

Table S1. Predictor Variables Included in the Machine Learning Classification Tree Model (FEVS, 2018).

Study Measure	FEVS Survey Items	FEVS Item Responses
Outcome		
DV. Perceived Organizational Performance	Q39. My agency is successful at accomplishing its mission.	1. Strongly Disagree 2. Disagree 3. Neither Agree nor Disagree 4. Agree 5. Strongly Agree X. Do Not Know
Predictor variables		
1. Demographics and Turnover Intention		
Gender	Are you	A. Male B. Female
Education attainment	What is the highest degree or level of education you have completed?	A. Less than a Bachelor's Degree B. Bachelor's Degree C. Beyond a Bachelor's Degree
Minority	Minority status	A. Minority B. Non-Minority
Supervisory status	What is your supervisory status?	A. Non-Supervisor/Team Leader B. Supervisor/Manager/Senior Leader
Organizational tenure	How long have you been with the Federal Government (excluding military service)?	A. Ten years or fewer B. Between 10 and 20 years C. More than 20 years
Turnover intention	Are you considering leaving your organization within the next year, and if so, why?	A. No B. Yes. to take another Federal job C. Yes. to take a job outside Federal Government D. Other

Table S1 (Continued)

Study Measure	FEVS survey items
2. Workplace Environmental Factors	
IV1. Employee Development	Q1. I am given a real opportunity to improve my skills in my organization.
IV2. Enough Information	Q2. I have enough information to do my job well.
IV3. Creative Tendency	Q3. I feel encouraged to come up with new and better ways of doing things.
IV4. Intrinsic Motivation	Q4. My work gives me a feeling of personal accomplishment.
IV5. Intrinsic Motivation	Q5. I like the kind of work I do.
IV6. Goal Clarity	Q6. I know what is expected of me on the job.
IV7. Work Motivation	Q7. When needed I am willing to put in the extra effort to get a job done.
IV8. Creative Tendency	Q8. I am constantly looking for ways to do my job better.
IV9. Resources	Q9. I have sufficient resources (for example, people, materials, budget) to get my job done.
IV10. Reasonable Workload	Q10. My workload is reasonable.
IV11. Intrinsic Motivation	Q11. My talents are used well in the workplace.
IV12. Goal Clarity	Q12. I know how my work relates to the agency's goals.
IV13. Intrinsic Motivation	Q13. The work I do is important.
IV14. Physical Condition	Q14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.
IV15. Organizational Procedural justice	Q15. My performance appraisal is a fair reflection of my performance.
IV16. Value-added Leadership	Q16. I am held accountable for achieving results.

IV17. Organizational Procedural Justice	Q17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.
IV18. Employee Development	Q18. My training needs are assessed.
IV19. Performance Appraisal	Q19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).
IV20. Collaborative Culture	Q20. The people I work with cooperate to get the job done.
IV21. Selection and Recruitment	Q21. My work unit is able to recruit people with the right skills.
IV22. Performance-oriented Culture	Q22. Promotions in my work unit are based on merit.
IV23. Performance-oriented Culture	Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
IV24. Performance-oriented Culture	Q24. In my work unit, differences in performance are recognized in a meaningful way.
IV25. Performance-oriented Culture	Q25. Awards in my work unit depend on how well employees perform their jobs.
IV26. Knowledge Sharing	Q26. Employees in my work unit share job knowledge with each other.
IV27. Employee Development	Q27. The skill level in my work unit has improved in the past year.
IV28. Work-unit Performance	Q28. How would you rate the overall quality of work done by your work unit?
IV29. Employee Development	Q29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.
IV30. Employee Empowerment	Q30. Employees have a feeling of personal empowerment with respect to work processes.
IV31. Performance-oriented Culture	Q31. Employees are recognized for providing high quality products and services.
IV32. Rewards for Innovation	Q32. Creativity and innovation are rewarded.

IV33. Performance-oriented Culture	Q33. Pay raises depend on how well employees perform their jobs.
IV34. Diversity Management	Q34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).
IV35. Work Security and Safety	Q35. Employees are protected from health and safety hazards on the job.
IV36. Work Security and Safety	Q36. My organization has prepared employees for potential security threats.
IV37. Organizational Procedural Justice	Q37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.
IV38. Organizational Procedural Justice	Q38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.
IV39. Organizational Commitment	Q40. I recommend my organization as a good place to work.
IV40. Supervisory Support	Q42. My supervisor supports my need to balance work and other life issues.
IV41. Employee Development	Q43. My supervisor provides me with opportunities to demonstrate my leadership skills.
IV42. Leadership Effectiveness	Q44. Discussions with my supervisor about my performance are worthwhile.
IV43. Diversity Management	Q45. My supervisor is committed to a workforce representative of all segments of society.
IV44. Performance Feedback	Q46. My supervisor provides me with constructive suggestions to improve my job performance.
IV45. Employee Development	Q47. Supervisors in my work unit support employee development.
IV46. Supervisory Support	Q48. My supervisor listens to what I have to say.
IV47. Trust in Supervisor	Q49. My supervisor treats me with respect.

IV48. Performance Feedback	Q50. In the last six months, my supervisor has talked with me about my performance.
IV49. Trust in Supervisor	Q51. I have trust and confidence in my supervisor.
IV50. Work-unit Performance	Q52. Overall, how good a job do you feel is being done by your immediate supervisor?
IV51. Senior Leadership	Q53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.
IV52. Trust in Supervisor	Q54. My organization's senior leaders maintain high standards of honesty and integrity.
IV53. Diversity Management	Q55. Supervisors work well with employees of different backgrounds.
IV54. Task-oriented Leadership	Q56. Managers communicate the goals of the organization.
IV55. Task-oriented Leadership	Q57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.
IV56. Management Communication	Q58. Managers promote communication among different work units (for example, about projects, goals, needed resources).
IV57. Task-oriented Leadership	Q59. Managers support collaboration across work units to accomplish work objectives.
IV58. Satisfaction with Senior Leadership	Q60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?
IV59. Trust in Supervisor	Q61. I have a high level of respect for my organization's senior leaders.
IV60. Work/Life Balance	Q62. Senior leaders demonstrate support for Work/Life programs.
IV61. Organizational Procedural Justice	Q63. How satisfied are you with your involvement in decisions that affect your work?
IV62. Job Satisfaction	Q64. How satisfied are you with the information you receive from management on what's going on in your organization?
IV63. Job Satisfaction	Q65. How satisfied are you with the recognition you receive for doing a good job?

IV64. Satisfaction with Senior Leadership	Q66. How satisfied are you with the policies and practices of your senior leaders?
IV65. Job Satisfaction	Q67. How satisfied are you with your opportunity to get a better job in your organization?
IV66. Employee Development	Q68. How satisfied are you with the training you receive for your present job?
IV67. Job Satisfaction	Q69. Considering everything, how satisfied are you with your job?
IV68. Pay Satisfaction	Q70. Considering everything, how satisfied are you with your pay?
IV69. Organizational Satisfaction	Q71. Considering everything, how satisfied are you with your organization?

Note. Responses of IV1-IV27, IV29-IV49, and IV51-IV60 are 5-likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly agree). Responses of IV28, IV50, and IV58 are 5-likert scale (1 = Very Poor, 2 = Poor, 3 = Fair, 4 = Good, 5 = Very Good). Responses of IV61-IV69 are 5-likert scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neither Satisfied nor Dissatisfied, 4 = Satisfied, 5 = Very Satisfied). Q41 (I believe the results of this survey will be used to make my agency a better place to work) is removed in the analysis.