is no central database for homeless sector workers on Vancouver Island. Based on the number of homeless-serving organizations and the available information on the organization's websites, it's estimated that there are approximately ~600 front-line workers in the homeless sector in these communities. Of this workforce, the survey was sent to 457 individuals. As of 2016, there were at least 6,300 workers directly serving the homeless population in Canada. The total number of workers, however, is likely much higher than that, as there are many types of support workers not always captured in homeless-sector worker statistics (Toor, 2019, p. 15). The workers included in the 6300 were those identified as "social worker" or "social and community service workers" (Toor, 2019, p. 6). The workers involved in this study include those with similar roles of individuals captured in the 6300 but also include roles such as peer support workers, shelter workers, and case managers, which are part of the greater homeless sector workforce not captured in the profile of Canadian homeless sector workers (Toor, 2019).

As homeless sector workers already work in an emotionally taxing field, the survey utilized the tailored design method to reduce survey biases and limit survey fatigue (Dillman et al., 2014, p. 15). Pilot tests were run with volunteer pre-testers to establish the average time for survey completion. The actual average survey completion time was 15 minutes, 58 seconds, which aligned with the expectations. An incentive was offered to participants in the form of a prize draw for a $200 VISA gift card. Due to the anonymization measures being utilized in the survey, we could not determine who the participants were for the prize draw. Accordingly, participants who wished to enter the draw were instructed to send a message indicating their participation to an email provided in the invitation email and again at the end of the survey. The instructions were that participants interested in entering would indicate as such and were not required to provide any verification for entrance into the prize draw. Participants were also ensured they could enter regardless of whether they completed the survey or not.

4.1. Study Design

The main variables in the study are supportive leadership and transformational leadership as the independent variables, with emotional exhaustion and turnover intention as the dependent variables. The survey was comprised of four validated measures, one for each of the main independent variables and the dependent variables: The Multifactor Leadership Questionnaire for transformational leadership, the Inventory of Supportive and Unsupportive Managerial

Behaviours for supportive leadership, the Maslach Burnout Inventory for emotional exhaustion, and the Turnover Intention Scale for turnover intention (Avolio & Bass, 2004; Bothma & Roodt, 2013; Maslach et al., 2018; Rooney & Gottlieb, 2007). All of the items in the four measures utilized Likert scales. The option "I'd prefer not to answer" was provided for every question. This study combined all four measures into a single survey (Appendix A).

Transformational leadership was measured via the Intellectual Stimulation, Inspired Motivation, Idealized Behaviours, and Individualized Consideration subscales of the MLQ (Avolio & Bass, 2004). The MLQ also contains subscales on transactional leadership, passive avoidance, and outcomes of leadership, but these were not considered as they do not directly inform levels of perceived transformational leadership in a supervisor; however, the questions from these subscales were kept in the study to ensure the validity of the measure (Avolio & Bass, 2004). The questions from the Multifactor Leadership Questionnaire were assessed via a five-point scale Likert scale ranging from "not at all" to "frequently if not always." (Bass & Avolio, 2004).. In this study, the Transformational Leadership subscale items received a Cronbach alpha score of $\alpha = 0.95$.

Supportive leadership was measured with Rooney & Gottlieb's Inventory of Supportive and Unsupportive Managerial Behaviours (ISUMB); 27 questions were measured on a five-point Likert-type scale that ranged from "Almost Never" to "Always" (2007). The supportive leadership variable is the meaned score of all 27 items from the ISUMB. The Cronbach alpha scores for the ISUMB subscales are $\alpha = 0.93$ for Personal and Esteem Support and Job Enabling Support and $\alpha = 0.87$ for Micromanaging Behaviours" (Rooney et al., 2009, p. 416). The collective items of the ISUMB received a Cronbach alpha score of $\alpha = 0.96$ for this study.

The study utilized the Maslach Burnout Inventory (MBI) to measure emotional exhaustion (Maslach et al., 1986), specifically from the Human Services Survey (HSS) version, as the questions are designed for front-line workers like the participants of this study. The MBI HSS is a 22-item, seven-point Likert-type scale ranging from "Never" to "Everyday" (Maslach et al., 2018). Emotional exhaustion was measured using the nine items from the emotional exhaustion subscale in the MBI-HSS. The other subscales of the inventory, personal accomplishment and depersonalization, were not included as variables in this study, as they do not inform emotional exhaustion directly (Maslach et al., 2018). The emotional exhaustion subscale received a Cronbach alpha score of $\alpha = 0.93$.

Finally, turnover intention was measured using the TIS-6 turnover intention scale (Bothma & Roodt, 2013). The TIS-6 uses a Likert scale that ranges from "Never" to "Always" for the first four questions, from "to no extent" to "to a very large extent" for the fifth question, and from "highly likely" to "highly unlikely" for the final question (Bothma & Roodt, 2013, pp. 3-4). Although the TIS-6 traditionally uses a five-point Likert scale for each question, this study

employed a seven-point scale for the first four questions and a five-point scale for the last two questions. This adaptation was made to reduce any confusion for participants as the first four questions of the TIS-6 employ the same frequency-based scale as the MBI-HSS that precedes it in the questionnaire. The original TIS-6 received a Cronbach alpha reliability of $\alpha = 0.80$ for all items; the modified measure utilized in this study, with the mix of seven and five-point scales, received a Cronbach alpha score of $\alpha = 0.83$.

Age, gender, level of education, and employment status were socio-demographic variables used in the study. The measurement for each of these variables is listed in Table 1 below.

Table 1: Study Variables

Variable Name	Variable specification in		Measurement
	Survey	Analysis	
Dependent variables*			
Emotional Exhaustion	Ordinal	Continuous	Seven-point Likert scale from "Never" to "Every Day"
Turnover Intention	Ordinal	Continuous	Question 1-4 is a seven-point Likert scale from "Never" to "Always". Question five is a five-point scale from "To no extent" to "To a very large extent" and question six is a five-point scale from "Highly Unlikely" to "Highly Likely"
Main independent variables*			
Supportive leadership	Ordinal	Continuous	Five-point Likert scale from "Almost never" to "Always"
Transformational leadership	Ordinal	Continuous	Five-point Likert scale from "Not at all" to "Frequently, if not always"
Socio-demographic variables			
Age	Continuous	Continuous	Six categories from "18-24" to "65+"
Gender	Nominal	Nominal	"Male" and "Female" and an "Other" category with the option to specify

Variable Name	Variable specification in Survey	Variable specification in Analysis	Measurement
Education	Nominal	Nominal	Nine categories from "Did not attend high school" to "Completed graduate school"
Employment status	Nominal	Nominal	Five categories from "Full time (35+ hrs/week)" to "Casual/On Call and I don't work many hours (I average less than 15 hrs/week)". Includes "Other (please specify)

* For the dependent variables and the main independent variables, the option "I'd prefer not to answer" was given

4.2. Data Collection

The survey was conducted through the SurveyMonkey platform, with the survey data being stored on Canadian servers. As this study focuses on a specific subset of the population, front-line workers in the homeless sector industry, purposive sampling was used to establish the participant pool (Etikan, 2016, pp. 2–3).We reached out via email to homeless-serving organizations to enlist their participation and support for the study. Specifically, three homeless-serving organizations with staffing pools of greater than 100 individuals were contacted to illicit participation, and all three agreed to participate. As preliminary conversations had occurred with the initial three agencies, and the organizations were experiencing pressure in responding to COVID-19, it was important to move forward with the study as efficiently as possible. To ensure continued participation of the three organizations, government-based services were not approached to participate, as they have a lengthier approvals process for studies involving their staff.

The email invitation to recruit participants was distributed to respondents via contacts in the participant organizations. It was confirmed with each contact that they would forward the invitation email without changes or additional information (Appendix A). Researchers' contact information was provided to participants to address any questions. Participants were free to choose when to complete the survey—either at work or at home – dependent on their employer's consent and workplace rules. Responses were collected between June 14 - July 10, 2021. A reminder email was distributed on June 28th to encourage survey invitees to participate.

Due to the survey's sensitive nature, the inclusion of Maslach Burnout Inventory in particular, it was vital to attain informed consent. The study introduction and consent form ensured the participants were well informed of the survey contents (Maslach et al., 1986;

O'Leary, 2017). As turnover intention and emotional exhaustion are variables measured in the study that could impact participants' employment, strict confidentiality was utilized. Survey data has been stored on a secure desktop computer and will be kept for no more than five years. To assure the anonymity of respondents, the survey data was only released in aggregate totals. Anonymization measures were enacted through options in the SurveyMonkey platform that amounted to complete anonymization, including participant IP masking. Participants were encouraged to fill out the survey on the device of their preference.

There were 93 responses in total, with 82 responses remaining for analysis after data cleaning. Nine were removed due to non-completion. A further two responses were removed due to straight-lining, where a respondent selected identical responses for entire sections of the survey, even when the repeated similar responses were contradictory due to the nature of the questions given (Kim et al., 2019, p. 215). The 82 remaining responses represent 13.7% of the estimated pool of 600 front-line homeless sector workers from the two cities in British Columbia where the survey was conducted. The survey had a response rate of 17.9%, as it was sent to 457 individuals via contacts in the participant homeless-serving agencies. While this is somewhat under the average for response rates in private sector organizational research (approximately 35%), it is quite close to response rates in other areas of similar research, such as family-business research (approximately 21%), that arguably have closer parallels to this study's sector (Baruch & Holtom, 2008, p. 1139; Pielsticker & Hiebl, 2020, p. 327). Another consideration for the response rate is COVID-19, that "the COVID-19 pandemic has led to survey fatigue characterized by non-response" (de Koning et al., 2021, p. 4)

4.3. Data Analysis

Descriptive analyses were employed to assess the frequency and distribution of the socio-demographic variables and assess the levels of emotional exhaustion and turnover intention in the participant pool, which is the first objective of the study. Spearman's Rank Correlation and multivariate multiple regressions were employed to assess associations between the leadership variables and emotional exhaustion and turnover intention, the second and third objectives of the study.

A correlation analysis was used to investigate the various correlational associations between all the study variables. A correlational analysis is focused on linear relationships between study variables and also indicates the magnitude and direction of the relationship; the analysis does not consider causation, so it cannot establish predictor relationships (Schober et al., 2018, p. 1763). Although the Pearson Correlation Coefficient is a more common tool for analyzing correlational relationships, Spearman's Rank Correlation Coefficient was used for this study due to its resistance to heavy-tailed distributions and outliers in smaller datasets. Spearman's Rank Correlation Coefficient is calculated similarly to a Pearson correlation, except

it is “calculated with ranks of the values of each of the two variables instead of their actual values” (Schober et al., 2018, p. 1766). Since this study used a modest dataset (n=87), Spearman’s was a better fit than the Pearson Correlation Coefficient (Winter et al., 2016, p. 276,286).

A Multivariate multiple regression analysis was run with both dependent variables, all the socio-demographic variables (age, gender, education, and employment status), and the two leadership variables. This regression was used to assess the relative strength of the predictive relationships between the leadership variables, the socio-demographic variables, and both dependent variables in a single model (Stockemer, 2019, pp. 163–165). Multivariate multiple regression models are a tool to study the relationships between a static set of predictors and multiple dependent variables; this is helpful for investigating the strength of relationships between variables and to “comparatively gauge the influence” of the independent variables on the dependent variables (Stockemer, 2019, p. 163)

All of the data analysis was performed using SPSS. As the leadership variables are comprised of subscales, the individual scores for supportive leadership and transformational leadership were attained through a mean of the subscales, which in turn, were the mean scores of the items that comprised the subscales. With supportive leadership, the items for one of the subscales, micromanaging behaviours, were reverse coded before the means were calculated. The scores for emotional exhaustion and turnover intention were attained through a mean of the questions that comprised the variables. With turnover intention, two of the items, “how often do you look forward to another day of work?” and “to what extent is your current job satisfying your personal needs,” were reverse coded before the mean score was calculated. As the scores representing the main variables are a mean of subscales with the leadership variables, or a mean of the items with the dependent variables, unanswered questions, or where “I’d prefer not to answer” were left blank and not included in the calculations.

Supportive leadership, measured via the Inventory of Supportive and Unsupportive Managerial Behaviors, used a Likert-type scale ranging from “0- Almost Never,” “1- Occasionally,” “2- Fairly Often,” “3- Often,” to “4- Always”. The option “prefer not to answer” was given and was coded as a blank. Of the subscales for supportive leadership: Personal Emotional Support, Enabling Job Support and Micro-managing Behaviors, Micro-Managing Behaviors was recoded as “4- Almost Never,” “3- Occasionally”, “2- Fairly Often,” “1- Often” and “0- Always”.

The turnover intention variable was comprised of six items. The first three items were measured on a seven-point Likert scale from “0- Never” to “Always”; the fourth item (“How often do you look forward to another day at work?”) was recoded to range from “6- Never” to “0- Always”. Item five and six were measured on a five-point Likert scale, with item five being

recoded with “To no extent” being coded as five, to “To a very large extent” being coded as zero. Item six was measured on a five-point Likert scale from “0- Highly Unlikely”.

The employment status variable was coded with higher scores representing higher precarity of work – i.e. “Full-time (35+ hrs/wk)” was coded as five, “Part-time (0-34 Hrs/wk)” as four, and “Casual/On-call (35+ hrs/wk)” was coded as three, with Casual/On-call status with less hours being coded as two for 15-35 hours, and one for less than 15 hours per week.

As referenced in Chapter 3.1.2, all the measures that comprise the questionnaire utilized in the study are validated tools for measuring their respective variables. Additionally, Cronbach alpha tests were run for the results on each of the measures and yielded a minimum score of $\alpha = 0.83$, which was for the Turnover Intention Scale; the other measures each scored greater than $\alpha = 0.90$ on the Cronbach alpha analyses. An ANOVA was run to confirm model significance for both dependent variables with the collected leadership and socio-demographic variables.

With studies that compare similar variables, in this case supportive and transformational leadership, there is always a concern that there will be some multicollinearity, meaning the variables will be too similar to be measured and compared independently (James et al., 2021, p. 102). To test for multicollinearity, a linear regression is typically run to assess the Variance Inflation Factor, and the tolerance levels. Generally, if the Variance Inflation Factor is greater than 5, there is moderate collinearity; if it exceeds 10, there is likely a problematic level of collinearity (James et al., 2021, p. 102). Another potential cause for concern would be if tolerance levels were lower than 0.25. In this study, the Variance Inflation Factor was less than three and the tolerance level greater than 0.25 for all variables in the study, which are within expected limits, and indicates that multicollinearity between the study variables is unlikely.

Table 2: Multicollinearity Test for Emotional Exhaustion and Turnover Intention

			Collinearity Statistics	
Variables	**Standardized *B***	**SE**	**Tolerance**	**VIF**
Collinearity test for emotional exhaustion				
Transformational leadership	-0.052	0.276	0.344	2.911
Supportive leadership	-0.363**	0.326	0.346	2.891
Age	-0.121	0.117	0.944	1.059
Education	0.027	0.095	0.877	1.141
Gender	0.116	0.288	0.878	1.138
Employment	-0.274**	0.182	0.923	1.083
Collinearity test for turnover intention				
Transformational leadership	0.134	0.239	0.344	2.911
Supportive leadership	0.314***	0.239	0.346	2.891
Age	-0.180	0.101	0.944	1.059
Education	0.191*	0.083	0.877	1.141
Gender	0.132	0.249	0.878	1.138
Employment	-0.176*	0.157	0.923	1.083

* Significant at $p < 0.10$ level

** Significant at $p < 0.05$ level

*** Significant at $p < 0.001$ level

Chapter 5. Results

This chapter will start with an overview of the responses and the response rate for the survey. Following that, there is an analysis of the respondent demographic information from analyzing the socio-demographic variables, specifically: gender, age, education, and employment status; this includes a comparison to census data and other recent studies focused on the front-line homeless sector workforce. Lastly, a Spearman's Rank Correlational Coefficient analysis is utilized to illustrate correlational associations between all study variables and the multivariate multiple regression to investigate any predictor relationships between the leadership variables and emotional exhaustion and turnover intention.

5.1. Socio-demographic Analysis of the Study Sample

A national profile of homelessness support sector workers in Canada was used as a reference population for comparison purposes (Toor, 2019). In the profile, British Columbia has the second largest contingent of homelessness support workers (Toor, 2019, p. 6). Aside from the profile being the most detailed report on the demographics of homeless-sector workers available at the time of the study, using a national sample for reference supports the broader applicability of the results. The majority of the respondents in this study identified as female (64.6%), with 29.3% identifying as male and 6.1% as “Other”. The high representation of female workers is reflected in the 2016 Canadian profile of homeless sector workers, which found 76.5% of homeless sector support workers are female; the 2016 profile did not include individuals who identify as non-binary (Government of Canada, 2019, p. 7). The age of participants was varied, with the largest group being 25-34 (34.1%), followed by 45-54(4) (22%). The age of participants was also similar to the national profile, but with higher rates in the 25-34 category (34.1% compared to 20.1%) and none over 65, as compared to 5.6% nationally (Government of Canada, 2019, p. 9).

Most respondents indicated they had graduated from college or had higher educational experience (67.1%). In the 2016 Canadian profile, 79.5% of workers had a non-university certificate or diploma, Bachelor’s degree, or Graduate degree (Government of Canada, 2019, p. 10). In this study, 6.1% of respondents indicated they had no college experience, as compared to 15.9% in the national profile of homeless-sector workers (Government of Canada, 2019, p.10). Respondents in this study have slightly lower attainment of completed degrees, with higher levels that have at least some college experience (Government of Canada, 2019, p. 10). As the homeless-sector workforce does not have regulated standards of education, it is not surprising that there is slight deviance in educational attainment as compared to the national profile (Mental Health Commission of Canada, 2021, p. 5; Mullen & Leginski, 2010, p. 104). A 2019 study by Schiff and Lane on PTSD and burnout in front-line homeless sector workers also showed a

mixed picture of educational attainment, with 51% having no degree, 35% with a bachelor's degree or equivalent and 13% that had attained a graduate degree (p. 415).

Table 3: Frequency Distribution of the Socio-demographic Variables

Socio-demographic Variables	Percentage of Sample	Frequency
Education		
11th grade	1.2%	1
Graduated from high school	4.9%	4
1 year of college	7.3%	6
2 years of college	9.8%	8
3 years of college	8.5%	7
Graduated from college	48.8%	40
Some graduate school	6.1%	5
Completed graduate degree	12.2%	10
Missing data	1.2%	1
Employment Status		
Full-time (35+ Hrs/wk)	80.5%	66
Part-time (0-34 Hrs/wk)	3.7%	3
Casual/On-call and I work full-time hours (35+ Hrs/wk)	9.8%	8
Casual/On-call and I work part-time hours (~15-34 Hrs/wk)	1.2%	1
Casual/On-call and I don't work many hours (<15 Hrs/wk)	1.2%	1
Other	2.4%	2
Missing data	1.2%	1
Gender		
Male	29.3%	24
Female	64.6%	53
Other	6.1%	5
Age		
18-24	14.6%	12
25-34	34.1%	28
35-44	17.1%	14
45-54	22.0%	18
55-64	12.2%	10
65+	0	0

The majority (80%) of participants who responded to the survey considered themselves full-time staff and indicated that they work at least 35 hours per week; only 3% of respondents were employed in permanent part-time positions. The remainder of the respondents, aside from those in the 'Other' category, were considered casual or on-call workers. In a 2021 scan of homeless-

sector job openings, 13 of the 67 front-line positions were posted as casual; the same report suggested that "issues with employee retention and turnover and precarious employment were most significant among part-time and casual/relief staff" (Levesque et al., 2021, p. 30).

5.2. Perceived Levels of Transformational Leadership and Supportive Leadership

The scores for leadership variables are the mean scores of the collected subscales from each leadership construct. Both leadership variables are measured via 5-point Likert scales, from "Almost never" to "Always" for supportive leadership and from "Not at all" to "Frequently, if not always" for transformational leadership. It is important to note that with both leadership variables, the scores are based on the perception of the front-line workers rating their supervisors. For supportive leadership, *micromanaging behaviours* was recoded, as it is comprised of unsupportive behaviours, as opposed to *enabling job support* and *personal esteem support*, which are supportive in nature (Rooney et al., 2009).

Table 4: Perceived levels of Transformational and Supportive Leadership in Supervisors

Leadership Variable	SD	Mean Score
Transformational Leadership	**0.904**	**2.365**
Idealized Influence	0.898	2.310
Inspirational Motivation	1.109	2.487
Intellectual Stimulation	1.002	2.434
Individualized Consideration	1.008	2.226
Supportive Leadership	**0.762**	**2.895**
Enabling Job Support	0.861	2.640
Personal Esteem Support	1.035	2.586
Micromanaging Behaviours	0.727	3.459

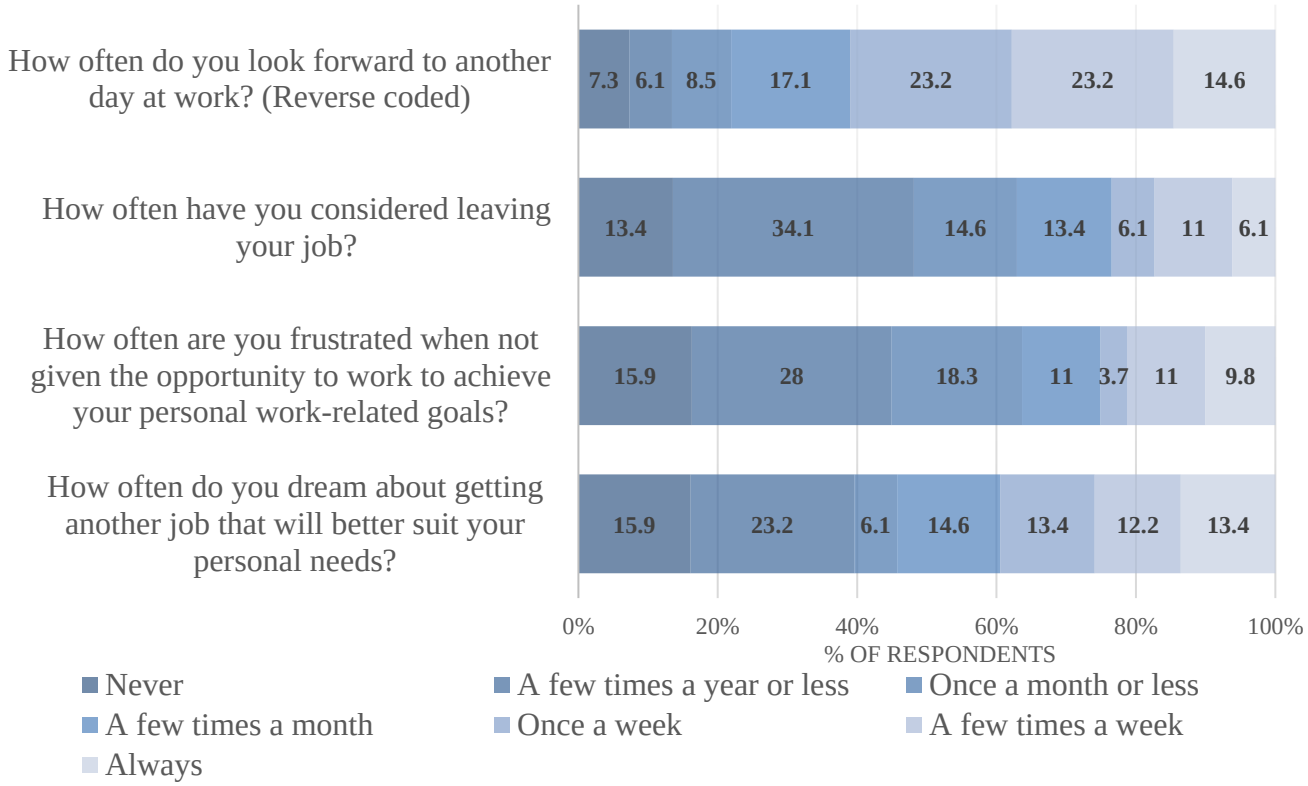
Although the mean scores are not mutually exclusive, as workers likely perceived their supervisors to have aspects of both leadership constructs to varying degrees, supportive leadership was perceived at higher rates than transformational leadership in the study sample.

5.3. Levels of Emotional Exhaustion and Turnover Intention

The scores for emotional exhaustion were calculated by summing up items from the scale measuring the variable as per the instructions in the Maslach Burnout Inventory Manual (Maslach et al., 2018). The average sum total of emotional exhaustion scores per participant was 25.5 out of a maximum possible score of 54, with a standard deviation of 12.6; higher scores indicate higher levels of emotional exhaustion. This score shows the presence of higher levels of

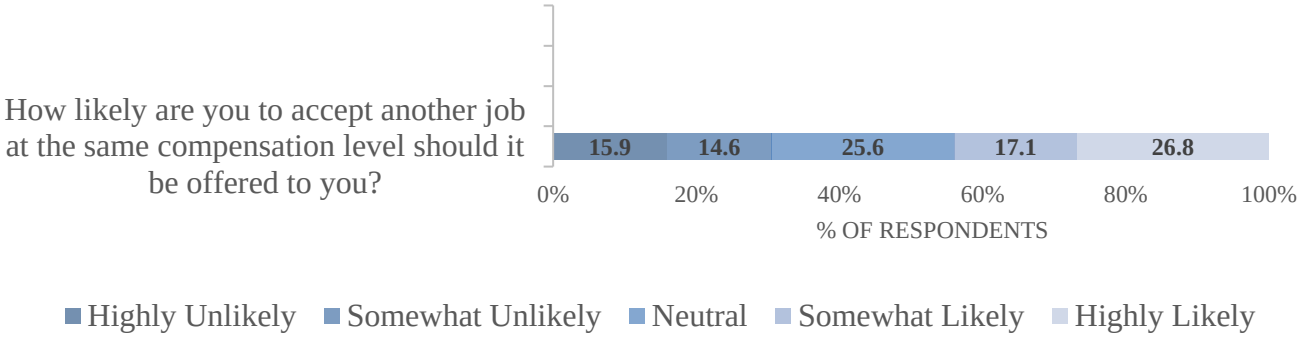
emotional exhaustion in the study sample when compared to benchmark mean scores from previous studies in similar front-line fields, including Social Services (Mean: 21.4), Medicine (Mean: 22.2) and Mental Health (Mean:16.9) (Maslach et al., 2018, p. 25). It is important to note that "there is no definitive score that 'proves' a person is 'burned out'", rather any score above zero indicates there is some emotional exhaustion, and higher scores indicate the person feels emotionally exhausted more often (Maslach et al., 2018, p. 24).

Figure 2: Questions and Responses on Turnover Intention



In contrast to the emotional exhaustion scale, the turnover intention scale is a relatively new measure and has not been widely tested to provide benchmark comparisons through past studies (Bothma & Roodt, 2013). The turnover intention scores yielded a mean total of 14.2 out of a maximum of 33. As with emotional exhaustion, there is no definitive score for high turnover intention, but any score above zero indicates some level of turnover intention, with higher score indicating higher levels of turnover intention in respondents (Bothma and Roodt, 2013). While the majority of respondents (62%) considered leaving their job once a month at most (and most of those only a few times a year), 54% indicated that they "dream about getting another job" that better suits their needs at least a few times a month, with 26% thinking about getting another job multiple times per week.

Figure 3: Likelihood of Respondents Accepting Another Job if Offered



Of the responses from the TIS-6, it seems the most indicative of there being high turnover intentions were the responses to the question "How likely are you to accept another job at the same compensation level should it be offered to you?" (Appendix A). 44% of respondents were at least somewhat likely to accept a different job at the same compensation rate if offered.

5.4. Intercorrelations of the Independent and Dependent Variables

A Spearman rank-order correlation coefficient was used to analyze the intercorrelations between all the variables in the study. The dependent variables, emotional exhaustion and turnover intention, were strongly correlated (r= 0.822) and significant at the 99% confidence level. As hypothesized, transformational leadership was negatively correlated with emotional exhaustion at the 95% confidence level; however, there was no significant correlational association between transformational leadership and turnover intention.

Supportive leadership was negatively correlated with emotional exhaustion and turnover intention, with both relationships being significant at the 99% confidence level. When the correlation results of the leadership variables are compared, supportive leadership has a stronger negatively correlated relationship to emotional exhaustion. Supportive leadership also has a significant negative correlational association with turnover intention at the 99% confidence level, whereas transformational leadership does not have a significant correlational association with turnover intention.

The only significant correlational association noted between the socio-demographic variables was gender and education. This aligns with the 2021 Stats Canada report comparing male and female postsecondary graduation rates; in the fields of study most closely related to front-line homeless sector work, humanities, social sciences, and health and related fields, female gender representation of graduates was 62%, 67% and 79%, respectively (Government of Canada, 2021). There was one significant correlational association between a socio-demographic variable and one of the leadership variables: employment status and transformational leadership.

As the correlation results indicate a negative relationship, the data suggests that workers that are in casual positions may perceive their supervisors as being less transformational, or that full-time workers perceive their supervisors as having higher levels of transformational leadership. Alternatively, the data could indicate that homeless-serving organizations may appoint supervisors with transformational leadership tendencies to teams or environments that have less casual/on-call workers relative to other environments.

Table 5. Intercorrelations of the Study Variables

Variables	Correlational Coefficients							
	TL	SL	EE	TI	Age	Education	Gender	Employment
Transformational leadership (TL)	--							
Supportive leadership (SL)	0.822**	--						
Emotional exhaustion (EE)	-0.239*	-0.291**	--					
Turnover intention (TI)	-0.209	-0.341**	0.628**	--				
Age	-0.045	-0.134	-0.021	-0.100	--			
Education	-0.032	-0.096	-0.004	0.209	0.042	--		
Gender	-0.030	-0.024	0.117	0.076	0.047	-0.347**	--	
Employment	-0.245*	-0.163	-0.169	-0.054	-0.124	-0.005	0.061	--

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

*. Correlation is significant at the 0.05 level (2-tailed).

5.5. Multivariate Multiple Regression Analyses

An ANOVA was run for each dependent variable along with all of the independent variables (the model with Emotional Exhaustion: df = 6, 73, F = 3.1, $p \leq .01$, and the model with Turnover Intention: df= 6, 73, F= 4.1, $p \leq .01$). Both were found to be highly significant. For the model with emotional exhaustion $R^2 = 0.202$, with the regression model for turnover intention $R^2 = 0.250$. As with many studies that are focused on leadership or human behaviour, there are many factors contributing to one's emotional stresses or decision-making; as such, lower R^2 values are not surprising (King, 1986; Remler & Ryzin, 2021)

The results from the regression with emotional exhaustion as the dependent variable indicated that only one of the socio-demographic variables, employment status, had a significant relationship ($\beta = -0.274$, $p \leq 0.05$). The other socio-demographic variables, age, education, and gender did not have significant associations with emotional exhaustion. Of the leadership variables, only supportive leadership was shown to have a significant relationship with emotional exhaustion ($p= \leq 0.05$). Supportive leadership also had a greater mitigating effect on emotional exhaustion ($\beta = -0.363$) as compared to employment status. Surprisingly, transformational leadership did not meet the 95% confidence interval threshold and was found not to have a statistically significant relationship with emotional exhaustion in the study's participant pool.

None of the socio-demographic variables from the regression with turnover intention as the dependent variable had significant relationships. As with emotional exhaustion, transformational leadership did not have a significant relationship with turnover intention. The only variable shown to have a significant relationship to turnover intention was supportive leadership ($p < 0.01$). As with the correlational association, the relationship between supportive leadership and turnover intention shown in the regression was negative ($\beta = -0.552$)

Table 6. Multivariate multiple regression results: Predictors of Emotional Exhaustion and Turnover Intention

	Emotional Exhaustion[a]		Turnover Intention[b]	
Independent Variables	Standardized *B*	SE	Standardized *B*	SE
Transformational Leadership	-0.052	0.276	0.134	0.239
Supportive Leadership	-0.363**	0.326	-0.552***	0.282
Age	-0.121	0.117	-0.180*	0.101
Education	0.027	0.095	0.191*	0.083
Gender	0.116	0.288	0.132	0.249
Employment	-0.274**	0.182	-0.176*	0.157

[a] R Square = 0.202

[b] R Square = 0.250

* Significant at $p < 0.10$ level

** Significant at $p < 0.05$ level

*** Significant at $p < 0.01$ level

Chapter 6. Discussion and Conclusions

With the growing front-line homeless-sector workforce, it is critical to build a foundation of evidence to inform how best to support the front-line workers (Mullen & Leginski, 2010, pp. 101-102). Given recent studies that show that homeless-sector workers are overburdened and under-recognized, it is particularly important to address emotional exhaustion and turnover intention, which are prevalent in this work (Mental Health Commission of Canada, 2021, p. 1; Schiff & Lane, 2019). The following is a discussion of the results, starting with the levels of emotional exhaustion and turnover intention in the homeless-sector workforce. The leadership variables are discussed, including the hypotheses on the comparative strength of the relationships between the leadership variables and the dependent variables. Lastly, links between employment status, educational attainment and the dependent variables are considered.

6.1. Discussion

The results from this study provide some evidence suggesting that there are high levels of emotional exhaustion and turnover intentions in the front-line homeless sector workforce. These results support the first hypothesis in the study. Participants scored an average of 26 out of 54 on the emotional exhaustion subscale of the Maslach Burnout Inventory. The mean score is substantially higher than the benchmark scores from previous studies in the fields of mental health (17), Social Services (21), and even Medicine (22) (Maslach et al., 2018, p. 25). Along with high levels of emotional exhaustion, the results also suggest that the workforce is looking elsewhere for future opportunities. Of respondents, 54% indicated they dream about getting another job that better suits their needs at least once a month, with 26% considering it at least a few times a week or more. Furthermore, 44% of respondents indicated they would be somewhat likely or highly likely to accept another job at the same compensation level should it be offered. In this context, it is even more critical to establish the right supervisory support for the front-line workforce (Mental Health Commission of Canada, 2021, pp. 1–2; Nichols et al., 2016, pp. 268–269).

Previous studies provide evidence that supportive leadership and transformational leadership have a negative relationship with turnover intention and emotional exhaustion in various contexts, some of which are similar to the homeless-sector workforce that is the focus of this study (Green et al., 2013, p. 378; Rooney et al., 2009, pp. 420–421). The second hypothesis in the study was that both leadership variables would have negative relationships with both of the dependent variables in front-line homeless-sector workers. The results show that both supportive leadership and transformational leadership have a significant negative correlational association with emotional exhaustion in the front-line homeless sector workforce. However, only supportive leadership had a significant correlational relationship with turnover intention. In the regression analysis, transformational leadership did not have a significant relationship with either of the

dependent variables. The second hypothesis of the study – that both leadership variables would have significant negative associations with the dependent variables – was not born out in the results.

The findings in this study align with the Rooney et al. (2009) study on the negative predictive associations between supportive leadership and emotional exhaustion and turnover intention (pp. 416–417). The results seem to provide contradictory evidence to the Green et al. (2013) study that showed a significant negative relationship between transformational leadership and turnover intention and emotional exhaustion in community mental health workers (pp. 6–8). A possible explanation for the discrepancy is that previous studies, such as with the Green et al. (2013) study, have often focused on health service providers, such as nurses and mental health clinicians, who tend to have higher levels of education (Nichols et al., 2016). This study focuses on front-line homeless sector workers who tend to have more varied levels of education or work experience as compared to health service providers (Schiff & Lane, 2019, p. 457). The variance of training may contribute to the stressful nature of the work, as workers in the homeless sector often feel they are not adequately trained for the demands of the workspace (Lemieux-Cumberlege & Taylor, 2019, p. 375). In turn, the extra stress may contribute to the ineffectiveness of transformational leadership, with aspects of supportive leadership being more relevant, such as enabling job support or personal esteem support.

It could be that the level of emotional strain in the work environment, both due to the nature of the work, and the added stress from the dual health emergencies in British Columbia, has reduced the relevance or efficacy of transformational leadership for mitigating emotional exhaustion or turnover intention in this context. This may have been due to the extra stresses from the public health emergencies in BC that are exacerbating an already emotionally taxing environment. In any case, the lack of a significant relationship further underscores the importance of supportive leadership for emotionally taxing environments, especially in times of greater strain, such as when this study was conducted. It also provides more reason to study further the efficacy of supportive leadership in emotionally taxing work environments.

Although understudied, the literature on the homeless-sector workforce does speak to the work environment being particularly emotionally exhausting and the efforts of the workforce being under-recognized (Mullen & Leginski, 2010, pp. 101–102; Schiff & Lane, 2019, p. 459). Since staff are faced with working in challenging conditions, the relationally-based supportive leadership that prioritizes supervisors taking an interest in the wellbeing of their workers is a natural response to the environment (Lloyd et al., 2015, p. 520; Rooney & Gottlieb, 2007, p. 201).

The literature suggests that employment status, specifically the perception that an individual's employment is precarious, may be related to higher level of burnout and increased turnover intention, and it was reflected in the data from this study (Levesque et al., 2021, pp. 18–21). The results analysis indicates there is a significant association between employment status and emotional exhaustion but that there is no relationship between employment status and turnover intention. The data suggests that perceived employment precarity may contribute to higher levels of emotional exhaustion; this is supported by a Kim et al. (2021) study on flexible employment and mental health (pp. 115–116).

Previous literature suggested that education would have a significant positive relationship with turnover intention; the higher an individual's education achievements, the more likely they would have higher levels of turnover intention (Blankertz & Robinson, 1997, p. 522). In contrast to the literature cited in this study, the data did not show any correlational association or predictive relationship between education attainment and turnover intention. It could be that in regards to educational attainment and turnover intention, the homeless sector workforce is not analogous to the nursing workforce that have been the focus of previous studies.

The results suggest that in this work environment, higher levels of perceived supportive leadership in supervisors are associated with lower levels of emotional exhaustion and turnover intention in front-line workers. In the one relationship where both leadership styles shared a significant relationship, the correlational association with emotional exhaustion, supportive leadership had a stronger negative coefficient; these findings support the third hypothesis in the study, that supportive leadership would have a stronger relative association with the dependent variables as compared to transformational leadership. The findings in this study align with the theoretical framework (Figure 1.) with respect to the negative associations between supportive leadership and the dependent variables and the positive association between emotional exhaustion and turnover intention. However, the assumptions in the theoretical framework were not fully born out as there was no evidence to indicate a negative predictor association between transformational leadership and either emotional exhaustion or turnover intention.

6.2. Conclusion

The results from this study indicate that the front-line homeless sector workforce is affected by high levels of emotional exhaustion and turnover intention. As the need for front-line homeless-sector workers is likely to remain strong, it is important for the organizations that employ these workers to consider how best to support their workforce to mitigate burnout and turnover. This is especially important in times of increased strain, such as during the COVID-19 pandemic and an overdose crisis.

Although the data did not indicate there is a relationship between employment status and turnover intention, the data did indicate that there is an association between employment status and emotional exhaustion. This may suggest that job insecurity contributes to emotional exhaustion in the homeless sector workforce. Emotional exhaustion is a key component of burnout and is related to mental health challenges, poor work performance and absenteeism (Maslach et al., 2001, p. 406). The results of this study suggest that further research that would explore the nature of the relationship between employment status and emotional exhaustion in front-line homeless sector workers is merited.

The main focus of this study was to compare two leadership constructs, supportive leadership and transformational leadership, to explore their relative effects on emotional exhaustion and turnover intention in front-line homeless sector workers. Unexpectedly, the results indicate that transformational leadership does not significantly affect either emotional exhaustion or turnover intention in front-line homeless sector workers. However, the data does indicate that supportive leadership has a significant negative relationship with both; higher levels of perceived supportive leadership in supervisors are predictive of lower levels of emotional exhaustion and intent to turnover in front-line homeless sector workers. These findings further suggest that supervisors prioritizing behaviours, such as esteem support and enabling job support, could mitigate some of the challenges of homeless sector work through supportive leadership approaches.

Chapter 7. Limitations and Future Research

7.1. Limitations

One of the limitations of the study is the extraordinary period that the study was conducted in. With two public health emergencies in British Columbia, the opioid crisis and the COVID-19 pandemic, that heavily impact homeless-serving agencies and their workforce, this is not 'business as usual' for the industry (Mental Health Commission of Canada, 2021, pp. 1–2; Wallace et al., 2018, p. 83). However, it is well established that the environment and the nature of the work of the front-line homeless sector workforce is emotionally taxing regardless of the added pressures from the public health emergencies (Mullen & Leginski, 2010, p. 102). The added pressures from COVID-19 and the overdose crisis likely just exacerbated the stressors that already exist in the work environment.

The study was targeted at two communities in a small geographic area and used purposive sampling from the largest homeless-serving agencies in those communities. Further studies could be improved by alternative sampling methods as well as the expanded scope for included communities and geographic regions. This could improve both the sample size as well as a better representation of front-line homeless sector workers more broadly, especially if the sample was expanded to be international in scope.

For this study, age, gender, education, and employment status were selected as socio-demographic independent variables; these variables were included in both the correlational analysis and the multiple multivariate regression. The results of the multiple multivariate regression indicated the R^2 values were $R^2 = 0.202$ for emotional exhaustion and $R^2 = 0.250$ for turnover intention. Although lower R^2 values are not unexpected for research on leadership and human behaviour, further study should consider adding other independent variables to account for a greater portion of the variance in the dependent variables (Remler & Ryzin, 2021).

One potential limitation with the employment status variable is that it may be possible that some respondents could have full secure employment but have selected the "Casual/On-call and I work full-time hours (35+ Hrs/wk)" category instead of the "Full-time (35+ Hrs/wk)" if they worked casual shifts along with their secure employment; eight respondents (9.8% of the sample) selected this category. If so, this could have somewhat affected the relationship that was found between employment status and emotional exhaustion via the multivariate multiple regression.

Another limitation was the low survey response rate; 82 responses of the 457 that the survey was distributed to represents a 17.9% response rate. The questionnaire was administered in the spring of 2021 during the COVID-19 pandemic. The pandemic has intensified the stress in what was already a stressful work environment (Waegemakers et al., 2021, p. 131). COVID-19

has had an "overwhelming impact" on the people experiencing homelessness and the front-line workers that serve them (Mental Health Commission of Canada, 2021, pp. 1-2). A similar study conducted post-COVID may yield a higher response rate. Another option would be a shorter survey, or a qualitative approach to lower survey fatigue (O'Leary, 2017). Alongside the COVID-19 pandemic, the homeless and precariously housed population has also been affected by the second public health emergency in British Columbia - the overdose crisis. Due to the rates of overdose deaths in British Columbia, a public health emergency was declared in April 2016 (Bigras et al., 2021, p. 273). Front-line homeless sector workers are often the first responders to overdoses; it can be particularly traumatic for these staff, as the overdose victims are often people that staff have relationships with through their work (Wallace et al., 2018, pp. 86-87). The already stressful work environment was further intensified with these dual public health emergencies ongoing at the time of the study; all of these factors likely contributed to non-response due to the understandable levels of exhaustion of front-line homeless-sector staff during this time (Mental Health Commission of Canada, 2021).

7.2. Areas of Further Research

This study is a valuable point-in-time investigation into the effect of the two leadership constructs on emotional exhaustion and turnover intention in the homeless-sector workforce. The results from this study merit follow-up via a longitudinal study with the same variables. Follow-up research that utilizes longitudinal methods would be valuable for a few key reasons. A longitudinal study would allow the ability to investigate the actions and components of the leadership structures to ascertain which has the greatest effect when added into an existing environment; for example, an organization increasing the amount of time their supervisors spend relationship-building and checking in with their workers. Another benefit of a longitudinal study to build on this research would be measuring actual turnover instead of turnover intention, which is a proxy of turnover but is not as definitive (Fukui et al., 2020, p. 289). Aside from completing this research as a longitudinal study, there could also be a benefit from using a qualitative or mixed-method approach, as this study was entirely quantitative in nature. This could help bring more nuance to the data or add perspectives not captured through the tools included in the questionnaire used in this study (O'Leary, 2017).

Another area of further research would be a follow-up study in the same population following the end of the dual public health emergencies in BC, COVID-19, and the overdose crisis. The COVID-19 pandemic was likely a key influence in having a lower response rate than ideal. It is important to note that although COVID-19 has impacted the homeless-sector workforce, it has served to exacerbate what is an already stressful environment (Lemieux-Cumberlege & Taylor, 2019, pp. 367–368; Mental Health Commission of Canada, 2021, pp. 1–2). Aside from those areas of study specifically, there is still a lack of research focused on the front-line homeless sector workforce more generally, which has been exacerbated by challenges

brought by the COVID-19 pandemic (Schiff et al., 2021, p. 131). There is ample opportunity to advance the evidence base of the homeless-sector workforce in many areas.

Finally, it is important to consider further research on supportive leadership in different environments. The results suggest that supportive leadership can mitigate burnout and turnover in emotionally challenging environments. These findings could have implications for more than just the front-line homeless sector workforce; supportive leadership may be an answer to improving support for emotionally taxed workers in other fields.

Chapter 8. Policy Implications

As a growing service sector focused on serving individuals with increasingly complex challenges, there is value in investigating and comparing leadership styles to help homeless-sector organizations with insights to guide decisions on how best to support their workforce. The results from this study show that there are high levels of emotional exhaustion and turnover intention in front-line homeless sector workers. One potentially helpful response to the emotionally challenging nature of the environment is for homeless-serving organizations to prioritize hiring supervisors that, ideally, should enable individuals on the front line to do their best work and mitigate the stresses of the work.

By comparing the two leadership constructs and their relative strength at mitigating turnover intention and emotional exhaustion in their staff, this study provides some evidence to support organizations' decision-making with hiring and how they prioritize their manager's time. In this sample, supportive leadership, which is a relational-style leadership construct that emphasizes personal esteem support and providing the tools for an individual to excel in their work, was more associated with lower emotional exhaustion and turnover intention when compared to transformational leadership, which is more focused on career development support and charismatic leadership (Rafferty & Griffin, 2006, pp. 38–40).

The practical application of the study findings in the homeless-sector workforce involves providing time for supervisors to invest relationally with those they supervise. An example of the first component of support leadership, *personal esteem support*, could include allowing for robust follow-up procedures when staff experience grief and loss, which is often common in this line of work (Kerman et al., 2022, p. 377). The second component, *enabling job support,* could include prioritizing clear, open and consistent communication from supervisors as well as supervisors being accessible to workers as needed. Lastly, it would be advisable to limit *micromanaging behaviours* such as second-guessing a worker's approaches to tasks or limiting workers' ability to give feedback, and instead encourage meaningful involvement in decision-making and task autonomy wherever possible (Rooney & Gottlieb, 2007).

These findings are an important step for both homeless-serving agencies and the individuals they serve. Turnover intentions and emotional exhaustion in workers are detrimental to organizations and the quality of care and support for the individuals they support (Belling et al., 2011, pp. 1–2; Green et al., 2013, p. 374). The results from this study can help support organizations that serve the homeless or tenuously housed populations to foster conditions that lessen the emotional burden of this work on their employees, as well as reduce the chances their front-line workers will turnover. The findings from this study could help make an appreciable change in improving support structures for the front-line homeless sector workforce.

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Appendix A: Consent Form

Leadership, Emotional Exhaustion & Turnover in Front-line Homeless Sector Workers
Date: December 12, 2020

Introduction and Participant Consent
This is an invitation to participate in a study on leadership in front-line homeless sector workers. The study seeks to better understand the relationship between Supportive & Transformational leadership and Emotional Exhaustion & Turnover Intention in individuals working in supportive housing and shelters. The results of this survey will help inform and improve support for homeless-sector workers.

Researchers
The study is being conducted by Scott Wilson, a graduate student in the Master of Public Administration program at the University of Victoria (scottwilson@uvic.ca). Scott Wilson is a former employee of the Victoria Cool Aid Society; he worked as a Residential Support Worker for three years. The study is being supervised by Dr. Richard Marcy, Assistant Professor of Organizational Behaviour in the School of Public Administration at the University of Victoria (Rtmarcy@uvic.ca). If you have questions whatsoever about this study, please do not hesitate to reach out to Scott and/or Richard. If you have concerns not answerable by the researchers or require verification of ethical approval, you may contact the University of Victoria Ethics Board (ethics@uvic.ca, 250.472.4545).

Participant Involvement
Your participation in this research is completely voluntary. You may withdraw at any time without consequence. If you participate in the survey, questions should take approximately 20 minutes to complete. All results are anonymous and will be aggregated (i.e., gathered into one place/put into one basket) before the data is shared with homeless-sector organizations across Canada. The option "I'd prefer not to answer" will be available for each question. You are able to edit your answers before final submission of the survey. Please ensure you obtain the permission of your supervisor if you decide to complete the survey during your work hours; if you are unable to attain permission to complete the survey at work, please complete the survey outside of your work time.

As a thank you for your time, you are also being offered the opportunity to enter a draw for a 200$ VISA gift card; to be entered into the prize draw, participants will need to send an email to leadershipsurveyprizedraw.uvic@gmail.com confirming their participation. If you withdraw from the survey, for any reason, you are still eligible for the prize draw. The email will be presented to participants again at the end of the survey. The winner will be contacted via the email they use to enter the draw.

Risks
There are possible but very unlikely risks to you participating in this study. You may experience fatigue or emotional stress from completing questions on your experience with leadership, levels of burnout, or turnover intention; this is minimized by the ability to withdraw at any time, for any reason, without consequence.

Benefits
Your participation in this study will help provide evidence for best practices supporting front-line homeless sector workers. As an emotionally challenging field, it is vital to provide the best possible support for the homeless sector workers; the results of this study will benefit the workers themselves, and the clients through lowering turnover intention and emotional exhaustion in front-line workers. After the study is complete, we will be creating a report to disseminate to homeless sector organizations. This report will provide aggregated results that will help managers make informed decisions when selecting and training supervisors in homeless sector organizations.

Anonymity
This survey is completely anonymous; the researchers will be unable to connect participants to the survey submissions. Because the survey is anonymous, the researchers are unable to identify your survey once it has been submitted; as such, it is impossible to remove it from the dataset. The data from the surveys will only be released in aggregate form; if there are any distinct identifiers in a response that could lead to a compromise of anonymity, either that response will be withheld from the dataset, or the identifying variable will be removed.

Confidentiality
Your confidentiality is our top priority. Your responses will not be connected to your name or any obvious identifiers. All survey responses will be stored on a password-protected computer; any web-data will be stored on a secured server located in Canada. All survey responses and associated data will be deleted from the server and research computer after the study and associated work is concluded, no later than September 30, 2025

Dissemination of Results
The data from this survey will be used as part of a Master's Thesis. If the aggregate findings prove to be particularly helpful to the homeless sector, this research may be published in an academic journal. The findings from this study will also be used in a report that will be disseminated to Homeless-Sector organizations.

Use of Data
The data from this study will be used only for the aforementioned thesis and subsequent reports; It will not be used for any other purpose.

Selecting the “agree” below indicates that you understand the above conditions of participation in this study, that you have had the opportunity to have your questions answered by the researchers, and that you consent to participate in this research project.

If you do not wish to participate, please decline by selecting “Disagree”

Appendix B: Email Invitation

Greetings!

If you are receiving this email, you are a front-line worker in the homeless-sector, and I hope you are willing to participate in important research regarding your work. As you are undoubtedly aware, front-line work in shelters and supportive housing environments can be exhausting and emotionally taxing. With your help, this study will help to better understand the relationship between different leadership styles and emotional exhaustion & the turnover intentions of front-line workers. This research is designed to help inform decisions for how best to support front-line homeless-sector workers.

The study is being conducted by Scott Wilson, a graduate student in the Master of Public Administration program at the University of Victoria (scottwilson@uvic.ca). Scott Wilson is a former employee of the Victoria Cool Aid Society; he worked as a Residential Support Worker for three years. The study is being supervised by Dr. Richard Marcy, Assistant Professor of Organizational Behaviour in the School of Public Administration at the University of Victoria; Dr. Marcy has done extensive research in the field of leadership. The data from this survey will be used for a Master's thesis and a report to be disseminated to homeless sector organizations. If the aggregate findings prove to be particularly helpful to the homeless sector, this research may be published in an academic journal.

Your participation in this survey is completely voluntary. Your responses will be kept completely anonymous; none of the answers will be connected to any identifying information. Responses will only be reported in aggregate data (i.e., gathered into one place/put into one basket).

As a thank you for your valuable time, you will have the opportunity to enter **a draw for a 200$ VISA Gift Card!** As the survey is anonymous, and we are not collecting any participant information, please email leadershipsurveyprizedraw.uvic@gmail.com with "Survey Prize Draw" as the subject line to be entered to win; you are not required to enter anything into the body of the email. This email will be given again at the end of the survey. If you withdraw from the study, for any reason, you are still eligible for the prize draw.

The survey will take approximately 15-20 minutes to complete.

To participate, please click on the following link to the consent information and the survey:

https://www.surveymonkey.ca/r/homelessness_sector_leadership_study 

If you have any questions or have difficulty accessing the survey, please contact Scott Wilson (Scottwilson@uvic.ca) or Dr. Richard Marcy (rtmarcy@uvic.ca).

Thank you in advance for using some of your valuable time to be a part of this important research!

Sincerely,

Scott Wilson