Walden Dissertations and Doctoral Studies

2020

Strategies Insurance Company Managers Use to Retain Employees

Christopher Ramel Robinson
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Christopher Ramel Robinson

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Ronald Jones, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Matasha Murrelljones, Committee Member, Doctor of Business Administration
Faculty

Dr. Kenneth Gossett, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2020

Abstract

Strategies Insurance Company Managers Use to Retain Employees

by

Christopher Ramel Robinson

MS, New York University, 2016

BS, Farmingdale State University, 2014

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2020

Abstract

Insurance business managers who fail to retain employees experience reduced profitability and productivity. Employee retention issues in the insurance industry negatively affect recruitment and training costs, employee engagement, and operational efficiency. Grounded in Herzberg's 2-factor theory of motivation, the purpose of this qualitative multiple case study was to explore strategies that insurance company managers use to retain employees. Data were collected through semistructured interviews with 5 insurance managers in New York and a review of company documents on employee retention strategies. Data were analyzed using Yin's 5-step process of compiling, disassembling, reassembling, interpreting, and concluding data. The 3 themes that emerged from data analysis were employee training strategy, employee motivation strategy, and compensation strategy. A key recommendation is that managers in the insurance industry increase employee retention rates by improving their professional development opportunities. The implications for positive social change include the potential for insurance business managers to retain high-caliber employees, lower local unemployment rates, and improve the living standards in the communities they serve.

Strategies Insurance Company Managers Use to Retain Employees

by

Christopher Ramel Robinson

MS, New York University, 2016

BS, Farmingdale State University, 2014

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2020

Dedication

I dedicate this research study to the higher power that has given me the strength to embrace life as a daily blessing and to everyone who has had a dream to achieve the impossible. This research study is dedicated to the foundation of life and love, and it starts with my beautiful mother. Debroah A. Robinson (my favorite girl) has given me the embodiment of being a perfectly flawed individual and still being a blessing to this world. My mother has given me everything that I am as an individual and the ambition and drive to strive for greatness in more than one way. My morals and ethics come directly from you and my dad (Albert J. Deas) and the Robinson/Deas's tough but gentle love in a cold world. Giving up was never an option, and I truly could never repay both of you for what you have sacrificed and meant to my life. I love you both beyond words, and nothing will ever change that. This research study is dedicated to my brothers Albert, Jermel, Albert, Dion, and Matthew who have given me many beautiful nieces and nephews as well as a brotherhood that is irreplaceable in my heart. This research is a study dedicated to my childhood friends James Jones, James Redder, James McCrimmon, Cory Phillips, Dontate McPherson, Shawn Wynn, Brian Kuar, Bryan Thomas, Ranell Paltoo, and Barry Devone. Thank you for turning a friendship into a brotherhood; the additional support and love from you and your families has made a difference in my life. A quote that remains pivotal in my daily life is inspired by the late great Nispey Ermias Joseph Asghedom Hussle: "The Marathon Continues."

Acknowledgments

The academic journey of achieving the Doctor of Business Administration was a challenging part of my life but also fulfilling. My committee chair, Dr. Ronald Jones, was beyond exceptional with continuous positive encouragement and support and knowledge that helped me be able to excel through the doctoral study. I could not have completed my research study without his advice and motivation. You truly have affected my educational journey in a way that was nothing but positive to keep me on the right track until the end of my educational journey. I thank my committee members Dr. Matasha MurrellJones and Dr. Kenneth Gossett who took part in my research study. I appreciate you all for making the doctoral process an amazing experience. A special thanks to all participants agreeing to take part in the research study. I appreciate your time, contribution, and inspiration for progress.

Table of Contents

iii

List of Tables

Section 1: Foundation of the Study

Organizational managers need effective strategies to develop employees, encourage high levels of employee engagement, and reduce employee turnover (Visvanathan, Muthuveloo, & Ping, 2018). Developing employees to have an openness to learning and gaining knowledge is an insurance industry manager's connection to transformational growth regarding the reduction of employee turnover (Bussin & Mouton, 2019). Managers in the insurance industry should promote internal and external employee development opportunities to improve the organizational culture, increase employee satisfaction, and reduce employee turnover (Bussin & Mouton, 2019). The development of employees is an essential duty of managers seeking to build long-term sustainability, creating opportunities for organizational growth, and retaining valuable employees (Marius & Mariette, 2018).

Background of the Problem

Economic downsizing is a direct reflection of organizational struggles in the employment sector (Bayram & Dinc, 2015). Reducing the number of employees can affect productivity levels, employee satisfaction, and employee growth (Bouckenooghe, Zafar, & Raja, 2014). During economic regression, employees face dilemmas regarding growth, performance, and individual economic development (Bayram & Dinc, 2015). Introducing new business opportunities for both private and public organizations can create a phenomenon chain of reaction for social change. Managers can influence entry-levels employees' commitment, trust, and effective communication to achieve an

innovative operation (Molecke & Pinkse, 2017). Understanding the existing innovating solutions, both internal and external, can help develop a concept of transformation within change management (Bouckenooghe et al., 2014).

The need for transformational leadership propels social change while implementing innovation within an organization to sustain growth (Bouckenooghe et al., 2014). A successful transformation in a competitive manner requires managers to establish an environment that positively influences employees, from the top executive to the lower-level employees within the organization (Lisi, 2018). The annual employee turnover rate among insurance company workers in the United States averaged 24.8% from 2015 to 2018 (U.S. Bureau of Labor Statistics, 2019). Management behavior has a direct correlation to employees' growth; the changes implemented should indicate the value of the employees while managers apply new strategies in their day-to-day roles (Bayram & Dinc, 2015). Molecke and Pinkse (2017) and Lisi (2018) noted the need for additional research regarding empowering individual employees. With this empowerment, employees can help an organization attain sustainability.

Problem Statement

Insurance business managers who fail to retain employees experience reduced profitability and productivity (Bussin & Mouton, 2019). The annual employee turnover rate among insurance company workers in the United States averaged 24.8% from 2015 to 2018 (U.S. Bureau of Labor Statistics, 2019). The general business problem was that insurance company managers with a high employee turnover rate experience reduced

profitability. The specific business problem was that some managers in the insurance industry lack strategies to retain employees.

Purpose Statement

The purpose of this qualitative, multiple case study was to explore the strategies some managers in the insurance industry use to retain employees. The targeted population was managers in five insurance companies in the state of New York. I purposefully selected insurance companies' managers who implemented successful strategies to retain employees. The implications for positive social change include the potential for insurance company managers to improve the morale and dignity of their workforce, lower the local unemployment rate, improve local economic stability, and provide employees a means to contribute to their communities through increased volunteerism and charitable giving.

Nature of the Study

The three research methods are qualitative, quantitative, and mixed (Saunders, Lewis, & Thornhill, 2015). Qualitative research is a process of exploration and inquiry researchers use to gain a profound understanding of a social or business phenomenon from the perspective of participants as well as secondary sources of evidence (Yin, 2018). I selected the qualitative method because I sought to explore a business phenomenon from the perspective of participants as well as review relevant documentation. In contrast to qualitative research, quantitative researchers test statistical hypotheses about variables' relationships by using numeric data collected from a random sample of the population

(McCusker & Gunaydin, 2015). Mixed-method researchers combine both a qualitative and quantitative research method to present a research framework with a solution (Saunders et al., 2015). I was not testing hypotheses among variables, which is part of a quantitative study or the quantitative portion of a mixed-methods study. Therefore, the quantitative or mixed-method approaches were not appropriate for exploring the strategies managers use to retain employees.

I considered three qualitative research designs: (a) phenomenology, (b) ethnography, and (c) case study. Phenomenology is a descriptive design the researcher uses to explore and describe the personal meanings of the lived experience of a person (Saunders et al., 2015). The phenomenological design was not an optimal choice because data regarding the personal meanings of the lived experiences of participants would not result in ample information for addressing my study's purpose. Ethnographic researchers explore various cultural experiences from their immersion in a group of people or an organization over an extended period (Higginbottom et al., 2016). An ethnographic design was not an appropriate choice to conduct my research because collecting data regarding the cultural aspects of insurance companies would not result in relevant data for addressing my study's purpose. Researchers conduct a case study to explore a real-world phenomenon within a bounded, contextual setting (Yin, 2018). The case study researcher collects data from multiple sources of evidence (Yin, 2018). The case study design was appropriate for this research study because I sought to explore a real-world problem with the contextual setting of the insurance industry, collecting data from

participants through semistructured interviews and a review of their companies'
documents. Yin (2018) explained that a researcher uses a multiple case study to collect
data for cross-case comparison and analysis regarding similarities and differences found
within the cases. I used the multiple case study design to collect data from multiple
companies and engage in cross-case analysis to gain a deeper understanding of the
similarities and differences among the cases for this study.

Research Question

What strategies do some managers in the insurance industry use to retain
employees?

Interview Questions

1. What strategies do you use to retain employees?

2. How do your employees react to your retention strategies?

3. What key challenges did you experience in implementing strategies for employee
   retention?

4. How did you overcome the key challenges in implementing your employee
   retention strategies?

5. How does your organization gauge the effectiveness of the strategies to retain
   employees?

6. What strategy have you found to be most effective to retain employees?

7. What other information can you provide about the strategies you use to retain
   employees?

Conceptual Framework

The two-factor theory of motivation, also known as Herzberg's two-factor theory, developed by Herzberg, Mausner, and Snyderman (1959), was the conceptual framework for this study. The key tenets of Herzberg's two-factor theory are motivation and hygiene (Herzberg et al., 1959). Hygiene factors are maintenance concepts, such as compensation, working conditions, organizational structure and culture, and supervision (Herzberg, 1987). Motivation factors are concepts such as nonmonetary rewards, recognition, job satisfaction, and opportunities for career advancement (Herzberg, 1987). Not addressing hygiene factors successfully typically results in dissatisfied workers and lower employee retention rates (Herzberg et al., 1959). Employees seek a place of employment in a good work environment, desire safe working conditions, and strive for compensation commensurable with their performance (Herzberg, 1987). Effective business managers engage and motivate employees to improve organizational performance and lower employee turnover (Priest, Kliewer, Hornung, & Youngblood, 2018). Motivating employees, reducing or eliminating elements with the workplace that result in job dissatisfaction, and providing professional development opportunities for workers are means for managers to improve employee retention rates (Priest et al., 2018). Cegielski and Jones-Farmer (2016) noted that employee retention and morale improve when business managers respect, recognize, and reward workers. Business managers retain employees by improving job satisfaction, offering advancement opportunities to employees, and providing adequate monetary and nonmonetary rewards (Cegielski &

Jones-Farmer, 2016). Herzberg's two-factor theory was an effective lens to understand the strategies insurance company managers use to retain employees because, as noted by Herzberg et al., employee retention is a function of managers providing enough compensation, ensuring good working conditions, and offering ample incentives.

Operational Definitions

Innovation: A new idea with a more-effective process used within an organization to structure a foundational format of growth (Bayram & Dinc, 2015).

Management strategies: Techniques developed by managers to lead subordinates within an organization to govern the operational tasks required to fulfill the organizational mission (Bayram & Dinc, 2015).

Social change: Designing alteration within a social environment by using societal mechanisms in the form of behavioral changes, changes in cultural symbols, social institutions, and social relations (Bouckenooghe et al., 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are expectations that a researcher believes to be true information about the research, but no viable means of validation exists at the onset of the study (Doody & Bailey, 2016). Assumptions are out of the researcher's control (Doody & Bailey, 2016). I assumed that the participants answered the interview questions honestly and completely. Another assumption was that I would gain access to useful, relevant

company documents to engage in methodological triangulation. Furthermore, I assumed the company documents to be accurate and complete.

Limitations

Limitations are the weaknesses within a study that are out of the researcher's control (Doody & Bailey, 2016). A potential weakness of this study could arise from receiving inadequate research information from the participants that might result in a negative effect on the dependability and credibility of the findings. A limitation was that the accuracy of the interview data relies on the experience, knowledge, and opinions of the participants. Moreover, the results of this study do not reflect the views of all insurance managers regarding strategies to retain employees.

Delimitations

Delimitations are the set standards, boundaries, and scope of the research study (Yin, 2018). The main scope of this study was to focus on the insurance industry management approach towards retaining employees and how that approach can promote the growth of the employees. Management progression with employees within an organization concentrates on the growth and development of the employees as well as the outcomes regarding the organization's direction (Hill, 2014). The geographic region of the state of New York was a delimitation. Another delimitation was the participant inclusion criteria of managers in the insurance industry who implemented successful strategies to retain employees.

Significance of the Study

The findings of this study might be of value to insurance company managers to improve profitability and productivity through improved employee retention. Business managers who implement effective strategies to retain a high-caliber workforce experience improved organizational productivity (Priest et al., 2018). Managers of insurance companies might benefit from this study because of gaining insights into the successful strategies their contemporaries used to retain employees. Business managers need a capable, competent, experienced workforce to gain or sustain a competitive advantage (Yudiawan, Setiawan, Irawanto, & Rofiq, 2017). Insurance company managers might find value in the findings of this study to retain a competent, experienced workforce. Managers of insurance companies might use the findings of this study to contribute to positive social change in their local communities and economies because of the societal benefits of lowering employee turnover.

Contribution to Business Practice

Business managers in the insurance industry can use the findings of this study to improve employee retention, resulting in positive contributions to business practices, such as improved manager-subordinate relationships, improved employee productivity, higher operational efficiency, and more profitability. Effective management and retention of valuable human resources are essential elements for managers to improve organizational efficiency and performance (Arora, 2016; Bashan & Armon, 2019). Gaining insights into successful employee retention strategies may be a means for

insurance company managers to improve their business practices, such as lower recruitment costs, increased workforce productivity, and increased retention of highly valued, trained employees. Managers improve their workforce productivity and lower their recruitment costs by building relationships with workers, improving job satisfaction rates, and lowering employee turnover (Cegielski & Jones-Farmer, 2016). Insurance company managers lacking effective employee retention strategies could bolster their business practices by reviewing, implementing, or adapting the recommendations resulting from the findings of this study to lower costs and increase performance.

Implications for Social Change

Insurance company managers can catalyze positive social change by implementing effective employee retention strategies. Business managers improve the morale and dignity of their workers by lowering employee turnover (Yudiawan et al., 2017). When employee retention improves, local unemployment rates decrease, resulting in improved stability in the local economy (Arora, 2016). Employed workers contribute more to their local communities through volunteerism and charitable giving than do unemployed workers (Krasnopolskaya, Roza, & Meijs, 2015; Stephan, Patterson, Kelly, & Mair, 2016). The implications for positive social change include the potential for insurance company managers to improve the morale and dignity of their workforce, lower local unemployment rates, improve local economic stability, and enable employees to contribute to their local communities through increased volunteerism and charitable giving.

A Review of the Professional and Academic Literature

The purpose of this qualitative, multiple case study was to explore the strategies some managers in the insurance industry use to retain employees. I focused on peer-reviewed articles and journals found in the Walden Library databases, which include Academic Source Complete and Business Sources Complete, including ProQuest, Sage, Harvard Business Review, and Academic. I also used the Google Scholar search engine. Search words included *employee retention, employee motivation, employee turnover, employee satisfaction, leadership styles, leadership training, Herzberg's two-factor theory, organizational culture, employee turnover costs,* and *social change*.

Organization of the Review

The organization of the review of academic and professional literature consists of (a) conceptual framework theory, (b) alternative and complementary theories, (c) employee engagement, (d) job satisfaction, (e) employee turnover, (f) leadership style, (g) organizational culture, and (h) social change. In this study and literature review, I used the two-factor theory of motivation developed by Herzberg et al. (1959) as the conceptual framework. I reference the two-factor theory of motivation as Herzberg's two-factor theory throughout this literature review. I reviewed and synthesized the literature on the alternative and complementary of Maslow's (1943) hierarchy of needs and Vroom's (1964) expectancy theory of motivation to improve my understanding of the aspects affecting the retention of employees.

Research Strategy

I began my research by exploring what strategies managers use to retain employees within insurance organizations. I researched motivational theories and identified Herzberg et al.'s (1959) two-factor theory of motivation as a theory that was the conceptual framework for this research study. I identified additional motivational theories in areas in which managers can realize how their behaviors affect the strategies used to retain employees. I identified how managers can affect social change, promote better working conditions, and improve the lives of their employees.

The purpose of this qualitative multiple case study was to explore strategies that managers within the insurance industry use to retain employees. The sample was five managers in five insurance companies in the state of New York who implemented successful strategies to retain employees. Retaining employees is a means for managers to reduce the turnover and focus on implementing social change that might include creating promotional opportunities, improving volunteerism in community service, creating financial stability for employees, and lowering local unemployment. Managers should seek engaged employees to implement social change initiatives (Stephan et al., 2016). Insurance industry managers might improve the local community and economic conditions through the insights gained from this study. I reviewed 127 references, which included qualitative, mixed-methods, and quantitative research studies, dissertations, government websites, and seminal books. Of the 127 references used, 117 (91.9%) were peer-reviewed. The literature review portion of the study consists of 78 references.

Herzberg's Two-Factor Theory

An organizational manager can help develop policy with its administration to determine the factors employees may develop regarding positive and negative feelings about their position within an organization (Herzberg et al., 1959). Managers can focus on the needs of employees to make sure valid solutions exist to address employees' needs and wants (Herzberg et al., 1959). Herzberg et al. (1959) analyzed research studies published from 1920 to 1959 to answer the following question: What do individuals truly look for regarding an employment opportunity? The results indicated that some employees focused on the factors organizational managers did not present as satisfying opportunities. Herzberg et al. discovered that individuals expressed dissatisfying experiences because of the organizational managers creating a negative working environment. Some individuals were satisfied because of the organizational management and a positive working environment presented from the first day of employment. Herzberg et al. named the factors that can contribute to a positive working environment as hygiene factors.

Stephan et al. (2016) agreed with Herzberg et al.'s (1959) belief that individuals can develop satisfaction through a positive nature, which referred to a motivating factor from the organization's motivators. The hygiene factors correlate with Herzberg's two-factor theory of motivation; the hygiene factors are a reference to the dissatisfaction that an employee can experience with (a) company policy, (b) management, (c) relationship with the manager, (d) working environment, (e) salary, and (f) relationship with peers

(Herzberg et al., 1959). Hygiene factors include interpersonal relations at an organization, management accountability, working conditions, job security, company policies, and administration, (Herzberg et al., 1959). Motivating factors include an organization's ability to give growth opportunities to employees, advancement, more responsibility from management as well as recognition achievement. Motivation factors used by managers also lead an employee to (a) achievement, (b) recognition, (c) responsibility, (e) advancement, and (f) growth within an organization (Herzberg et al., 1959). Motivation factors are internal while hygiene factors are external to an employee (Herzberg et al., 1959).

Although organizational managers present an offer to employees regarding incentives that could include a great working environment and opportunities for development and advancement, ensuring employee security as well as salary increases could be a missing hygiene factor. Herzberg et al. (1959) questioned whether these incentives can truly motivate and satisfy all employees' needs and wants over time. Managers can often sway the individual thought process of an employee through positive guidance and external factors. Employees still consider the negative position a manager takes with employees and how that manager lacks a moral compass, resulting in clouding the judgment of an employee's morale for the employment opportunity and if the job could ever be satisfying in the long term (Abramovich & Miedijensky, 2019). In the two-factor theory, Herzberg et al. posited that the presence of motivators can result in job satisfaction. Hygiene factors do not always increase job satisfaction but can reduce job

dissatisfaction, which is a direct factor of employee retention. The presence of motivation

for employees is a contributing factor to increases in job satisfaction; hygiene factors can

bring a presence that reduces job dissatisfaction (Clapp-Smith, Hammond, Lester, &

Palanski, 2019). Reducing employee dissatisfaction does not increase satisfaction for the

overall organization but does result in higher employee retention (Herzberg et al., 1959).

Herzberg et al. separated the factors that can affect employee satisfaction into the two

groups of motivation and hygiene, hence the two-factor theory of motivation.

A management goal should begin with progress to help the development of new

employees with insights into the role of being a team player, and how supervisors can

effectively plan and organize the employees they influence (Vroom, 1964). Using

Herzberg's two-factor theory, motivation and hygiene factors can influence job

satisfaction in the workplace (Winston, 2016). Marius and Mariette (2018) noted that

employee retention can directly connect with work efficiency and management. Work

efficiency results in a positive effect on employee satisfaction and retention when

managers instill high levels of motivation within the employee group (Marius & Mariette,

2018). Employees might become dissatisfied with the annual salary growth rate, yet

managers can improve employee satisfaction by implementing employee development

strategies that could lead to promotions and higher wages (Winston, 2016). Employee

incentives may influence each worker, lead to an improved work ethic, and lead to a

more significant commitment to working towards the performance goals set forth by

management (Walden, Jung, & Westerman, 2017). Managers can compare the

importance-performance analysis needed to demonstrate the proper guidance to the employees with daily communication and a level of understanding from both the manager and the employee (Maslow, 1943).

Developing a management system that will result in a connection to managers and each employee is a means for managers to retain employees and improve organizational performance. Organization managers use performance-based incentives to analyze the correct approach and how to respond to an employee's strengths and weaknesses to properly motivative them (Bendell, Sutherland, & Little, 2017). The use of Herzberg's two-factor theory can lead to a positive attitude toward the work environment and minimize other factors that lead to negative attitudes. Herzberg's two-factor theory is a conceptual framework that a manager can use to improve the work-life balance needed for job satisfaction (Johnson-Hoffman, 2019). Herzberg et al. (1959) divided the hygiene factors into two categories to present a phenomenon of job satisfaction from the organization and the management that can develop the culture built from motivators and positive hygiene factors. Most management-employee relationships are formal and can seem like a required task oriented for both parties involved (Schaumberg & Flynn, 2017). A positive motivational approach by managers can directly influence how employees feel about themselves and their work performance (Schaumberg & Flynn, 2017).

Maslow's Motivational Theory of Needs

Maslow (1943), in the motivational theory of needs, focused on the five human characteristic needs that connect with safety, love, belonging, esteem, physiological, and

self-actualization. Reaching self-actualization requires an individual to satisfy all other human needs to feel valued (Maslow, 1943). Employees focus on these human characteristics unknowingly within an organization they are employed by. Self-actualization connects the needs of humans' physiological, safety, love and belonging, esteem, and self-actualization to feel more fulfilled as an individual (Lu & Gursoy, 2016). However, individuals can focus their attention more on self-interest and selfless development with time devoted to things that do not present self-fulfillment only. The drive toward self-actualization can become beneficial to an organization and society over time. Understanding the value of selflessness can propel the value of teamwork and the individual manager (Maslow, 1943). The use of Maslow's theory of needs can lead to an individual becoming more compassionate while developing a willingness to be altruistic when observing other individual short-comings or problems. Displaying compassion is supposed to help an individual activate a higher self to helps those in need, but it could also activate a selfish demeanor towards self-actualization that reflects the differences an individual can see within themselves and what other individuals may lack to take advantage of (Bozer & Jones, 2018).

The similarity between Herzberg's two-factor theory and Maslow's motivation theory is that Herzberg et al. (1959) identified factors that lead to positive results that can help an employee's job attitude because they are satisfied with the need for self-actualization. Selfishness can make an individual forget to focus on the basic individual needs of others and the basic human needs that require development for self-actualization

involved (Chow, 2016). Maslow (1943) concluded that self-actualizing individuals have often foregone these basic needs to grow. Basic needs remain critical for a manager to be able to understand the basic human needs employees need for growth and development (Kim, Moon, & Shin, 2018).

Vroom's Expectancy Theory of Motivation

Management expectation to manage and lead consists of motivation tools that can tap into the potential of the employees they lead daily. Motivation can give individual morale, desires, needs, and perks offered during employment. Vroom's (1964) expectancy theory of motivation consists of a few presumptions: (a) how an individual is on-boarded within an organizations and certain requirements involving the incentives, and previous experiences from pervious organization employed; (b) individual morale and conduct is a direct consequence of individual preference; (c) individuals requesting and requiring certain salary, promotion, job security from the organization and (d) individuals will select an organization based on the work environment. Managers who cease their daily involvement and paying attention to their employees' development and can unintentionally insert a disconnect from lack of communication between managers and subordinates leads to a lack of motivation (Vroom, 1964). Vroom's expectancy theory of motivation can rely on the happiness and optimistic though process that connects with the emotional state of employees. Creating this mindset helps managers prepare employees for daily difficult tasks while building their attitude to approach the difficult task as an opportunity to improve performance (Vroom, 1964). Managers can

lack awareness of motivation and how to establish an emotional connection in the workplace. Winston (2016) argued that managers lacking in motivational behavior can discourage employees and how they perform. Herzberg et al. (1959), in agreement with Vroom (1964), noted that motivation from managers is a vital aspect of reducing employee turnover. In rebuttal to Vroom (1964), Raelin (2018) posited that employee engagement is just as important to the motivation within the work environment. However, Naber and Moffett (2017), in accord with Vroom (1964), acknowledged the positive affects individuals develop when organizational managers motivate employees with incentives that have long-term effects. Managers can improve their skills with developmental engagement with encouragement internally within an organization with a transformational approach. Exposing the lack of leadership from managers can leave employees feeling like there are a lack of recognition of their basic human needs, which can result in a negative effect on employees' attitudes, emotions, and behaviors (Afsar, Badir, Saeed, & Hafeez, 2017).

Employee Engagement

Building a rapport within the work environment requires individuals who are willing to engage with each other. Organizational managers should strive to develop a rapport with their workers to improve employee engagement (Alatawi, 2017). Employers should recognize the needs of their employees to maintain high levels of motivation and engagement (Ogbonnaya & Valizade, 2018). Employee engagement connects directly with the work environment and either a supervisor, a peer, or both engage at some point

during employment within an organization (Alatawi, 2017). Managers who develop positive employee attitudes create a work environment to engage employees, respect their thoughts, and involve them in the decision-making process (Beşliu, 2018).

Managers can create a favorable work environment and increase work performance by improving the quality of their communications with employees (Eldridge & Stevens, 2017). Motivation from management plays an important role in improving employees' work engagement. When motivation is minimal or diminished, employees feel undervalued and begin to think their hard work is unnoticed, which might result in the employees developing an exit strategy. Employers who understand the need for creating a positive, comfortable work environment and making job opportunities more interesting and meaningful will help increase employees' motivation, which increases employee engagement at work and with co-workers (Eldridge & Stevens, 2017). A lack of clarity from management leads to employees taking on a role that can cause their daily responsibility to be more difficult to adjust to and be successful. Employees can become dissatisfied, demotivated, and question how their future looks with an organizational manager who lacks work engagement skills (Betancourt, Tan-McGrory, Kenst, Phan, & Lopez, 2017).

Managers have a direct role in employee engagement. Afsar and Masood (2018) believed engaged employees help an organization in ways that has a lasting impact. Managers who engage employees daily improve operational performance, including increased business revenues, improved employee retention rates, and higher employee

and job satisfaction rates (Jensen et al., 2019). Some employees will only focus on the monetary rewards they can gain from their daily performance, yet highly engaged employees typically focus on the organizational benefits as opposed to only their compensation levels (Betty, 2017). Engaged employees can motivate other employees that come into an organization unsure of how to perform simple jobs or repetitive, unpleasant tasks (Betty, 2017). In such situations, motivation increases when employees work closely with a manager who has effectively developed their skills (Aga, 2016). Employee engagement is a function of managers engaging in positive interaction with the workforce, recognizing the value of each employee (Hsiung & Bolino, 2018). Developed, engaged employees result in higher retention rates and improved productivity (Chang & Cheng, 2018).

Transformational leadership style can serve as the moral compass and moderator to build a positive relationship between the manager and the employees (Bin et al., 2016). Positive relationships between managers and workers can result in more productive employees, higher employee satisfaction and retention, and an improved organizational culture (Boudrias, Phaneuf, Rousseau, & Brunelle, 2016). Managers who use a consistent message regarding morale and ethics promote a culture of set principles, resulting in employees recognizing a set of clear standards (Bourke & Roper, 2017). Employee engagement improves when workers perceive their manager as moral, ethical, and principled (Bourke & Roper, 2017).

Engaged workers exhibit high levels of organizational commitment (Brones, de Carvalho, & de Senzi Zancul, 2017). Strengthening the employees' commitment to the company decreases the chances of them leaving the organization (Brones et al., 2017). Investing in organizational support, management support, and employee engagement affects the overall focus of employee engagement. Baron (2016), in agreement with Lu and Gursoy (2016), noted that work engagement and interaction between employees and management is an integral component of employee engagement. Bonding with employees is a means for managers to connect with the basic human needs of the workers. When no personal relationship exists between the manager and the workers, employee engagement, and satisfaction decrease (Atmojo, 2015). In rebuttal to Atmojo (2015), Bussin and Mouton (2019) posited that transformational leadership can *open the door* to various approaches to motivation with employees. Bayram and Dinc (2015), in accord with Atmojo (2015), acknowledged that positive transformational management can affect employees regarding job satisfaction and their desire to stay with the company.

Managers who support the employees through training and professional development opportunities create a work environment consisting of engaged, productive, satisfied workers (Brown, Kulik, Cregan, & Metz, 2017). Employee engagement aligns with worker training and development (Brown et al., 2017). Keeping workers motivated and on a positive career path is a means for managers to build employee confidence and engagement (Tlaiss, Martin, & Hofaidhllaoui, 2017).

Managers who use a transformational approach promote a focus on employee motivation, seeking to transform the employee's actions and behaviors to be in alignment with the company's strategic plan (Caniëls, Semeijn, & Renders, 2018). A keen focus by managers on work engagement might improve short-term job satisfaction and engagement rates, yet managers should seek to ensure employees remain committed to the long-term strategy and success of the company (Caniëls et al., 2018). Astute managers recognize that work engagement is a collective effort among the employee group to harmonize teamwork and reduce selfish mindsets (Choi, Kim, & Kang, 2017). Measuring employee engagement might be somewhat difficult, yet managers need to create employee evaluations that result in an effective gauge of the level of employee satisfaction and engagement (Bozer & Jones, 2018).

Internal communication is a way for managers to facilitate daily interactions with employees. Effective communication is a trait of managers seeking to elevate the level of employee engagement within the organization (Molecke & Pinkse, 2017). Craig (2016), in agreement with Molecke and Pinkse (2017) noted that daily interaction couple with positive reinforcement from the manager to the workers is an effective strategy to improve employee engagement. Managers should evaluate employees regularly to determine the workers' level of proficiency to perform the job (Craig, 2016). Self-evaluations are a means for managers to allow the employees to self-report their skills and abilities yet noted that managers must review and assess the validity of the self-evaluations (Molecke & Pinkse, 2017). Employee engagement improves when employees

recognize their strengths as well as the weaknesses regarding job performance (Dhingra & Punia, 2016). Positive core self-evaluations can result in an energetic and enthusiastic work environment in which employees feel trusted and valued (Molecke & Pinkse, 2017). Employee evaluations are a way for managers to communicate with the workers in such a way to convey that the manager values the employee while offering the opportunity to improve the employee's skills and abilities (Dhingra & Punia, 2016). Organizational managers can use employee evaluations as a positive, internal communication tool to increase employee engagement.

Increasing employee engagement is a process of dedicated interaction between managers and workers. The process of elevating engagement levels involves the creation of a relationship between the organization manager and the employees (Johnson-Hoffman, 2019). Effective transformational managers use stimulating, inspiring, and motivating communications with the workers to improve employee engagement (Johnson-Hoffman, 2019). For managers to remain effective in motivating employees, they must ensure the employees have a positive perception of the manager's abilities (Dwyer, 2019). Managers should strive to gain the admiration and trust of the employees yet recognize that building relationships takes work and time (Walden et al., 2017). Creating a culture of manager-employee relationships is a means for managers to increase engagement, reduce employee turnover, and create a high-performance work environment (Tlaiss et al., 2017). Managers develop high-performance work environments by empowering employees, implementing employee rewards, creating a

sense of job security for the workforce, and investing in training and development

(Fattore, Iacovone, & Steccolini, 2018).

Job Satisfaction

Job satisfaction is an individual's voice in the relationship between and the

organizational manager and the employee regarding the satisfaction, loyalty, and work

environment (Dwyer, 2019). Many employees face the dilemma of commit to long-term

employment with a company or seeking employment elsewhere because of dissatisfaction

with their existing job (Albornoz, 2016). Organizational managers can moderate the

effects of low job satisfaction by addressing professional efficacy, differences between an

employee and a manager, and reducing the level of stress and emotional exhaustion some

employees experience (Yudiawan et al., 2017). Managers should implement strategies to

address employees experiencing low job satisfaction to reduce employee turnover and

increase operational productivity (Albornoz, 2016). Molecke and Pinkse (2017), in

agreement with Albornoz (2016), noted that managers must recognize when job

satisfaction among the workgroup is low to be able to implement a plan to improve the

work environment as well as increase employee retention rates. Job satisfaction will not

flourish when managers remain passive and lack the foresight to recognize when

employee dissatisfaction is high (Molecke & Pinkse, 2017). High job satisfaction is a

function of managers creating a hospitable work environment in which the employees

feel valued (Fronzo, 2018).

Managers in the insurance industry who grant employees a voice in their jobs improve job involvement, organizational commitment, and job satisfaction. A low job satisfaction rate is an indicator of an organizational problem that if left unaddressed, will likely result in reduced employee performance and higher employee turnover (Giambra et al., 2018). By involving employees in decisions related to their jobs, managers can increase job satisfaction as well as employee engagement rates (Giambra et al., 2018). Managers lacking in the proper transformational approach can have employees less likely to be satisfied with their development and long-term advancement prospects (Hughes, 2018). Employees' lack of confidence in the organizational direction and management results in less worker loyalty and an unwillingness to perform at optimal levels (Hughes, 2018). Yudiawan et al. (2017) and Tlaiss et al. (2017) agreed with Huang, Chou, and Chen (2017), suggesting that organizational managers can have a positive effect regarding shaping and promoting their organizational values, morals, and commitment with their employees.

Educating and training employees is a part of the strategy that could increase employees' sense of belonging to the organization, resulting in an increase in job satisfaction and a decrease in employee turnover (Hughes, 2018). Effective managers strive to implement strategies to retain high-value employees through education, training, and career development, resulting in more satisfied workers and lower employee turnover rates (Ransbotham & Kiron, 2017). Investments in employee training, rewards, and development not only improves job satisfaction but also results in higher organizational

performance from the workers (Huang et al., 2017). Acquiring and retaining employees who possess the proper skills and capabilities needed by the organization is a vital function of management (Saade & Nijher, 2016). Saade and Nijher (2016) believed investments in employee development could result in acquiring and maintain a long-term competitive advantage. Jiang, Zhao, and Ni (2017), in concert with Saade and Nijher, commented that employee knowledge is the commodity that companies need to gain an advantage in the marketplace.

Astute insurance company managers recognize that satisfied, skilled, knowledgeable employees are the key organizational resources needed to thrive in a competitive marketplace. Managers should strive for high levels of job satisfaction within the employee group to improve productivity, profitability, and employee retention rates (Ransbotham & Kiron, 2017). High employee turnover has an inverse relationship with employee productivity; therefore, organizational managers should seek to retain knowledgeable workers to increase output (Osborne & Hammoud, 2017).

Managers should seek to reduce any negative perceptions the employees might possess of the organization. Applying Herzberg's two-factor theory is a means for managers to recognize employees' hygiene needs, which can lead to a positive effect on the employees' perceptions of the company as well as job satisfaction (Saade & Nijher, 2016). Saade and Nijher (2016) noted that when managers motivate employees through recognition and praise, job satisfaction, and employee performance improvement. Support for and development of employees means for managers to provide the workers a

way to improve their job skills, increase their organizational value, and improve their satisfaction with the job, the organization, and the managers (Parsells, 2017).

Negative relationships can exist between employees and managers, resulting in a lack of awareness by the managers regarding low job satisfaction rates of employees (Parsells, 2017). Positive and negative internal interaction can also prevent employees from being a part of organizing events to build the organization rapport at external professional events, such as job fairs, college events, or with previous employees who left due to the lack of a positive connection with the organization (Osborne & Hammoud, 2017). Human resources managers can also help managers in the areas of rewards, work-life balance, training, and development, as well as mentoring employees (Ransbotham & Kiron, 2017).

Establishing a significant, effective support system is a means for managers in the insurance industry to improve job satisfaction. Employee satisfaction with the company and their jobs improves when managers implement an effective support system for the employees, including such concepts as employee safety, retention, security, and reward (Yudiawan et al., 2017). Managers who promote cohesive and supportive interpersonal relationships among employees strengthen the organizational support system desired by workers (Yudiawan et al., 2017). Employee retention improves when workers feel satisfied, supported, and valued; therefore, managers should recognize the need to show frequent and positive support for employees to improve job satisfaction and retention of valued workers (Atmojo, 2015).

Socialization among the managers and workers is an important part of relationship building and a means to improve the organizational culture. Wells and Walker (2016) noted that transformational managers recognize the need to socialize with employees because of the benefits regarding building lasting, trust-based relationships with the workers. Organizational commitment and job satisfaction improve when employees feel a sense of social belonging within the company (Asgary & Li, 2016). Conversely, a lack of social interaction between the manager and employees typically results in lower job satisfaction (Saade & Nijher, 2016). When employees experience incivility within the work environment or receive frequent harsh critique from their supervisor, commitment, and satisfaction rates decline (Wells & Walker, 2016). Employees are social beings; managers who forgo positive social interaction with workers risk losing high-value employees or at a minimum, experience lower than optimal operational performance (Wells & Walker, 2016).

Employee Turnover

Employee turnover is a link to an individual termination of an agreed employment contract between an employee and an organization (Wells & Walker, 2016). Employee turnover can be voluntary and involuntary for an individual within an organization (Lu & Gursoy, 2016). These two types of termination have a direct effect on employee retention rates. Involuntary turnover occurs when an employee receives a termination notice, ending the professional relationship with the organization. Voluntary termination occurs when an individual voluntarily leaves an organization, which is the primary reason for

employee turnover (Lu & Gursoy, 2016). Employee voluntary or involuntary termination indicates how the once beneficial interactions between an organization manager and employee went astray (Betty, 2017). Voluntary or involuntary termination could ultimately create a perception of a breach among employees, leading to an increase in employee turnover (Fattore et al., 2018).

Employee turnover has both an internal and external effect on the company (Fattore et al., 2018). External issues might include diminished customer satisfaction, lower company reputation, and fewer people who want to work for the company (Lu & Gursoy, 2016). The internal problem resulting from employee turnover could include a loss of valued knowledge, reduced productivity, decreased employee morale, and increased hiring and training costs (Fattore et al., 2018). Lu and Gursoy (2016) agreed with Wells and Walker (2016), suggesting that the view of employees can determine the development approach of management to help build a healthy rapport and retain employees' long term. Valuing all employees from the first day of employment should have the same effects as a consumer who values professionalism from a seller of goods and services (Lu & Gursoy, 2016). Employees need to feel a connection to the company to invest their time and lives; managers risk losing high-value employees if no sense of loyalty or connection exists (Betty, 2017).

Viewing employees as internal customers is a way for managers to understand the need for a more proactive approach to employee retention rather than a reactive response to employee turnover. Managers should focus on how to broaden their thinking about

employee retention and recognize the need for a more accurate prediction of which employees need more development to progress in the jobs and careers (Wells & Walker, 2016). Effective managers understand the compensation alone will not result in long-term employee retention and high levels of employee engagement and job satisfaction (Wells & Walker, 2016). Bussin and Mouton (2019) agreed that employees can be unhappy with an organization for other reasons than compensation. Breevaart and Bakker (2018), in agreement with Bussin and Mouton, suggested that economic gain for employees is not the only factor that can retain employees in the long term. Lack of development opportunities, lack of trust, poor management, and a negative organizational culture can lead to high employee turnover (Bussin & Mouton, 2019). Managers who create a positive connection with employees portray a management style that is conducive for retaining workers.

Organizational managers create the foundation for each employee on an individual basis; however, if a manager hinders the growth and development of employees, employee turnover is likely to increase (Bussin & Mouton, 2019). Lack of managerial ability within the company will affect the advancement opportunities of employees while depleting the basic introductory training needed to stabilize employee valves (Boyle et al., 2018). Employees who feel destabilized lack the precise information required to complete job tasks and building a work environment with the humane approach required to build a rapport with the organization management (Farhan, Aneeta, & Shafique, 2018). Employers' characteristics displayed positively could lead to a well-

respected organization driven by decreasing job dissatisfaction. Management's focus on preventing employee turnover needs an organization to have strength with the hiring of core management combined with the proper onboarding evaluations or decisions to hire subordinates into the organization (Esteban-Lloret, Aragón-Sánchez, & Carrasco-Hernández, 2018).

Dynamic organizational managers take the proper approach when anticipating the core hiring of the correct individuals to gain a long-term competitive advantage. An effective and positive relationship between employees and their managers is an essential element of a strategy to reduce employee turnover and improve employee satisfaction (Breevaart & Bakker, 2018). Employees rely on managers to enact workplace practices to improve the organizational environment (Jiang et al., 2017). To gain a competitive advantage, managers need motivated, satisfied, engaged workers (Jiang et al., 2017). Reducing employee turnover, especially the loss of high-value employees to competitors, is a means for managers to gain a competitive advantage (Betty, 2017). Managers seeking to grow their company and gain a competitive advantage need to create a positive work environment which results in lower employee turnover (Castellacci & Viñas-Bardolet, 2019). Phelps (2019) is in concert with Breevaart and Bakker (2018) in that an organization built to transform the blueprint for hiring and retaining employees experiences overall improvement. Transformational leaders understand that organizational visioning will be either inspiring or discouraging overtime. Managers using a transformational approach inspire and motivate employees to perform at high

levels (Phelps, 2019). Inspired, motivated employees are less likely to separate from the company in comparison to uninspired, unmotivated workers (Breevaart & Bakker, 2018).

Transformational leadership presents four dimensions to an organization and its employees. Managers using a transformational approach use inspirational motivation and intellectual stimulation to improve employee performance; idealized influence to obtain and improve training and educational tools needed; and use individualized consideration for others to improve employee morale (Abdelmoteleb, 2018). Management is in a difficult position to fulfill within an organization; specifically, when an organizational manager drives the focus on predicting what goals to pursue and what will motivate others to achieve a high level of job performance (Hadadian & Zarei, 2016). Organizational management can only bring about specific outcomes when managers can see the importance of everyone's talent and gift while working for an organization (Abdelmoteleb, 2018). Transformational managers can affect organization-focused ideas that generate behavior from employees to commit to internal and external growth (Bin et al., 2016). Organizational managers should realize the need to engage employees to achieve sustainable success so that employees can always develop a passion and have high energy when performing within the workplace (Bledow, Carette, Kühnel, & Bister, 2017). Paying attention to management and employee engagement transforms the organization's foundational approach and develops a positive long-term attitude with positive behavior that will engage employees with the correct management style (Burns, 2017).

Leadership Styles

Efficient management can focus on enhancing the growth of employees while shifting workers' belief in management and the vision displayed with keen communication for long-term development (Jokisaari, & Vuori, 2018). Building this relationship aligns with social change and innovation and is a way to create economic growth within a business. Transformational leadership evolves around changing the culture and realigning an organization with a new perspective (Bussin & Mouton, 2019). Collaborated values and norms play a vital role with long term goals for employees and management within an organization (Jokisaari, & Vuori, 2018). Organizational managers understand the importance of tactical and strategic thinking and the effects that such thinking has on grooming subordinates. Managers should employ a style that promotes creativity and sensitivity to the needs of the workers within the company (Walden et al., 2017). Transformation starts with improving upon an individual's conventions to do more outside of their comfort zone. Managers who challenge employees with goals encourage and promote growth-minded subordinates (Schaumberg & Flynn, 2017).

Transformational managers motivate employees to do more than previously deemed possible (Winston, 2016). Coaching from a positive standpoint also helps guide them through new responsibilities regarding their daily task. Identifying and nurturing an employee's strengths can become a part of the organizational strategy to enable teamwork (Phelps, 2019). Organizational success remains dependent on strong managers who exhibit a motivating management style to improve the growth and success of

employees within an organization (Eckardt & Skaggs, 2018). Communicating and embracing each employee's unique skillsets is a direct result of managers improving their skills and building the strength of others with positive guidance and constructive feedback that will encourage social change and trust (Winston, 2016).

Managers use the trust to understand the moral compass necessary to lead an organization. Positive, persuasive behavior from a manager has a significant effect on how employees recognizing management within a company (Smolka, Verheul, Burmeister, & Heugens, 2018). Managers' willingness to develop their ability to be transcending with compassion builds integrity within the organization and improves the level of trust among the employee group (Smolka et al., 2018). Managers should use behaviors that employees deem helpful regarding personal and professional within the work environment (Walden et al., 2017). Managers encourage and reward behavior deemed positive and ethical which creates a feeling of obligation to be a positive individual who develops positive work behavior (Walden et al., 2017). Encouraging positive and ethical behavior helps the employees understand the organization's vision and how managers concentrate on inspiring others while contributing to employee engagement (Bussin & Mouton, 2019). Transformational leadership style is the proper approach to overcome difficult situations; transformational managers are the motivating anchor within the company to help employees achieve the best possible outcome (Bussin & Mouton, 2019). Employees respond constructively when managers focus on the needs

of the workers (Matalamäki, Vuorinen, Varamäki, & Sorama, 2017). Work engagement from managers is a means to build trust with and among the employees.

Employee retention is a result of employees perceiving that the managers in the company trust and value their ability to perform. Applying the appropriate management style can only enhance employees' commitment to the organization as well as productivity (Bendell et al., 2017). Employees who receive high praise and constructive criticism develop a higher self-efficacy and can commit to the organization's strong beliefs in transformational management (Reiley & Jacobs, 2016). Daily tasks and challenging goals will not hinder this belief in the management and the employee's ability to achieve the goals. Internal motivation used in different ways is a way for managers to influence employees' outcomes and employee retention (Reiley & Jacobs, 2016).

Organizational Culture

Organizational culture is a foundational blueprint developed with shared values and beliefs that managers use to govern employees (Cooper, Peake, & Watson, 2016). Organizational culture is a factor regarding how managers determine the moral and ethical approach of management and how each employee behaves with the instilled, shared values. Management has a connection and a strong influence on the individuals within the organization and how they perform their jobs (Harrison & Bazzy, 2017). Employee motivation is an essential component for managers to ensure efficient operation and to achieve long-term success (Yawar & Seuring, 2017). Designing a

positive organizational culture among managers and subordinates requires the proper influence and expectation regarding the behavior from all employees from the first day of employment to accomplish organizational long-term goals (King, Hopkins, & Cornish, 2018). Shifting all employees' focus on creating powerful attitudes within the work environment is a means for managers to develop an internal belief system that results in improved company culture (Harrison & Bazzy, 2017). Positive organizational culture might result in employees recognizing strategic priorities for growth and syncing the organizational movement to gain competitive advantage or regain advantages in areas of weakness (Lisi, 2018).

Efficient organizational managers understand that subordinates' belief in the daily guidance offered to everyone has a positive or negative effect internally that can build or destroy the core values the organization wants to lead by (Lumbers, 2018). Affective managers with an ethical reputation expose flaws within the organization culture and their management behavior that requires change internally. In contrast to Cooper et al. (2016), Lisi (2018) had a different outlook on management influences within an organizational culture, suggesting that instinctive and positive management appeals to subordinates seeking to build a long-term rapport within the organization. Daily guidance by managers helps display the proper organizational management that can become a formal approach to long-term success for subordinates (Lisi, 2018).

Recognizing social change within an organizational culture also creates internal authoritativeness with a powerful message that shows strategic importance for the overall

cultural behavior as an organization (Ma, Chen, & Zhang, 2016). Behavioral change with management can develop a positive mental shift with employees and help communicate values needed internally and externally (Miscenko, Guenter, & Day, 2017). Managers can use the organizational culture to improve the employee retention rate by using positive messaging, developing effective training and development programs, and recognizing the value of each employee (Miscenko et al., 2017). By implementing strategies that value the employee, managers can improve the culture within the company and retain high-value workers (Stedman & Adams-Pope, 2019).

Social Change

Social change is a shift in individuals' interaction with society that can transform culture, community, and social institutions. Social changes occur over time and often have profound and long-term consequences for society (Poblete, Sena, & Fernandez de Arroyabe, 2019). Social change also encompasses awareness and understanding of policy change that corrects societal imbalances (Molecke & Pinkse, 2017). Social learning is an emphasis on developing an individual's sense of self-efficacy (Poblete et al., 2019). Managers and subordinates within an organization must have a rapport for social change initiatives to be effective. Increasing the acceptability of a social idea within an organization is a means for managers and employees to embrace change and create new opportunities for the organization as well as the employees to contribute to society (Njegovan, Vukadinović, & Duđak, 2017). Connecting employee and management ideas drives the influences of innovation that results in improved creativity, higher employee

engagement and retention, and improved lives of people (Leuker, Pachur, Hertwig, & Pleskac, 2018). Developing an organization to create change agents and social innovation begins with identifying social problems.

Creating effective, efficient solutions for the future requires change agents and social innovator influences; creative thinking becomes the foundation of new ventures with employees within an organization (Njegovan et al., 2017). Phelps (2019) agreed with Njegovan et al. (2017) regarding the awareness of an individual's creative ideas that can bridge the gap for advanced learning in an organization and in society that develops entrepreneurial growth and social change. Developing individuals for social change creates a culture setting for an unlimited vision for a brighter future personal and professional for an individual (Costanza, Blacksmith, Coats, Severt, & DeCostanza, 2016). Accepting the challenge of social change is a means to explore people's individual's innovative mindset and entrepreneurial drive for a higher purpose for more than themselves. Business managers use innovation to develop entrepreneurial activity and social creativity, with a vision of creating an agenda for long term organization development for effective goods and services (Ransbotham & Kiron, 2017). Moving forward will require integral ideas and techniques for significant social change from employees and organizational managers. Although discovering hidden talents and abilities can correlate with social change, organizational managers should display a unique approach to continue a path for growth and continuous social change as the result (Ransbotham & Kiron, 2017).

Employee Retention in the Insurance Industry

Insurance business managers who fail to retain employees experience reduced profitability and productivity (Bussin & Mouton, 2019). The annual employee turnover rate among insurance company workers in the United States averaged 24.8% from 2015-2018 (U.S. Bureau of Labor Statistics, 2019). Managers in the insurance industry face the challenge of attracting and retaining employees because of significant competition from other sectors, such as banking and information technology (Ganapathy, 2016). Langmore (2016) commented that front-line employees of insurance companies face high-stress situations, often resulting in reduced job satisfaction and higher employee turnover. Managers in the insurance industry should recognize that the job demands on the employees can be highly stressful because of the decisions made regarding client claims (Rana & Javed, 2017).

Ganapathy (2016) noted that skilled workers in the insurance industry have opportunities for employment in less demanding and stressful sectors, which is a factor regarding employee turnover. Customer relationship management in the insurance industry is often a function of managing the customers to improve the profitability of the company as opposed to ensuring complete customer satisfaction (Piaralal, Bhatti, Piaralal, & Juhari, 2016). Dealing with customers in difficult situations or who have experienced a significant loss is a duty of front-line insurance company employees (Rana & Javed, 2017). For employees to perform their jobs for the benefit of the company, insurance company managers should work to mitigate the negative aspects of the

demands of the job while striving to improve employee satisfaction Piaralal et al., 2016).

Employee retention in the insurance industry improves when managers empower front-

line employees to make critical decisions when interacting with clients (Langmore,

2016).

Transition

In Section 1, I introduced the topic, problem, and purpose of this study. I justified

the use of the qualitative, multiple case study design. I explained the use of the two-factor

theory of motivation, also known as Herzberg's two-factor theory, developed by

Herzberg et al. (1959), as the conceptual framework. I discussed the assumptions,

limitations, and delimitations as well as the significance of the study. I provided a

detailed review of the relevant academic and professional literature.

In Section 2, I provided my role as the researcher and a detailed explanation of the

research method and design I used to a strategy that managers use to retain employees

within the insurance industry. I explained the process to identify and secure participants,

the means to mitigate biases and maintain ethical research standards. I discussed the

rationale for using the qualitative method, case study design. I explained the processes for

data collection, organization, and ethical techniques used within the study. I used these

ethical techniques within the research while displaying the confirmability of the data and

the findings of this study.

In Section 3, I presented the findings of the study, recommendations, and propose

further research study. The research finding presentation will include a detailed

explanation of the key themes that emerged from the analyzed data. I offered a strategic

recommendation for managers in the insurance industry to apply the findings and explain

how the findings might result in positive social change. I end Section 3 with my

reflections regarding the research process and a concluding statement.

Section 2: The Project

Within Section 2, I provide a detailed explanation of the research method and design I used to discover the strategies that managers use to retain employees within the insurance industry. I explain my role as the researcher and strategies for establishing working relationships with study participants, including gaining access to participants and determining participants' roles within the study. I discuss the rationale for using the qualitative method and the case study design. I explain the processes for data collection, organization, and ethical techniques used within the study. I used these ethical techniques within the research while displaying the confirmability of the data and the findings of this study.

Purpose Statement

The purpose of this qualitative, multiple case study was to explore the strategies some managers in the insurance industry use to retain employees. The targeted population was five managers in five insurance companies in the state of New York. I purposefully selected insurance companies' managers who implemented successful strategies to retain employees. The implications for positive social change include the potential for insurance company managers to improve the morale and dignity of their workforce, lower the local unemployment rate, improve local economic stability, and provide employees a means to contribute to their communities through increased volunteerism and charitable giving.

Role of the Researcher

Qualitative researchers display the ability to resolve a real-world challenge associated with social science research (Yin, 2018). Spillman (2014) recommended that qualitative researchers lay out the key information from the research activities that must take place to demonstrate a keen understanding of their role within qualitative research. Annink (2017) noted that one of the primary functions of a qualitative researcher is to be the primary data collector. I was the primary data collection instrument for this study. As the researcher, I was the formal tool used for the data collection and was aware of the purpose of the participants within the study. Understanding the role of the researcher prevents impractical personal issues within the study. I focused on the position an organizational manager takes to retain employees.

A researcher should avoid recruiting participants with whom they have a past or existing relationship to eliminate any bias and increase the trustworthiness of the results (Yin, 2018). As a researcher, I discussed ways to improve employee retention within the insurance industry. To mitigate bias, I did not interview any insurance company manager of whom a past or existing personal or professional relationship exists. My connection with the topic of this study is I have worked in the insurance industry as a claim's adjuster from 2014 to 2020. To identify potential participants for this study, I used the New York Department of Finances (NYDOF) website to view a list of active insurance companies in New York. The website database lists 643 insurance companies in the state

of New York (NYDOF, 2019). The NYDOF database includes the names, locations, and license status of each insurance company located in New York.

The Belmont Report, established in 1979, is a reference guide ethical researchers adhere to regarding the respect needed for participants, keeping the participant informed with informed consent, and respecting the privacy and confidentiality of participants (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research [NCPHSBBR], 1979). I abided by the tenets of The Belmont Report to adhere to strict ethical standards regarding the treatment of human subjects. The Belmont Report is a framework that is in place for researchers to maintain the following ethical principles: (a) respect for persons, (b) beneficence, and (c) justice (Camille, Nian-Lin Reena, & Ban Leong, 2016). Each participant has the right to withdraw from the study at any given time; the researcher should minimize the risk while maximizing the potential benefit, protect the participants' rights, and show respect to participants (NCPHSBBR, 1979). I respected the participants' rights, showed respect, and protected their confidentiality. I used the Belmont Report a strict guideline regarding how I addressed and interacted with the participants when conducting the interviews. With the interview protocol, I used the Belmont Report framework to maintain the proper ethical principles. A study replete with researcher bias loses validity (NCPHSBBR, 1979). Participants in a research study are a source of data, so the researchers must protect research subject data that they collect during the interview process. To avoid research

bias, researchers must adhere to the values and ethical philosophies outlined in the

Belmont Report (Camille et al., 2016).

I used an interview protocol to maintain consistency from the beginning of the

interviews and to guide me through the process after the interviews (see Appendix A). I

used a four-phase process for systematically developing and refining the interview

protocol. The four-phase process is (a) ensuring interview questions align with research

questions, (b) constructing an inquiry-based conversation, (c) receiving feedback on

interview protocols, and (d) piloting the interview protocol (Castillo-Montoya, 2016). As

the researcher, I actively engaged the participants in the semistructured interviews by

asking probing questions to encourage an in-depth discussion. I discussed my position to

limit the risks connected to the data collection and conflict of interest. Additionally, I

discussed the strategic way I prepared for my research participant semistructured

interviews and the interview questions as well as the interview protocol used.

Establishing the interview question and protocol included respect for the participants. I

conveyed in the informed consent form the participants' right to privacy and

confidentiality. Informed consent is an ethical and legal requirement for research

involving human participants (NCPHSBBR, 1979). I conducted my research with

involvement in constructing interviews, documentation review, and member checking for

participant validation to establish the proper data saturation within my ethical research. I

used the following strategies to lessen potential bias: (a) document reviewing, (b) journal

documentation of interviews conducted, (c) member checking, and (d) reaching sure data saturation.

Participants

Choosing research participants is critical to presenting and conducting social science research (Yin, 2018). The participants for my research study were managers in the insurance industry who had successfully used a strategy to retain employees. Insurance managers have an influential role in the development of the employees who are under their command (Cegielski & Jones-Farmer, 2016). Holding this type of power can determine the employer's growth, leadership styles, organizational communication, and job satisfaction towards employees' job performance (Priest et al., 2018).

The criteria to participate in my research study were (a) insurance company managers, (b) operating in the state of New York (c) who successfully implemented strategies to retain employees. Research participants are individuals who share valuable information that makes them a data source for a qualitative research study (Yin, 2018). The qualitative researcher selects participants who have had the experience and knowledge they can assist in addressing the research question (Bouckenooghe et al., 2014). The participants within the study had the experience and ability to provide information to facilitate the understanding of the strategies used to retain employees within the insurance industry. Researchers can use various sources of communication tools to connect with potential participants (Priest et al., 2018). Using network platforms, such as social media and organizational directories, are a means for the researcher to gain

access to prospective research participants (Yin, 2018). I followed the step-by-step process to gain access to participants. I also used an insurance professional business directory to establish contact with participants. I used e-mail and telephone calls to make initial contact with the managers with a consent form regarding my request. I attached the informed consent form to the invitation to participate email. Managers could provide their informed consent by replying *I consent* to the email. I conducted virtual, face-to-face, semistructured interviews with the insurance managers following a strict interview protocol (see Appendix B). Once the participants provided informed consent, I built a relationship and maintained contact with participants using e-mail or telephone calls before scheduling interviews, including informing participants of their role in the interview process as outlined in the informed consent form. The process outline included strategies such as reviewing organizational databases that could help researchers gain insights into organizations' management direction. I obtained the Walden University's Institutional Review Board (IRB) approval relevant to social science research ethical requirements.

Research Method and Design

Research methods consist of quantitative, qualitative, and mixed research methods (Spillman, 2014). I discuss each research method and explain why the qualitative method was appropriate for this study. Researchers use a variety of qualitative research designs to explore a phenomenon or problem (Hartmann, Stephens, & Jahren,

2015). I selected the case study design to explore a real-world problem within the bounded setting of the insurance industry.

Research Method

I considered the three research methods: qualitative, quantitative, and mixed. Researchers use the qualitative method to explore a perplex social science with a diverse perspective from knowledgeable participants to address the research topic (Hartmann et al., 2015). Researchers using the qualitative research method seek to clarify an issue through open dialog with people who have experience regarding the phenomenon or problem (Hartmann et al., 2015). Qualitative researchers focus on the main question of a researcher's study topic to develop open-ended questions to interview participants. I chose to use the qualitative research method to explore the strategies managers use to retain employees. In this qualitative study, the employees and the managers were presented with open-ended questions where active listening and response drew out more information while giving a full response to the questions to provide more details about the subject matter (see Yin, 2018). Researchers using qualitative research conduct observation and interpretation during the data collection of the research study (Yin, 2018).

Researchers using the qualitative research method explore the similarities and differences of real-world issues (Yin, 2018). Qualitative researchers expand on a research theory to research the natural conditions of the occurrence of the phenomenon (Spillman, 2014). The main purpose of the interviews was to obtain information about the strategies

managers used to retain employees within their organizations. The qualitative research method was the appropriate technique to conduct my research study because of the need to gain rich data from participants through open dialog.

Quantitative researchers use numerical data to create mathematical models to validate existing theories or create new theories (Yin, 2018). My research topic did not require the use of variables to answer the research question. The quantitative method is a means for researchers to use closed-ended questions to collect data for their research studies (Spillman, 2014). Statistical testing is one of the primary data analysis techniques that a quantitative researcher uses to analyze the quantitative research data. Open-ended interview questions was the means I used to collect primary data, which did not involve statistical testing to analyze; therefore, I rejected the use of the quantitative method for this study.

The quantitative and qualitative methods are two independent research methods that researchers combine when examining and exploring a complex problem or phenomenon (Spillman, 2014). Researchers use the mixed method of research to analyze both qualitative and quantitative data to support each independent method's position within the study (Yin, 2018). Mixed method of research is a means for researchers to answer a complex research question (Yin, 2018).

Mixed-method researchers require data collection, hypothesis testing, analysis, and interpretation of the research data (Elman, Kapiszewski, & Kirilova, 2015). Within my research study, I was not statistically analyzing numeric data or testing hypotheses to

determine the relationships between variables. Mixed-method researchers use the outcome of the first research study as the input to the subsequent research study of the other independently to integrate and report the results of both studies combined (Elman et al., 2015). I decided that the mixed-method research was not appropriate for my research study because I was not testing hypotheses, which is the quantitative portion of a mixed research method study.

Research Design

I consider four qualitative research designs: phenomenology, ethnography, narrative inquiry, and case study. Phenomenological researchers justify the experiences from an individual their interpretation of the experiences (Yin, 2018). Phenomenological researchers present data collected to identify potential findings from the lived experiences of the individual (Yin, 2018). Collecting data regarding the lived experiences would not result in inadequate data to answer the research question. Therefore, I rejected using the phenomenological design to conduct my research study.

Ethnographic researchers explore the influences of an individual's culture, behavior, and values (Hartmann et al., 2015). Ethnographic researchers state the characteristics and effects of a society behavior and the individuals within the culture (Yin, 2018). The ethnographic research design was not suitable for this study because I was not seeking to explore the culture, values, or beliefs of managers or employees in the insurance industry.

Narrative researchers explore the life experiences of individuals by collecting data from the stories of participants (Yin, 2018). The life story of the participant is the basis of the findings for a narrative inquiry, regardless of the stories are true (Elman et al., 2015). Researchers collect data using interviews, reflective journals, autobiographies, written letters, pictures, school records, newsletters, and audio recording (Yin, 2018). Collecting data from the unsubstantiated life stories of participants would not have resulted in suitable data needed to answer the central research question of this proposed study; therefore, I precluded the narrative research design.

Case study researchers aim to explore a phenomenon in great depth within the natural and contextual setting where the event occurred (Yin, 2018). Researchers conducting a case study collected data from interviews with participants, observations, and reviewing relevant documentation related to the problem or phenomenon under study (Elman et al., 2015). A case study design is appropriate when the researcher seeks to explore a real-world issue within a bounded setting (Yin, 2018). Case study analysis techniques include synthesizing patterns and themes drawn from the participants' perspectives (Yin, 2018). Case study researchers focus on the information that concentrates on the experiences of the participants to ensure the success of the study (Hartmann et al., 2015). The case study design was appropriate for this research study because I sought to explore a real-world problem within the bounded, contextual setting of the insurance industry.

Data saturation occurs when a researcher has collected all data and any new data that emerge are repetitive; therefore, no need to collect additional data exist (Taylor, Bogdan, & DeVault, 2016; Yin, 2018). Researchers conducting a qualitative case study should collect data until no new themes or patterns emerge (Fusch & Ness, 2015; Tai & Ajjawi, 2016). Researchers use triangulation within a research study; triangulation is a process that a researcher can use to gather data from multiple research sources to draw conclusions to reach data saturation (Taylor et al., 2016). Data saturation occurs when the researcher exhausts all efforts to collect new information (Hartmann et al., 2015). To reach data saturation, I conducted virtual, face-to-face semistructured interviews, reviewed organizational documents, and used member checking. To engage in member checking, I developed a 1-2-page summary of the interview transcript, met once again with the participants, and ask them to verify the accuracy of my interpretation of their interview responses. I collected data from organization documents to validate the interview data, ensure the credibility of the data, and reach data saturation. I collected data until no new themes or patterns emerge.

Population and Sampling

Population

Qualitative researchers can prepare their research by using various research techniques, such as interviews, observations, and document reviews to collect data for their studies (Yin, 2018). Obtaining the proper information requires a strategic process regarding a research location and participants from a population that will meet the

research criteria regarding the research topic (Asiamah, Mensah, & Oteng-Abayie, 2017).

A population is a breakdown of the research participants from which the researcher

chooses to use only a select number of participants or every member of the population to

address the research topic (Hartmann et al., 2015). The targeted population consisted of

insurance managers located in New York State. Choosing the participants is key to

successfully developing the research study (Asiamah et al., 2017). I purposefully selected

five managers from the targeted population. The eligibility requirements for this research

study consisted of managers within insurance organizations in New York State who

successfully implemented strategies to retain employees.

Sampling

Researchers use sampling techniques to identify suitable participants (Asiamah et

al., 2017). Researchers make assumptions regarding the population and how the

participants' knowledge of the phenomenon connected with the topic under study (Elman

et al., 2015). The participants used within a research study should have the experience

and knowledge needed by the researcher to answer the research question (Asiamah et al.,

2017). Sampling is critical due to the complex task of gathering data from various

participants within a population (Elman et al., 2015). The sampling method that I selected

for the study was purposeful sampling. Purposeful sampling is a sampling technique that

researchers use to select participants from a qualified population (Yin, 2018). The

purposeful sampling technique is a means for the selection of available participants that

possess the knowledge needed to address the research question (Asiamah et al., 2017). I

used the purposeful sampling technique to select managers from the insurance companies in the state of New York who possessed knowledge and experience in implementing strategies to retain employees. The sample size for my research consisted of five participants. The sample size was appropriate for my qualitative study; the explanation of the qualitative research study justifies the sample size and my sample size was based on the recommendations of selected readings on the topic of a sample size of qualitative studies for Walden University DBA student requirements. Phelps (2019) conducted qualitative case study research within the nursing industry to reduce nursing turnover, using a sample size of four participants. Johnson-Hoffman (2019) studied the phenomenon of work-life balance with management within the nursing industry, using four participants as the sample size. Because my study was similar to the research conducted by Phelps (2019) and Johnson-Hoffman (2019), five participants was an appropriate sample size to conduct my research study. The interviews took place virtually, with the participants remaining in their private offices to ensure their confidentiality.

Data Saturation

Data saturation occurs when the researcher exhausts all efforts to collect new information (Hartmann et al., 2015). Researcher attains data saturation occurs by collecting all the data relevant to answering the research question (Taylor et al., 2016; Yin, 2018). Researchers conducting a qualitative case study should collect data until no new themes or patterns emerge (Fusch & Ness, 2015; Tai & Ajjawi, 2016).

Methodological triangulation is a process that a researcher can use to gather data from multiple research sources to draw conclusions to reach data saturation (Taylor et al., 2016). To reach data saturation, I conducted virtual, face-to-face, semistructured interviews, reviewed organizational documents, and used member checking. To engage in member checking, I developed a 1-2-page summary of the interview transcript, met once again with the participants, and asked them to verify the accuracy of my interpretation of their interview responses. I collected data from organization documents to validate the interview data, ensure the credibility of the data, and reach data saturation. I collected data until no new themes or patterns emerge.

Ethical Research

Researchers develop their study to present a proposal to a research ethics committee before collecting data on their research study (Yin, 2018). I protected the study participants by following the guidelines of Walden University. The participants in my research study were (a) insurance company managers, (b) employed by insurance companies in New York State, and (c) who successfully implemented strategies to retain employees. I received permission to collect data through the university approval process completed by Walden University's IRB. The Walden IRB approval number is 05-29-20-0747526. After receiving approval for the research study from Walden University's IRB, I began the process of contacting potential participants by telephone and email to explain the study, determine their eligibility to participate, and sought to obtain informed consent

from the managers meeting the criteria to participate. I sent an invitation-to-participate email and attach the informed consent form to each potential participant.

Obtaining informed consent from each participant before an interview or other data collection method took place to ensure that the participant knew of my role as the researcher within the study. Researchers should inform potential participants of their rights, the expected time commitment, and the risks and benefits of participating in a research study (Taylor et al., 2016). I used the informed consent form to inform the participants of their rights, my assurance of confidentiality, some information on the study, the time commitment, and the risks and benefits of being a part of the research study. The managers wishing to participate could do so by replying *I consent* to the email. Ethics is vital in research; the researcher must provide respect, privacy, and protection for all study participants (NCPHSBBR, 1979). I adhered to the ethical principles regarding respect with no maleficence and protection throughout the research process. I respected the rights of the participants and ensured the confidentiality of each participant. I informed the participants that they were free to withdraw from the study at any time. The participants could provide notice of their withdrawal via telephone, e-mail, or letter at any time before, during, or after the interview.

Participants did not receive any monetary compensation for participating in this research study. I will provide a 1-2-page executive summary of the findings to each participant after final publication. I furthered to protect the privacy and identity of each participant by conducting each interview separately. Researchers should use codes names

for the participants within a published study (Hyejin, Sefcik, & Bradway, 2016). I used

code names to identify each participant; no participants' names exist within the published

research study. Each participant coding name consisted of the alphanumeric codes of P1,

P2, P3, P4, P5. I will store the digital information on a password-protected flash drive

and stored printed transcripts and notes taken during the research process in a fireproof

locked safe located in my home office for 5 years. I am the only person who will have

access to the stored data. Yin (2018) noted that the researcher should securely store all

research records and then have a plan to destroy the records after an allotted period. After

the 5 years, I will shred printed copies of notes, information, and data, and destroy the

password-protected flash drive housing the digital information.

Data Collection Instruments

Annink (2017) noted that the key function of a qualitative researcher is to be the

primary data collection instrument. Researchers conducting qualitative case study

research should recognize their role as the primary collector of data. I was the primary

data collection instrument for this study. The data collection instruments for this study

were semistructured interviews, document reviews, and member checking. I collected

data through interviews with insurance company managers, engaging them in follow-up

member checking session, and reviewing relevant company documents.

Semistructured Interviews

Saunders et al. (2015) noted that semistructured interviewing is an effective

means for researchers to collect data through open discourse and dialog with participants.

Researchers use a structured interview technique to develop a standardized format with specific questions, which limits the participants' responses (Yin, 2018). A researcher conducting an unstructured interview cannot guide the interview or ensure the participants' responses remain relevant to the problem under study (Marshall & Rossman, 2016). Yin (2018) recommended that qualitative researchers use the semistructured interview process to asked preset open-ended questions and be able to ask follow-up questions as needed for additional clarity. I used semistructured interviews as a data collection instrument to ask open-ended interview questions in alignment with the overarching research question of this study. I asked follow-up questions as needed for additional clarity. I abided by a strict interview protocol to ensure a consistent interview process among all the interviews (see Appendix B).

Turner, Cardinal, and Burton (2017) noted that researchers can use semistructured interviews to gain a deeper understand of a phenomenon from the viewpoint of the participants. Conducting semistructured interviews is a way for researchers to expand their knowledge of the problem under study because of gaining rich insight from participants with knowledge of and experience with the topic (Marshall & Rossman, 2016). By collecting data through face-to-face, semistructured interviews, the researcher can thoroughly probe the participants' knowledge and experience (Tai & Ajjawi, 2016). I conducted semistructured interviews with five managers of insurance companies to gain a deeper understanding of the strategies they use to improve employee retention. I asked probing questions to collect valuable data from industry managers in the insurance sector.

Documentation Review

Reviewing relevant company documents is an effective data collection method (Marshall & Rossman, 2016). Using document review as a data collection instrument is a means for researchers to gain fact-based information from company records to be able to crosscheck the data collecting during interviews (Yin, 2018). Researchers improve the dependability of the data and credibility of the findings by collecting data from pertinent documents (Joslin & Müller, 2016). I used a review of company documents as a data collection instrument. Case study researchers need a viable way to validate the interview data; using document review is a means for researchers to collect data from the second source of evidence to verify interview data (Turner et al., 2017). I used the document data during methodological triangulation to validate the interview data. Researchers retrieve data from organizational documents to supplement data collected from participants during semistructured interviews (Turner et al., 2017).

Documentation review is vital for eliminating potential biases within the participants' responses (Turner et al., 2017). I used document review as a data collection instrument to supplement the interview data as well as mitigate potential biases within the participants' responses to the interview questions. I reviewed documents, such as annual employee turnover reports, orientation manuals, labor cost reports, and employee training manuals to further understand the strategies managers use to retain employees.

Member Checking

Member checking is a reliable means for a researcher to gather additional information from the participants (Fusch & Ness, 2015). Researchers consult with participants in a follow-up meeting to engage in member checking (Yin, 2018). Researchers use member checking to reduce incorrect interpretations of data collected during the face-to-face interview with participants (Yin, 2018). Researchers use member checking to provide the participants with an opportunity to validate the researcher's interpretation of the interview data (Tai & Ajjawi, 2016). Member checking is also an opportunity for the researcher to collect as much data as possible to reach data saturation (Yin, 2018). I engaged the participants in member checking to provide them the opportunity to review my interpretation of their responses to the interview questions. I scheduled a follow-up meeting with the participants, present them with a 1-2-page summary of their interview transcript, and asked them to verify the accuracy of my interpretation. I revised or removed any misinterpreted information as directed by the participants to ensure the credibility of the findings. Researchers engage participants in member checking as part of the process of reaching data saturation (Fusch & Ness, 2015). I engaged the participants in member checking to further my opportunity to reach data saturation.

Data Collection Technique

Qualitative researchers use a variety of data collection techniques, such as semistructured interviews, focus groups, observation, and a review of relevant documents

(Yin, 2018). Researchers conducting a qualitative case study should collect data from more than one source to improve the credibility of the findings (Yin, 2018). Questionnaires, interviews, observation, site visits, video recording, and member checking are techniques used within qualitative research to collect data (Marshall & Rossman, 2016). I used the data collection techniques of semistructured interviews, document review, and member checking to collect data.

Researchers interview participants using open-ended questions to gain rich, insightful data from people who have knowledge of and experience with the phenomenon under study (Tai & Ajjawi, 2016). To identify potential participants for this study, I used the New York Department of Finances (NYDOF) website to view a list of active insurance companies in New York. The website database lists 643 insurance companies in the state of New York (NYDOF, 2019). NYDOF database includes the names, locations, and license status of each insurance company located in New York. I interviewed participants using open-ended questions to gain rich data from managers in the insurance industry regarding the strategies they use to retain employees (see Appendix B). I abided by the tenets of The Belmont Report to adhere to strict ethical standards regarding the treatment of human subjects. I respected the participants' rights, showed respect, and protected their confidentiality.

Building a rapport with participants is an integral element of qualitative research (Elman et al., 2015). I used e-mail and telephone calls to make initial contact with the managers with a consent form regarding my request. I attached the informed consent

form to the invitation to participate email (see Appendix B). Managers can provide their

informed consent by replying *I consent* to the email. Once the participants provide

informed consent, I built a relationship and maintained contact with participants using e-

mail or telephone calls before scheduling interviews, including informing participants of

their role in the interview process as outlined in the informed consent form.

I conducted virtual, face-to-face, semistructured interviews with the insurance

managers following a strict interview protocol (see Appendix B). Castillo-Montoya

(2016) noted that researchers conducting interviews should follow a protocol to maintain

a consistent process. I used an interview protocol to maintain a consistent process before,

during, and after each interview with insurance company managers. I asked follow-up

questions as needed to ensure I understood the participants' responses.

Researchers should remain focused on gathering information for the study but

must also understand that advantages and disadvantages exist regarding data collection

methods. An advantage of using semistructured interviews as a data collection technique

is the researcher being able to engage in open dialog with participants (Marshall &

Rossman, 2016). Researchers improve the prospects of collecting authentic, insightful

data from participants by asking open-ended questions in a semistructured interview

environment (Turner et al., 2017). The researcher can document the knowledge,

expertise, and experiences of the participants during semistructured interviews to gain an

in-depth understanding of the phenomenon or problem under study (Tai & Ajjawi, 2016).

The use of the semistructured interview process is a means for researchers to seek

additional clarity from the participants (Tai & Ajjawi, 2016). A disadvantage of the semistructured interview technique is the researcher cannot control the length, depth, or degree of the participants' responses, which could result in partial answers to the questions posed or inaccurate responses (Marshall & Rossman, 2016). A participant's worldview or biases might result in a response that is not useful to the researcher (Yin, 2018). Participants might perceive an interview question as overly personal, probing, or steering, resulting in a nonresponse or the possibility of the participant withdrawing from the study (Marshall & Rossman, 2016). Researchers should recognize that scheduling participant interviews for a specific time and location are often a difficult process (Tai & Ajjawi, 2016).

Researchers conducting case study research can collect valuable data from organizational documents and records (Yin, 2018). Data collected from company documents is a means for researchers to cross-check the validity of the data collected from participants during interviews (Marshall & Rossman, 2016). I used a review of company documents as a data collection technique. I reviewed documents, such as annual employee turnover reports, orientation manuals, labor cost reports, and employee training manuals to further understand the strategies managers use to retain employees. I used the document data during methodological triangulation to validate the interview data.

Collecting data by reviewing organizational documents has advantages and disadvantages. An advantage of using document review as a data collection technique is the researcher could collect case-specific information from company documents to

improve the credibility of the findings (Joslin & Müller, 2016). Using multiple data

sources is important for qualitative researchers regarding the dependability and credibility

of the findings as well as reaching data saturation (Fusch & Ness, 2015). The

trustworthiness of the findings improves when researchers corroborate interview data

with document data (Yin, 2018). Validation of the interview data is a necessity for case

study researchers; document review is an effective way to validate interview data to

justify the research outcomes (Turner et al., 2017). Researchers might find access to

proprietary company documents difficult if not impossible (Joslin & Müller, 2016).

Another disadvantage of using document review as a data collection technique is the

documents could be inaccurate, incomplete, and not reflective of the actual organizational

situation (Saunders et al., 2015).

Researchers use member checking to add validity and rigor to the data collected

through interviews with participants (Fusch & Ness, 2015). Member checking is a means

for researchers to validate the accuracy of the interpreted interview data by allowing the

participants to respond to the researcher's interpretation of their interview responses

(Ransbotham & Kiron, 2017). A researcher using member checking can promote the

credibility of the research outcome (Yin, 2018). I used member checking to improve the

credibility and validity of the interview data. I transcribed the interview recordings,

created a 1-2-page interpreted summary of the transcript, and then met once again with

the participants to allow them the opportunity to review, validate, and respond to my

interpretation of their interview responses. I revised my interpretation if directed to do so by the participants to correct any inaccuracies.

Data Organization Technique

Researchers should have a data organization plan to assemble, categorize, and store the volumes of information collected during a research study (Joslin & Müller, 2016). Data organization is a prerequisite of data analysis (Yazan, 2015). I created files in Microsoft Word to organize the interview transcripts and my reflective notes. I used Microsoft Excel file to organize the coded and categorized data. Protecting the participants' confidentiality is a key element of data organization (Tai & Ajjawi, 2016). I organized the interview data by the coded participants' names of P1, P2, P3, P4, P5. I maintained a reflective journal in a Microsoft Word file to document each phase of the research, including data collection and analysis, my interaction with the participants, and my reflective thoughts regarding the research process. Many researchers conducting qualitative research use NVivo software to organize data (Tai & Ajjawi, 2016). Researchers use NVivo 12 software to organize, code, and label data collected through interviews with participants (Yazan, 2015). I used NVivo 12 software to organize, code, and label the interview data in preparation for data analysis.

I will store the digital information on a password-protected flash drive and stored printed transcripts and notes taken during the research process in a fireproof locked safe located in my home office for 5 years. I am the only person who will have access to the stored data. Yin (2018) noted that the researcher should securely store all research

records and then have a plan to destroy the records after an allotted period. After the 5 years, I will shred printed copies of notes, information, and data, and destroy the password-protected flash drive housing the digital information.

Data Analysis

Qualitative researchers must analyze data to arrive at thematic conclusions (Joslin & Müller, 2016). Data analysis will be a part of how the researcher developed the information gathered from the audio recordings, reflective interview transcripts, and member checking (Tai & Ajjawi, 2016). I analyzed the research data collected by using Yin's (2018) five-step interview process. Yin's five-step interview process includes (a) compiling the data, (b) disassembling the data, (c) reassembling the data, (d) interpreting the meaning of the data, and (e) concluding the data.

Researchers use methodological triangulation to synthesize data within the research study and enhance the understanding of the data collected (Joslin & Müller, 2016; Yazan, 2015; Yin, 2018). Methodological triangulation is a means for a researcher to identify various occurrences and offer alternative viewpoints to gain a better understanding of the research problems and solutions (Joslin & Müller, 2016). Researchers integrate triangulation within a study to enhance the understanding of a phenomenon (Joslin & Müller, 2016). I used methodological triangulation during data analysis to validate the interview data with data collected from company documents. Researchers conducting a case study should collect data from multiple sources, and then use one set of data to crosscheck the second set of data using methodological

triangulation (Yazan, 2015). To be able to engage in methodological triangulation,

researchers use multiple methods of data collection such as interviews and a review of

relevant documents (Turner et al., 2017). I collected data from multiple sources for my

methodological triangulation. I collected data from virtual, face-to-face interviews with

insurance companies' managers, member checking, and company documentation. I used

methodological triangulation to ensure the dependability of the data and the credibility of

the findings.

Compiling Data

Researchers conducting a qualitative case study compile data from various

sources, such as company documents, face-to-face interviews with participants, and

member checking (Cegielski & Jones-Farmer, 2016; Yin, 2018). Compiling data is a part

of the researcher technique to help gather a substantial amount of field knowledge

regarding the research study (Tai & Ajjawi, 2016). I compiled data collected from face-

to-face interviews, company documents, and member checking into an organized

database. I digitally recorded and took notes during each interview. I also made sure to

evaluate each interview and code each transcript while searching for themes and patterns

in the interview data from transcribing the data collected. I identified the coding of the

collected data to demonstrate the importance of having a visual representation of the

progress within the qualitative research process.

Disassembling Data

Researchers conducting a qualitative research study provide a step-by-step explanation of their coding (Tai & Ajjawi, 2016). The coding explanation starts with processing the data through disassembly to separate the data into meaningful fragments (Yazan, 2015). Researchers disassemble data into fragments and use coding to categories the data (Turner et al., 2017; Yin, 2018). Researchers choose categories and themes to focus on ways to validate the collected data (Yazan, 2015). I alphanumerically coded each participant by utilizing the following P1 through P5 with P1 being the first participant to have a semistructured interview conducted. I disassembled the data into meaningful fragments, code and label each fragment, and organize the fragments into categories.

Reassembling Data

Researcher reassembles the categorized data fragments into groups to prepare for data interpretation (Yin, 2018). I reassembled data by grouping the fragmented data through themes and patterns. Many qualitative researchers use computer-assisted qualitative data analysis software (CAQDAS) such as NVivo 12 software during data reassembly (Yazan, 2015). Researchers use NVivo 12 software to arrange the fragmented data into meaningful groups, based on themes and patterns noticed (Joslin & Müller, 2016). Researchers use NVivo 12 software to sort, organize, and detect patterns and themes (Yazan, 2015; Yin, 2018). During data reassembly, I used NVivo 12 software to organize, further categorize and organize, and prepare to begin the interpretation of data.

Interpreting Data

Researchers who conduct qualitative research studies explain the data interpretation by developing and sorting the themes related to the study's purpose (Tai & Ajjawi, 2016; Yin, 2018). Qualitative researchers should objectively interpret data based on the emergent themes and patterns arising during data reassembly without inserting personal worldviews or biases (Cegielski & Jones-Farmer, 2016). I interpreted the data based on the emergent key themes and patterns. I avoided inserting my worldview into the data interpretation phase. To interpret the study's data correctly, I categorized and interpreted the links between the critical and key data related to the purpose of the study.

Drawing Conclusions

Qualitative researchers complete the data analysis by describing the outcome of the study and documenting the findings (Cegielski & Jones-Farmer, 2016; Yin, 2018). During the concluding phase, researchers should finalize all interpretation of data, document the emergent key themes, and ensure an answer to the overarching research question exists (Tai & Ajjawi, 2016). I concluded data analysis by concluding, identifying the emergent key themes, and answering the research question. Researchers conclude data analysis by connecting all interpreted data in such a way to address the research problem, fulfill the purpose of the study, and answer the research question (Yin, 2018). I connected the interpreted data collected from company documents, semistructured interviews, and member checking to fulfill the purpose of this study. I

reported the findings in Section 3, explaining the emerged key themes and subthemes to answer the research question.

Key Themes

Researchers who conduct qualitative research use coded interview transcripts and other research data to reach a consensus regarding the key themes (Cegielski & Jones-Farmer, 2016). Researchers use major themes from research data to provide support for the conceptual framework as well as an understanding of the scholarly literature (Turner et al., 2017). I used major themes from the analyzed data collected from interviews and company documents to support and provide an understanding of the Herzberg et al.'s (1959) two-factor theory of motivation concerning employee retention strategies used by managers in the insurance industry. I identified recurring themes within the data to justify the findings of my study, establish key themes, and connect the themes to the literature review and the conceptual framework. Researchers should report the frequency of themes and patterns that emerged from data analysis (Yin, 2018). I reported the frequency of the themes that emerged from the data acquired from participant interviews and company documents. I used the key themes to confirm, support, add insight, or refute the findings of researchers who published studies from 2018-2020.

Software Plan

Researchers use a variety of software during data analysis, such a Microsoft Word and Excel, and Nvivo (Yazan, 2015). I used Microsoft Word and Excel for transcribing the interview recordings and organizing the coded data. I used NVivo 12 software during

data analysis to determine the patterns and themes that emerge from the reassembled data. NVivo 12 is a software that qualitative researchers use during data organization and analysis (Joslin & Müller, 2016). I used Microsoft Word to document my reflective thoughts, the researcher steps taken, and the notes from the semistructured interviews. I uploaded the transcribed interview recordings into NVivo 12 software to begin breaking the data down in the nodes, codes, categories, and groups. NVivo 12 software, operating within the Microsoft Windows operation system, is a software that is manageable for a qualitative researcher during data analysis (Yin, 2018). Another software program that some researchers use is MAXQDA; MAXQDA is a Windows-based software that has some of the similarities to NVivo 12 software (Joslin & Müller, 2016). I did not choose MAXQDA software because the cost was higher than the price of NVivo 12 software.

Reliability and Validity

Qualitative researchers maintain focus on the reliability and validity of the study to help establish the data selected for qualitative research (Cegielski & Jones-Farmer, 2016; Yin, 2018). Reliability relates to the researcher's ability to form dependability and consistency of the collected data and the research processes within the study (Cegielski & Jones-Farmer, 2016). The researcher must address the reliability and validity of all aspects of the study to create a trustworthy process to develop dependable results (Joslin & Müller, 2016). Researchers seek dependability, credibility, transferability, and confirmability within a qualitative study (Cegielski & Jones-Farmer, 2016; Yin, 2018).

Dependability

Dependability is the degree of consistency of the collected data (Yin, 2018). Dependability and consistency are a means for researchers to validate critical data collected data within the study (Joslin & Müller, 2016). In qualitative research, the transparency of the study is an important aspect for the researcher to consider (Yazan, 2015). The dependability of the data is a principal concern of researchers using the qualitative research method (Yazan, 2015). The researcher can share the phenomenon of the study from the data findings for the purpose of replication (Yazan, 2015). Researchers determine dependability from the research practices that reflect the data collection process, theories, method of analysis, and reaching conclusions. To ensure dependability, researchers should review the collected data, mitigate biases, and ensure the findings emanating from the data collected (Joslin & Müller, 2016; Yazan, 2015). Researchers conducting interviews can use member checking to improve the dependability of the data (Yin, 2018). To ensure the dependability of the data, I used member checking. I transcribed the interview recordings, created a 1-2-page summary, and met with the participants separately in a follow-up meeting to allow them an opportunity to review and validate my interpretation of their interview responses. Researchers conduct follow-up meetings with participants for an opportunity to add missed information during the primary interview (Tai & Ajjawi, 2016). After each member-checking session, I revised my interpretation if needed and as directed by the participants. Researchers use member checking to decrease the misinterpretation of collected data (Yin, 2018). Methodological

triangulation is the process of crosschecking one set of data with a second data set (Fusch & Ness, 2015). To ensure dependability, I engaged in methodological triangulation to validate the interview data with data collected from organizational documents.

Credibility

Credibility is the extent to which the researcher exemplifies the actual meanings or truth of the research participants (Yazan, 2015). Researchers can establish credibility by using processes, such as methodological triangulation, member checking, reviewing organization data, and interviewing participants who possess relevant knowledge of the phenomenon or issue under study (Turner et al., 2017; Yin, 2018). The researcher's authenticating the research findings enhances credibility; the authenticity of a researcher's findings refers to the ability in which the researcher articulates the collected data, the unbiased research transcript, and the participant's experiences in a truthful manner (Hyejin et al., 2016). Dependability and credibility are a means for researchers to communicate the facts of the research without comprising the focus of the research (Turner et al., 2017). Researchers improve the credibility of the findings by engaging in methodological triangulation and reaching data saturation (Fusch & Ness, 2015; Yudiawan et al., 2017). I ensured the credibility of the findings by collecting dependable, relevant data through semistructured interviews, member checking, and reviewing organizational documents. I also engaged in methodological triangulation and reach data saturation to improve the credibility and trustworthiness of the findings.

Confirmability

Researchers ensure confirmability of a study by allowing the findings and conclusions to emanate from the participants (Yin, 2018). The findings and conclusions of the study should be representative of a nonbiased approach from the researcher; the finding must be a result of the participants' viewpoints to demonstrate confirmability (Yazan, 2015). Researchers must remain objective during data analysis and interpretation to avoid inserting their worldviews or biases to ensure confirmable findings (Hyejin et al., 2016; Yin, 2018). To ensure the confirmability of the findings, I remained objective during data collection, analysis, interpretation, and reporting. I presented the findings from the viewpoint of the participants. I documented each phase of the research process to develop a detailed audit trail. I audio recorded each interview conducted with each participant. While conducting the interview, I took notes to ensure the accuracy and reflections of each participant's perspective without inserting my own biases within the collected data. I used the data collected from participants as the basis for the findings of this study.

Transferability

Transferability is a key aspect of the researcher's findings and refers to how future researchers might apply the results in a different case or setting (Yin, 2018). A qualitative study meets the requirements of transferability when readers and future researchers can agree with and use the findings in their organizations or research studies (Elman et al., 2015). Transferability is a key aspect of drawing in the readers so they can

identify the study's findings with their own experiences (Elman et al., 2015; Yazan, 2015). To improve the prospects of future researchers transferring the findings to other settings, I documented each phase of the research, including data collection, data organization, data analysis, and the means to ensure dependable, credible findings.

Data Saturation

Data saturation occurs when a researcher has collected all data and any new data that emerge are repetitive; therefore, no need to collect additional data exist (Taylor et al., 2016; Yin, 2018). Researchers conducting a qualitative case study should collect data until no new themes or patterns emerge (Fusch & Ness, 2015). Researchers also use triangulation within a research study; triangulation is a process that a researcher can use to gather data from multiple research sources to draw conclusions to reach data saturation (Taylor et al., 2016). To reach data saturation, I conducted virtual, face-to-face semistructured interviews, reviewed organizational documents, and used member checking. I collected data from organization documents to validate the interview data, ensure the credibility of the data, and reach data saturation. I collected data until no new themes or patterns emerged.

<p align="center">**Transition and Summary**</p>

In Section 1, I provided support for the need for further research on what strategies insurance company managers use to retain employees. I explained the problem, the purpose of the study, the nature of the study, the conceptual framework, and the

potential significance of the study. I provided the assumptions, limitations, and delimitations of this study.

Section 2 contains information regarding the (a) purpose statement (b) role of the researcher, (b) selection of participants, (c) research method and design (d) population and sampling, (e) ethical research guidelines, and (f) data collection and analysis process. I explained the procedures for identifying eligible participants, obtaining informed consent, and following an interview protocol. I discussed the proper protocol for securing the confidentiality of the participants within the study as well as the dependability, credibility, and confirmability of the collected data. I discussed the planned procedures to reach data saturation within the research study.

In Section 3, I presented a comprehensive analysis of the study's findings, implications for social change, recommendations for actions stemming from the findings, and recommendations for further research. I provided my reflections on the research process as well as a concluding statement.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative, multiple case study was to explore the strategies some managers in the insurance industry use to retain employees. The results of the study indicated that insurance business managers use a variety of strategies and tactics to improve employee retention strategies. The key themes that emerged were an employee training strategy, an employee motivation strategy, and a compensation strategy. Some of the management behaviors that impact employee retention included management and supervision activities. The findings indicated that a manager who treats their employees with respect enables the employees to work more freely and increase their productivity, which increased job satisfaction and retention rates. Section 3 contains an introduction, presentation of the findings, application of professional practice, implications for social change, recommendations for actions, recommendations for further research, reflections, and conclusion. The finding from this study indicated that managers' guidance to employees is essential to improve retention rates.

Presentation of the Findings

My research question was as follows: What strategies do some managers in the insurance industry use to retain employees? I used Yin's (2018) five-step process of compiling, disassembling, reassembling, interpreting, and concluding the data to analyze data. I engaged in methodological triangulation to crosscheck the interview data with the document data. I used NVivo 12 computer software for theme identification. I used open-

ended interview questions to collect interview data. Study participants responded to six open-ended interview questions and additional interviewing for clarity with more probing questions. I engaged the participants in member checking to validate the accuracy of my interpretation of their interview responses. After data collection and organization, I used NVivo 12 software to scrutinize, assemble, disassemble, and code the data for theme development. I used interview and document data and evaluated all the new codes and themes throughout the data collection process within NVivo 12. At the completion of the fifth interview, I was able to determine that data saturation was complete because no new themes emerged. After a review of the analyzed data, I was able to identify the key emergent themes.

The three emergent themes were an employee training strategy, an employee motivation strategy, and a compensation strategy. Each participant described the use of these main themes to create development and education tools that an organization can include in the retention strategy. All participants noted that consistent and frequent communication with employees is a key to their retaining their workforce. Managers use the employee training strategy to ensure that new and existing employees possess the proper skills to perform their jobs. The employee motivation strategy is a means for managers to expand on ways they can affectively promote employees' daily performance with acknowledgment and rewards. The compensation strategy is a way for the managers to reward employee performance, reduce the number of employees defecting to a competitor, and link compensation to productivity.

Theme 1: Employee Training Strategy

All participants indicated that the hiring of employees connects directly with the human resource department and their ability to improve retention rates. The managers used a variety of recruitment strategies to hire each employee in each department. All participants indicated that the employees are engaged in employee training from day one of their on-boarding. However, all participants expressed that they have their own unique experiences with pushing employees to complete their organization's unique training requirements. Employee training methods had successful results during the hiring phase, and this was a way for management to ensure newly hired employees could fulfill their job roles, resulting in higher retention rates. For example, a manager could monitor the results of the employees in a more hands-on approach. Employees respond to a hands-on approach by building trust and professional rapport with their managers (Hartmann et al., 2015). An organization enabling managers to be a consistent resource helps the organization develop different training techniques. This finding confirmed the research of Elman et al. (2015), who noted that effective insurance managers use internal seminars to improve employee training and retain high-caliber workers. In Table 1, I display the strategies for employee training named by participants and some response details.

Table 1

Theme 1: Employee Training Strategy

Drivers	Comments
Employee company website	• Internal and external education training can be helpful • A company website portal that presents more employment opportunities • Updated educational information added to the employment website monthly from university and local colleges
Internal seminars	• Having participate in employee training seminars regularly with managers • Focusing and relying more on employee feedback for recruitment, promotions, and employment opportunities within the company • Acknowledge current/seasoned employees more and offer them the opportunities to be a part of seminar presentation • Created an employee/manager participation with job retention, promotions and salary increasing ideas

Employee company website. All participants noted the use of the employee

company website to promote job opening to internal candidates, resulting in employees

having opportunities for career growth within the company. P1 explained, "The number

of candidates who apply for job openings gives each employee an equal opportunity to

promote from within, but does not exclude potential candidates externally, which is a fair

approach to assessing each employee and potential employees' value." Creating this fair

internal hiring approach was a way the managers retained employees who may have

otherwise considered leaving because of a lack of advancement opportunities within the

organization. P3 explained, "Employees prefer an individual gauge because it is the

approach that they believe companies will offer to internal and external employees to fill

a position on within the company that is conducting a job search." All participants shared

how their organization used this approach and provided the job metrics, requirements,

and expectations. P5 acknowledged the importance of promoting from within the

company to improve retention rates. P4 stated, "Our company website postings of

positions available to internal candidates is vital to our ability to retain employees". All

participants mentioned the use of annual employee performance reviews as a measurable

metric for employees. While all participants spoke about the internal employees'

awareness of hiring metrics and practices, existing employees received preference

regarding the position prior to managers seeking out external candidates. I reviewed the

company websites of all five participants, confirming that ample opportunities existed for

internal employees to apply for a job that could result in a promotion.

All participants acknowledged that posting educational opportunities on the

company website for employees was a means to provide the workforce with access to

relevant training and education. P2 noted that investing in employee training and

education was essential regarding lowering turnover rates. This finding confirmed the

research of Poblete et al. (2019), who noted that company websites with postings regarding educational opportunities are a means to improve employee retention. P1 stated, "Managers who fail to develop, prepare, and train the employee for the position are doing a disservice to the company as well as the employee." P2 and P5 mentioned that if an employee does not perform as expected based on the job description and measured by the annual performance review, they insist that the employee engage in more training. P3 stated, "The goal is to ensure that the employee is trained to perform the job." This finding confirmed the research of Poblete et al., who noted that reframing the manager's approach to the required yearly metrics could help internal candidates be better prepared and informed when using company resources like the company website. I reviewed the websites of P1, P2, P3, P4, and P5. I found that managers offered employees educational training opportunities with a local university for leadership workshops, mentorship programs, certification with various departments, education resources for better work and life balance, and wellness opportunities for better health. All participants stated that if managers can focus more on a strategy that includes a mentorship program, employee job satisfaction as well as retention improves.

Internal seminars. All participants used internal seminars in their employee training strategy to retain employees. P3 stated,

Managers have a perception of employees who display a commitment to an organization. By utilization, the company website and internal resources like

employee seminars get to create a bond with managers as well as using them as an informational tool to develop.

All participants used internal seminars to create a consistent connection to all the company websites' information, denote the employees' access to internal and external training webinars, and update the employees on internal job opportunities. I reviewed the websites of P1, P2, P3, P4, and P5. I found internal seminars offered often and help managers become familiar with employees in various departments within the organization. Managers can converse with employees about career desire and volunteer work with their community. Engaging employees can also create an active blueprint that influences peers to volunteer and participate in more organizational and social changing activities. This finding confirmed the research of Molecke and Pinkse (2017) in that effective insurance managers use internal seminars to improve employee training and retain high-caliber workers.

Alignment with the two-factor theory of motivation. Herzberg's two-factor theory of motivation includes empowering and focusing on employee development and advancement within an organization (Herzberg et al., 1959). Opportunities to empower employees to reach a high level of success requires proper knowledge to be able to promote employees into leadership roles while sharing responsibility with managers. Training employees to lead promotes trust and generates long-term loyalty to an organization while improving employee retention.

Theme 2: Employee Motivation Strategy

All participants used an employee motivation strategy to retain employees.

Investing in employees' relationships remains an integral part of employee retention and

sustainability (Annink, 2017). Sustainability of an employee's work performance tends to

trend in a positive direction when an organization has an employee motivation strategy

that an organization enforces. In Table 2, I display the tactics used with the employee

motivation strategy by participants and some response details.

Table 2

Theme 2: Employee Motivation Strategy

Drivers	Comments
Weekly acknowledgement Building trust	• Acknowledges employees' weekly performance • Creates a positive working environment • Builds confidence in employees' daily performance

Using the employee motivation strategy requires consistency from management.

P1, P3, and P5 responded that managing employees requires a high level of trust between

the worker and the manager; trust emanates from weekly interaction with the employees

to review performance metrics. P3 stated,

Trust within employee relationships is an essential source of sustaining a high-

level of daily performance. The level of confidence and trust the managers builds

with employees opens the door for additional motivation tactics and opportunities

for more responsibility for an individual long-term. Creating a successful result

that can reward everyone involved.

Herzberg's (1987) motivation factors are concepts that do not focus only on nonmonetary rewards but more focus on recognition, job satisfaction, and opportunities for career advancement for individuals. The efficacy of an employee motivation strategy influences the manager's inclination to identify the correct approach to discuss employee's strengths instead of only weaknesses while creating ways to act on growth opportunities. P5 stated, "It is important to trust your employees and establish a healthy working relationship with them. No employee has the same strength and weaknesses, so you have to learn how to pinpoint ways to break bad habits and turn it into a strength they can use." All participants noted that they took care to try to avoid interfering with the employees' daily work tasks, yet wanted to ensure a personal connection with each employee existed.

Establishing a significant, effective employee motivation strategy means managers must improve on their job performance outside on their leadership metrics (Herzberg, 1987). P2 mentioned, "There has to be accountability from leadership as well, especially when they are not leading individuals to become successful or reach their full potential." P3 stated, "Advance motivation is about more than speaking on the required performance. It is about showing the required care and concern for every employee. You not only have to say it, but you also have to have action to back it up to your words." P1 also noted, "Going the extra mile to help a fellow employee is humane and shows genuine concern for that personal professional career and concern for them as a person."

This finding confirmed the research of Camille et al. (2016) in that employee motivation and retention improves when managers make a personal connection with employees, offering deserved praise and recognition. I reviewed the annual report of P1, P2, P3, P4, and P5, finding information regarding recognition and praise for top-performing employees and praise from consumers for exceptional services from individual employees. P4 stated, "Positive reinforcement will encourage the most challenging employee to be their best self both professionally and personally." The findings aligned with the research of Hyejin et al. (2016) who noted that motivation for employees is beneficial and empowering to an individual's performance. P1 stated, "Management can take a hard look at themselves also and what the company may not be an offer to encourage and improve employees' yearly performance." Managers can regain the confidence of employees who consider leaving the organization for a competitor with positive motivating words of encouragement.

Weekly acknowledgment. All participants noted the value of weekly interaction with the employees to acknowledge their accomplishments, offer praise, and recognize top-performing workers. P3 noted that a mid-year or annual performance evaluation was not adequate to keep employees motivated to perform their jobs. P4 stated, "This strategy affords each employee the ability to receive recognition for their hard work while encouraging them to work towards their peak potential as an employee." All participants used a variety of ways to encourage employees, such as praising teamwork, recognizing specialized skills, and offering positive, yet constructive feedback. All participants

identified that employees receiving weekly acknowledgment was a part of their retention strategy help and a means to improve employee motivation.

Opportunities for improvement can develop from weekly manager-employee interactions, such as receipt of employees' input for improved decision making, organizational project ideas, and the implementation of mentorship programs. P2 stated,

Being able to understand what drives employees and what they want and how they want to grow over time is key to their growth. It requires acknowledgment and engaging all aspects of their mindset towards their profession and what they truly want from it.

Improving an employee's identification with their organization builds trust; weekly acknowledgment from the manager to the employees regarding their performance creates an open and transparent relationship between managers and employees. This finding confirmed the research of Herzberg (1987) who noted employee's sense of security and belonging to an organization aligns with employee retention. Managers creating these supportive factors can help improve job satisfaction while aligning employees to organizational goals and objectives. Employees accomplishing weekly goals and objectives builds a stronger organization and help maintain the culture created and a workplace environment that values employees, teamwork, and employee retention.

Alignment with the two-factor theory of motivation. Herzberg's two-factor theory of motivation includes a management approach to create vested and reliable employees through motivation (Herzberg et al., 1959). All participants sought to keep

their employees motivated through open communication, listening to employee feedback, engaging with employees on regular bases, and striving to build a trust-based relationship with the workers. Improving employee motivation using open communication can have a positive influence on employees and managers while enhancing the work environment (Herzberg, 1987).

Theme 3: Compensation Strategy

All participants expressed the use of a compensation strategy to improve employee motivation and satisfaction resulting in higher retention rates. Each participant noted that employees desire internal promotions to improve their compensation. P2 stated, "I use internal promotions to move up my best employees so they can advance in the career, earn more money, and be happy with the company." Promotions portray the significant recognition of the employee's productivity and success, and is a means for other employees to recognize that career advancement is possible with a dedicated effort (Priest et al., 2018).

All participants noted the use of a formal, annual, employee evaluation process to assess performance and the appropriate compensation level for the worker. P3 and P4 acknowledged that their organizations set strict job guidelines and expectations for employees that are part of the annual evaluations. This finding confirmed the research of Priest et al. (2018) who noted that organizational leaders need to use an employee performance evaluation to set appropriate compensation levels without allow bias or favoritism to enter the decision. P1 stated, "Managers need to be able to compensate

proven employees from their great yearly performance. Employees who can fill their role

and meet the required role criteria should receive the compensation they deserve." In

Table 3, I display the compensation factors named by participants and some response

details.

Table 3

Theme 3: Compensation Strategy

Drivers	Comments
Annual performance reviews	• Creating a better breakdown of internal mid-year and end-of-year reviews based on grading scale • The pay scale reviews for salary increase • Ways to improvements performance for the upcoming year
Managerial involvement	• Managerial/employee feedback and • Internal promotions • Employee/manager relationship, trust factors

Annual performance reviews. All participants touted the value of annual

performance reviews, noting that consistent evaluation of employee performance was an

integral part of their compensation strategy to retain employees. This finding confirmed

the research of Osborne and Hammoud (2017) in that managers use annual employee evaluations to assess the employees' performance as well as the basis for monetarily rewarding excellent performance to retain highly-valued workers and offering some form of discipline for poor performance. P2 stated, "Yearly performance evaluations gives us managers a way to gauge employees' performance of their daily duties with the highest standards of professional moral, ethical, competence, and integrity required by the organization protocol." P3 stated, "A big part of my evaluation of employees is listening to them, finding out their expectations and problems, and trying to help them find a solution." This finding confirmed the research of Abdien (2019) who noted effective managers listen to their employees regarding problems within the workplace affecting their performance and offering tangible solutions. P4 noted that acting on employee suggestions offered during the annual or semiannual evaluation was a way to convey to the employee that he was not only listening, but following through to improve the noted issues. P5 stated, "Employee suggestions allows them to participate in decision making to improve their performance." This finding confirmed the research of Nielsen, Skogstad, Gijerstad, and Einarsen (2019) in that transformational leadership has a positive effect on employees' motivation and willingness to perform at a high level.

All participants commented that outstanding employees receive compensation rewards for performance and contributing to the overall goals set by management. P1 and P3 commented that employees who required daily guidance to meet their performance metrics received additional coaching, yet could qualify for a small monetary bonus to try

to motivate them to work more independently. P4 stated, "Consistent communication is the key to having employees perform and earn higher wages. We want to keep our top performers happy so they won't leave and go work for a competitor." A lack of communication from a manager can create a lack of encouragement and poor job satisfaction among the workgroup, resulting in higher employee turnover (Osborne & Hammoud, 2017).

P1 mentioned, "Preparing individuals for the mid-year and yearly performance reviews is a major focus to employees' success and for them to be able to grow within the company." I reviewed the annual report of P1, P2, P3, P4, and P5, finding the basis for compensation is an employee's yearly performance, salary grade, and position. Salary grade provides a breakdown of the salary average and salary cap for each position. Salary grade has a direct connection with managers communicating with their subordinates daily to perform at a higher level (Winston, 2016). All participants used annual employee evaluations within their compensation strategy to reduce employee turnover.

Managerial involvement. Managerial involvement is one of the most critical factors influencing the yearly performance of employees and their capability to meet the organization's yearly metrics (Osborne & Hammoud, 2017). P1 and P4 noted the importance of their involvement with the employee group regarding maintaining high levels of motivation, job satisfaction, adequate compensation, and retention. P2 and P3 acknowledged the use of annual performance evaluations linked to promotions and compensation adjustments was a key factor in staying involved with the employees. P2

and P3 added that the annual evaluation was just the formalized process to culminate all the interaction, involvement, and feedback offered on the employees' performance over the past year.

P2 and P4 noted that they liked to stay involved in the employees' training to ensure they were learning the proper processes to perform their jobs at high levels. P3 stated, "I believe a trained employee is far more likely to be happy, content, and stay with the company." All participants believed the quality of the organizational training directly related to their compensation and retention strategy. Managerial involvement is empowering psychologically to the employees that challenge themselves and peers to perform better (Herzberg, 1987). P5 stated,

> I have consistently made an effort to be open, honest, and approachable for my
> employees, as they are trusting me with their growth and development. If they are
> not happy with their compensation, I want to know about it. Interactions with my
> employees allowed me to understand their career goals and provide feedback to
> allow them to highlight their skills and improve their weaknesses.

P1 and P4 noted that when managers engage with employees in an encouraging tone, they empower a positive work environment conducive to improving retention rates. P4 stated, "I enjoy being able to improve the work environment by improving the compensation level of high-performers." P3 stated, "Building relationships with employees and teaching them how to engage with their peers is vital to our building a motivating culture." I reviewed company documents that indicated how employees could

use the company intranet for interaction with peers and superiors, engage in internal

seminars, and sign up for educational opportunities for professional development.

P3 commented that when the relationship between the manager and employee

breaks down, the probability of losing the employee increases. Herzberg (1987)

expressed that poor managerial and subordinate relationships can lead to low employee

engagement, which contributes to high employee turnover. P5 stated, "Employees can be

defensive or have their guard up initially, especially those who are more seasoned in their

role and feel as though they are stuck in a role with no growth." P1 noted that

recognition, praise, and monetary reward from the manager creates a personal connection

with the employee. Effective managers recognize the value of improving the motivation

level of workforce through praise and reward (Herzberg, 1987). This finding confirmed

the research of Hyejin et al. (2016) who noted that effective managers invest time daily

with the workers to increase motivation, improve performance, ensure compensation is at

an appropriate level, and reduce employee dissatisfaction and turnover.

Alignment with the two-factor theory of motivation. Herzberg's two-factor

theory of motivation includes individual recognition for achievement and given growth

opportunities for advancement professionally (Herzberg et al., 1959). Managers who

participated in this study found employee retention factors, such as salary, managerial

involvement, company training, annual employee reviews, working conditions, and

creating job security for employees to be essential activities and concepts to consider to

lower employee turnover. Participants explained that preparing employees to succeed and

showing them respect and appreciation was a way to create trust, increase employee

motivation, and improve retention rates. Active listening from management opens an

organizational path to addressing the employees' needs regarding opportunities for

growth and development. Creating equality and fairness for employees activates a

positive notion to increased employee retention with a positive long-term relationship

(Herzberg et al., 1959). Creating pay equity and fairness among the employee group was

a means for the participants to improve retention rates.

<div align="center">**Applications to Professional Practice**</div>

Managers of insurance companies might apply the findings of this study to

develop a better relationship with their current employees to improve retention rates.

Applying the findings to develop a personal connection with employees might provide

insurance company managers a way to improve employee performance, engagement, and

satisfaction, resulting in lower employee turnover. The insurance industry is highly

competitive; the retention of top-performing employees is important to an insurance

company's long-term success (Bozer & Jones, 2018). The prospects of gaining and

maintaining a competitive advantage increase with a lower employee turnover rate

(Elman et al., 2015).

Managers in the insurance industry might apply the findings of this study to adopt

an effective employee training strategy to improve retention rates. Effective recruiting

and ensuring newly-hired employee receive the proper training is an essential component

of a training strategy (Bozer & Jones, 2018). Employees who have opportunities for

professional development, training, and internal promotions are far more likely to remain with a company than if such opportunities did not exist. Employee training and development are essential activities for managers to use to lower employee turnover (Kim & Koo, 2017).

Insurance company managers could apply the findings of this study to implement a compensation strategy to reduce employee turnover. A compensation strategy represents the organization's pay and benefits package designed to reward and retain the workforce needed to meet the company's strategic objectives (Bozer & Jones, 2018). An inadequate organizational pay structure can result in employee dissatisfaction and disengagement, resulting in higher employee turnover (Bozer & Jones, 2018). The organizational compensation structure should reflect how the company leaders value the contribution of the employees. Meeting the needs and the expectations of the employees regarding compensation is a way for managers to improve employee satisfaction and retention rates (Maslow, 1943).

Managers of insurance companies might apply the findings of this study to use an effective employee motivation strategy to improve retention rates. Based on the findings of this study, employee motivation improves when workers receive proper training, have opportunities for advancement, and the level of compensation is at a sufficient level to maintain or improve employee satisfaction and engagement. Managers who show their appreciation for employee achievements and provide open recognition of the accomplishments improve employee motivation (Winston, 2016). Insurance company

managers should strive to build a trust-based relationship with workers to improve employee motivation. Astute managers will inspire and motivate the workforce resulting in increased performance and lower employee turnover (Bozer & Jones, 2018).

Implications for Social Change

Insurance company managers can catalyze positive social change by implementing effective employee retention strategies. Business managers improve the morale and dignity of their workers by lowering employee turnover (Yudiawan et al., 2017). When employee retention improves, local unemployment rates decrease, resulting in improved stability in the local economy (Arora, 2016). Employed workers contribute more to their local communities through volunteerism and charitable giving than unemployed workers (Krasnopolskaya et al., 2015; Stephan et al., 2016). The implications for positive social change include the potential for insurance company managers to improve the morale and dignity of their communities' culture with opportunities to create outreach programs, internships, and job security. Society might benefit from the findings of this study because of innovation and flexible retention strategies to reduce the accumulation of unemployment rate, increase economic development, and promote social value which improves sustainability (Yudiawan et al., 2017).

Insurance company growth and economic development promote social change in the society as the behaviors of people change with the changing status of their position within their communities and organization. Similarly, individuals, especially the

employees, experience a certain sense of worth when appreciated by management. Employees' attitudes and behaviors towards their managers improve for more positive work experience. The use of the findings of this study potentially enlightens organizational managers to treat their employees better, hence improving their self-esteem and enabling them to develop as individuals in their social lives. The implications for positive social change include the potential for insurance managers to generate employment and retain employees by contributing to the local economy and reduce local unemployment rates. Developing strategies that sustain the livelihood of employees is a means for managers to improve local communities. The findings in this study may have a positive effect on future managers within the insurance industry seeking to create positive social change within their business sector and community. Implementation of social change may contribute to the retention stability of employees in the insurance industry (Hyejin et al., 2016).

Recommendations for Action

Recommendation for actions begin with managers retaining employees and creating a balance of managers' and employees' professional relations being in sync to operate as one within an organization. I recommend that human resources, managers, and upper management within an organization develop a closer relationship with employees beyond the hiring process. Management should use all resources to enhance internal promotion from within the organization.

A recommendation is for insurance company managers to adopt an effective training strategy for newly-hired as well as seasoned employees to improve employee retention. I recommend that managers update their company employee website to denote training and professional development opportunities. Providing employees with easy access to asynchronous training and development courses is a means for managers to increase the use of training resulting in higher performing, more satisfied workers (Molecke & Pinkse, 2017). Another training recommendation is for managers to engage their employees in monthly internal group seminars to increase worker skills and build a positive rapport with the workers. Elman et al. (2015) noted that effective insurance managers use internal seminars to improve employee training and retain high-caliber workers.

I recommend that managers of insurance companies adopt a compensation strategy that is effective in improving employee satisfaction, engagement, commitment, and retention. Providing employees with career advancement and promotional opportunities is a means for managers to allow the workers to increase their compensation while reducing the probability that they will leave the company (Priest et al., 2018). A recommendation is for insurance company managers to use mid-year and annual employee performance evaluations to make a valid assessment of the employees' productivity resulting in the possibility of a merit pay increase. Osborne and Hammoud (2017) noted that managers use annual employee evaluations to assess the employees'

performance as well as the basis for monetarily rewarding excellent performance to retain highly-valued workers.

A recommendation is for managers in the insurance industry to implement an employee motivation strategy to lower employee turnover. Employees will perform at high levels and are more likely to not defect to a competitor when they are highly motivated (Nielsen et al., 2019). I recommend that managers engage in consistent and frequent interaction with their employees to build a positive relationship based on trust. Herzberg (1987) noted that positive managerial-subordinate relationships can lead to high employee engagement and satisfaction resulting in lower employee turnover. A recommendation is for managers to recognize the basic human needs of their employees based on Maslow's (1943) five human needs of safety, love, belonging, esteem, physiological, and self-actualization to improve employee motivation and retention rates.

Researchers should strive to inform business leaders of their findings (Nielsen et al., 2019). I plan to disseminate the findings of this study by submitting articles for publication in the *New York Business Journal* and the *Journal of Human Resources*. I also intend to submit a presentation to the General Counsel conference in New York to present the findings at their 2021 symposium.

Recommendations for Further Research

The purpose of this study was to explore the strategies insurance company managers used to improve employee retention. Further research is critical because each organization has different managerial styles and it plays a vital role in social change and

employee retention within the insurance industry. The findings from this study indicated the necessity for further exploration of strategies used to gauge managers' involvement with developing employees to have long-term success in professional careers. I recommend that researchers continue further research to address the limitations of this study. I relied on the knowledge and interpretations of five insurance industry managers in New York along with supporting documents for the credibility of the collected data. Therefore, I recommend that future researchers conduct a similar study with a larger sample within a different geographical region. Researching within a different geographical region may expose other geographic-based managerial leadership styles, recommendations, and approaches to improving employee retention.

A limitation of this case study was no generalization of the findings to a larger population. Researchers should consider using a mixed-method or quantitative research study to explore strategies that would help managers retain employees to overcome this limitation. I recommend that researchers understand the significance of the relationships among employees, managers, and upper management, correlating with variables, such as employee growth rate, organizational reputation, and longevity within the business sector they operate in. Researchers could also use a qualitative method that can connect with a quantitative correlational study to triangulate collected data from participants using open-ended questioning and numerical data that would help the researcher analyze the data collected. A quantitative or mixed-method study regarding manager strategies used to retain employees can also focus on the external employee retention and organizational

global growth strategy that would result in researching larger geographic regions and populations.

Reflections

My experience at Walden University, as a doctoral student, has been an opportunity for me to gain knowledge regarding strategies that managers can use to retain employees within the insurance industry. The motivation to complete this study was my interest to learn why managers within the insurance industry fail to connect and develop employees. As I reflect on the challenges and benefits of this doctoral journey, my mindset was truly looking for a way to make an impact on the personal communication and personal bonds needed from growth and development. Conducting this study has expanded my knowledge of the strategies used for a positive impact on an organization's employee structure. I faced some challenges with obtaining unbiased documentation from some participants, yet provided assurances of confidentiality, which alleviated their fears. Gaining private information from these participants was a challenge, yet a fulfilling venture. Researching sources necessary to complete my study was also a challenge. I learned in the literature that managers are individuals looking to connect with employees, but many lack the lack of sufficient growth strategies, interpersonal skills, and the organization capital to retain high-caliber workers.

Facing these challenges as a doctoral student has given me an irreplaceable drive for change and a feeling that remains gratifying. The process showed me all sides of unique emotions, my engaging and desire to push myself harder than I could imagine. I

developed a deeper sense of patience during my research study to be able to remain focused on my educational growth to reach my educational finish line. I truly enjoyed building relationships with my participants, colleagues, my mentor, and professors through this education stage in my life. I learned to maximize my time and use it to gain knowledge that can apply to various areas of my life. I learned throughout my study that change can be fulfilling, yet a bit frightening at times. Embracing that change is inevitable to grow as an individual. I had amazing participants who gave me time out of their lives by being a part of my study and allowing me to interview them during trying times in the 2020. Building a relationship with these participants provided the vital information needed to answer the research question. After building relationships with the participants, they were excited to see me challenge myself as an individual on a difficult education journey. I am forever grateful for their contribution to this study. Although challenging, because of completing this study, I desire to be an individual who helps create social change in our world after graduation.

Conclusion

Insurance business managers who fail to retain employees experience reduced profitability and productivity. Employee retention issues in the insurance industry negatively affect recruitment and training costs, employee engagement, and operational efficiency. Grounded in Herzberg's two-factor theory of motivation, the purpose of this qualitative multiple case study was to explore strategies that insurance company mangers use to retain employees. I collected data through semistructured interviews with five

insurance managers in New York and a review of company documents on employee retention strategies. I analyzed data using Yin's five-step process of compiling, disassembling, reassembling, interpreting, and concluding data. The three themes that emerged from data analysis were employee training strategy, employee motivation strategy, and compensation strategy. A key recommendation is that managers in the insurance industry increase employee commitment by improving professional development opportunities for their workforce. The implications for positive social change include the potential for insurance company managers to improve the morale and dignity of their workforce, lower local unemployment rates, improve local economic stability, and enable employees to contribute to their local communities through increased volunteerism and charitable giving.

References

Abdelmoteleb, S. A. (2018). A new look at the relationship between job stress and

organizational commitment: A three-wave longitudinal study. *Journal of Business

and Psychology, 34,* 321–336. doi:10.1007/s10869-018-9543-z

Abdien, M. K. (2019). Impact of communication satisfaction and work-life balance on

employee turnover intention. *Journal of Tourism Theory and Research, 5,* 200-

245. doi:10.24288/jttr.526678

Abramovich, A., & Miedijensky, S. (2019). From a guided teacher into leader: A three

stage professional development (TSPD) model for empowering teachers. *Higher

Education Studies, 9*(2), 57-71. doi:10.5539/hes.v9n2p57

Afsar, B., Badir, F., Saeed, B., & Hafeez, S. (2017). Transformational and transactional

leadership and employee's entrepreneurial behavior in knowledge-intensive

industries. *International Journal of Human Resource Management, 28,* 307–332.

doi:10.1080/09585192.2016.1244893

Afsar, B., & Masood, M. (2018). Transformational leadership, creative self-efficacy, trust

in supervisor, uncertainty avoidance, and innovative work behavior of nurses.

Journal of Applied Behavioral Science, 54, 36-61.

doi:10.1177/0021886317711891

Aga, D. A. (2016). Transactional leadership and project success: The moderating role of

goal clarity. *Procedia Computer Science, 100,* 517-525.

doi:10.1016/j.procs.2016.09.190

Alatawi, M. A. (2017). Can transformational managers control turnover intention? *South African Journal of Human Resource Management, 15*(1), 1-6. doi:10.4102/sajhrm.v15i0.873

Albornoz, C. (2016). Human resource development in small business: An application of Brethower's performance principles to on the job training. *New Horizons in Adult Education & Human Resource Development, 28,* 45-47. doi:10.1002/nha3.20161

Annink, A. (2017). Using the research journal during qualitative data collection in a cross-cultural context. *Entrepreneurship Research Journal, 7*, 1-17. doi:10.1515/erj-2015-0063

Arora, R. (2016). Role of performance improvement and instructional design in strategic human resource management. *Journal of Strategic Human Resource Management, 5*, 23-46. doi:10.21863/jshrm/2016.5.1.022

Asgary, N., & Li, G. (2016). Corporate social responsibility: Its economic impact and link to the bullwhip effect. *Journal of Business Ethics*, *135*, 665-681. doi:10.1007/s10551-014-2492-1

Asiamah, N., Mensah, H. K., & Oteng-Abayie, E. (2017). General, target, and accessible population: Demystifying the concepts for effective sampling. *The Qualitative Report, 22*, 1607-1621. Retrieved from http://nsuworks.nova.edu/tqr

Atmojo, M. (2015). The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. *International Research Journal of Business Studies*, *5*(2) 113-128. doi:10.21632/irjbs.5.2.113-128

Baron, L. (2016). Authentic leadership and mindfulness development through action

 learning. *Journal of Managerial Psychology, 31,* 296-311. doi:10.1108/JMP-

 042014-0135

Bashan, A., & Armon, D. (2019). Quality management challenges in a dynamic reality of

 mergers, acquisitions, and global expansion. *International Journal of Quality &*

 Reliability Management, 36, 1192–1211. doi:10.1108/ijqrm-06-2018-0161

Bayram, H., & Dinc, S. (2015). Role of transformational leadership on employee's job

 satisfaction: The case of private universities in Bosnia and

 Herzegovina. *European Researcher*, *93*(4), 270-281. doi:10.13187/er.2015.93.270

Bendell, J., Sutherland, N., & Little, R. (2017). Beyond unsustainable leadership: Critical

 social theory for sustainable leadership. *Sustainability Accounting, Management*

 & Policy Journal, 8, 418-444. doi:10.1108/SAMPJ-08-2016-0048

Beşliu, D. (2018). Institutional management of change. Resistance of the employees

 against organizational transformations. *Proceedings of the Scientific Conference*

 AFASES, 8, 351-358. doi:10.19062/2247-3173.2018.20.46

Betancourt, J. R., Tan-McGrory, A., Kenst, K. S., Phan, T. H., & Lopez, L. (2017).

 Organizational change management for health equity: Perspectives from the

 disparities leadership program. *Health Affairs, 36,* 1095-1101.

 doi:10.1377/hlthaff.2017.0022

Betty, P. A. (2017). The human dimension of organizational change. *Johns Hopkins*

 University Press, 18, 149-173. doi:10.1353/rhe.1995.0021

Bin, W., Jing, Q., Ruili, O., Chuying, H., Bei, X., & Yinan, X. (2016). Transformational

leadership and employees' feedback seeking: the mediating role of trust in leader.

Social Behavior & Personality: An International Journal, 44, 1201-1208.

doi:10.2224/sbp.2016.44.7.1201

Bledow, R., Carette, B., Kühnel, J., & Bister, D. (2017). Learning from others' failures:

The effectiveness of failure stories for managerial learning. *Academy of*

Management Learning & Education, 16(1), 39-53. doi:10.5465/amle.2014.0169

Bouckenooghe, D., Zafar, A., & Raja, U. (2014). How ethical leadership shapes

employees' job performance: The mediating roles of goal congruence and

psychological capital. *Journal of Business Ethics*, *129*, 251-264.

doi:10.1007/s10551-014-2162-3

Boudrias, S., Phaneuf, J. E., Rousseau, V., & Brunelle, E. (2016). Personality and

transformational leadership: The moderating effect of organizational context.

Personality and Individual Differences, 102(1), 30-35.

doi:10.1016/j.paid.2016.06.052

Bourke, J., & Roper, S. (2017). Innovation, quality management, and learning: Short term

and longer-term effects. *Research Policy, 46,* 1505-1518.

doi:10.1016/j.respol.2017.07.005

Boyle, C. J., Gonyeau, M., Flowers, S. K., Hritcko, P., Taheri, R., & Prabhu, S. (2018).

Adapting leadership styles to reflect generational differences in the academy.

American Journal of Pharmaceutical Education, 82, 641-643.

doi:10.5688/ajpe688

Bozer, G., & Jones, R. J. (2018). Understanding the factors that determine workplace

coaching effectiveness: A systematic literature review. *European Journal of Work*

& Organizational Psychology, 27, 342-361.

doi:10.1080/1359432X.2018.1446946

Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work

engagement: The role of daily transformational leadership behaviour. *Journal of*

Occupational Health Psychology, 23, 338-349. doi:10.1037/ocp0000082

Brones, F. A., de Carvalho, M. M., & de Senzi Zancul, E. (2017). Reviews, action, and

learning on change management for ecodesign transition. *Journal of Cleaner*

Production, 142(Part 1), 8-22. doi:10.1016/j.jclepro.2016.09.009

Brown, M., Kulik, C. T., Cregan, C., & Metz, I. (2017). Understanding the change

cynicism cycle: The role of HR. *Human Resource Management, 56*(1)*,* 1-24.

doi:10.1002/hrm.21708

Burns, W. A. (2017). A descriptive literature review of harmful leadership styles:

Definitions, commonalities, measurements, negative impacts, and ways to

improve these harmful leadership styles. *Creighton Journal of Interdisciplinary*

Leadership, 3(1), 33-36. doi:10.17062/cjil.v3i1.53

Bussin, M., & Mouton, H. (2019). Effectiveness of employer branding on staff retention and compensation expectations. *South African Journal of Economic and Management Sciences 22*, 1-8. doi:10.4102/sajems.v22i1.2412

Camille, Y., Nian-Lin Reena, H., & Ban Leong, S. (2016). Legal and ethical issues in research. *Indian Journal of Anaesthesia, 60*, 76-80. doi:10.4103/00195049.190627

Caniëls, M. C., Semeijn, J. H., & Renders, I. H. (2018). Mind the mindset! The interaction of proactive personality, transformational leadership, and growth mindset for engagement at work. *Career Development International, 23*(1), 48-66. doi:10.1108/CDI-11-2016-0194

Castellacci, F., & Viñas-Bardolet, C. (2019). Internet use and job satisfaction. *Computers in Human Behavior, 90,* 141-152. doi:10.1016/j.chb.2018.09.001

Castillo-Montoya, M. (2016). Preparing for interview research: The interview protocol refinement framework. *The Qualitative Report, 21*, 811-830. Retrieved from https://nsuworks.nova.edu/tqr

Cegielski, C. G., & Jones-Farmer, L. A. (2016). Knowledge, skills, and abilities for entry-level business analytics positions: A multi-method study. *Decision Sciences Journal of Innovative Education*, *14*, 91-118. doi:10.1111/dsji.12086

Chang, M.-L., & Cheng, C.-F. (2018). A mediation model of leaders' favouritism. *Personnel Review, 47*, 1330–1344. doi:10.1108/PR-10-2016-0283

Choi, S. B., Kim, K., & Kang, S. W. (2017). Effects of transformational and shared

  leadership styles on employees' perception of team effectiveness. *Social Behavior*

  and Personality: An International Journal, 45, 377-386. doi:10.2224/sbp.580

Chow, A. W. K. (2016). Teacher learning communities: The landscape of subject

  leadership. *International Journal of Educational Management, 30*(2), 287-307.

  doi:10.1108/ijem-07-2014-0105

Clapp-Smith, R., Hammond, M. M., Lester, G. V., & Palanski, M. (2019). Promoting

  identity development in leadership education: A multidomain approach to

  developing the whole leader. *Journal of Management Education, 43*(1), 10-34.

  doi:10.1177/1052562918813190

Cooper, D., Peake, W., & Watson, W. (2016). Seizing opportunities: The moderating role

  of managerial characteristics on the relationship between opportunity-seeking and

  innovation efficacy in small businesses. *Journal of Small Business Management,*

  54, 1038-1058. doi:10.1111/jsbm.12228

Costanza, D., Blacksmith, N., Coats, M., Severt, J., & DeCostanza, A. (2016). The effect

  of adaptive organizational culture on long-term survival. *Journal of Business &*

  Psychology, 31(3), 361-381. doi:10.1007/s10869-015-9420-y

Craig, D. (2016). Transforming culture through personal and career empowerment.

  Industrial & Commercial Training, 48(2), 60-67. doi:10.1108/ICT-08-2015-0054

Dhingra, R., & Punia, B. K. (2016). Relational analysis of emotional intelligence and change management: A suggestive model for enriching change management skills. *Vision, 20,* 312-322. doi:10.1177/0972262916668726

Doody, O., & Bailey, M. E. (2016). Setting a research question, aim, and objective. *Nurse Researcher, 23*(4), 19-23. doi:10.7748/nr.23.4.19.s5

Dwyer, K. (2019). Managing resistance to change: Engaging and shaping. *IQ: The RIM Quarterly, 35*(1), 30-47. doi:10.1007/978-3-319-99599-1_24

Eckardt, R., & Skaggs, B. C. (2018). Service diversification and growth of professional service firms. *Long Range Planning, 51*(1), 111–126. doi:10.1016/j.lrp.2017.06.003

Eldridge, B. D., & Stevens, C. (2017). Applying a generational-oriented and flexible assessment and evaluation framework to deliver highly personalized and efficient learning activities. *E-learning & Software for Education, 2,* 2556-2563. doi:10.12753/2066-026X-17-164

Elman, C., Kapiszewski, D., & Kirilova, D. (2015). Learning through research: Using data to train undergraduates in qualitative methods. *Political Science & Politics, 48*, 39-43. doi:10.1017/S1049096514001577

Esteban-Lloret, N. N., Aragón-Sánchez, A., & Carrasco-Hernández, A. (2018). Determinants of employee training: Impact on organizational legitimacy and organizational performance. *The International Journal of Human Resource Management, 29*, 1208-1229. doi:10.1080/09585192.2016.125633

Farhan, A., Aneeta, M., & Shafique, A. (2018). Merger & acquisition strategy for growth, improved performance, and survival in the financial sector. *Journal Perspektif Pembiayaan Dan Pembangunan Daerah, 5*(4), 196-214. doi:10.22437/ppd.v5i4.5010

Fattore, G., Iacovone, D., & Steccolini, I. (2018). Managing successful change in the public sector: A view from the consultants' world. *Public Management Review, 20,* 587-606. doi:10.1080/14719037.2017.1340504

Fronzo, C. (2018). Understanding change management: A clinical improvement programme to transform your practice. *British Journal of Nursing, 27*(6), 3-4. doi:10.12968/bjon.2018.27.Sup6.S3

Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, *20*, 1408-1416. Retrieved from http://www.nova.edu/tqr

Ganapathy, V. (2016). Empowerment through engagement: Dealing with HR challenges faced by insurance sector. *Journal of the Insurance Institute of India, 4*(1), 50-57. Retrieved from https://www.insuranceinstituteofindia.com/web/guest/the-journal

Giambra, B., Kneflin, N., Morath, H., Lee, J., Lin, L., & Morris, E. (2018). Meaningful participation and effective communication in shared governance. *Nurse Leader, 16*(1), 48-53. doi:10.1016/j.mnl.2017.08.004

Hadadian, Z., & Zarei, J. (2016). Relationship between toxic leadership and job stress of knowledge workers. *Studies in Business and Economics, 11*(3), 84-89. doi:10.1515/sbe-2016-0037

Harrison, T., & Bazzy, J. D. (2017). Aligning organizational culture and strategic human resource management. *Journal of Management Development, 36,* 1260-1269. doi:10.1108/JMD-12-2016-0335

Hartmann, B., Stephens, C., & Jahren, C. (2015). Surveying industry needs for leadership in entry-level engineering positions. *2015 ASEE Annual Conference and Exposition Proceedings*. doi:10.18260/p.24784

Herzberg, F. (1987). One more time: How do you motivate employees? *Harvard Business Review, 65*(5), 53-62. doi.10.1007/978-1-349-02701-9_2

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. New York, NY: John Wiley, & Sons.

Higginbottom, G. M., Safipour, J., Yohani, S., O'Brien, B., Mumtaz, Z., Paton, P., & Chiu, Y. (2016). An ethnographic investigation of the maternity healthcare experience of immigrants in rural and urban Alberta, Canada. *BMC Pregnancy & Childbirth*, *16*(1), 1-15. doi:10.1186/s12884-015-0773-z

Hill, R. W. (2014). Virtual reality and leadership development. *Using Experience to Develop Leadership Talent*, *17*(1), 278-304. doi:10.1002/9781118829417.ch13

Hsiung, H.-H., & Bolino, M. C. (2018). The implications of perceived leader favouritism in the context of leader-member exchange relationships. *European Journal of*

Work and Organizational Psychology, 27(1), 88-99.

doi:10.1080/1359432X.2017.1395414

Huang, R., Chou, T. P., & Chen, C. (2017). Examining the roles of shared vision and

career growth opportunity in developing new employees. *Journal of*

Organizational Change Management, 30, 599-609. doi.10.1108/JOCM-10-2016

0218

Hughes, M. (2018). Reflections: Studying organizational change leadership as a subfield.

Journal of Change Management, 18(1), 10-22.

doi:10.1080/14697017.2017.1387219

Hyejin, K., Sefcik, J. S., & Bradway, C. (2016). Characteristics of qualitative descriptive

studies: A systematic review. *Research, Nursing, & Health, 40*, 23-42.

doi:10.1002/nur.21768

Jensen, U. T., Andersen, L. B., Bro, L. L., Bollingtoft, A., Eriksen, T. L. M., Holten, A.

L., … Wurtz, A. (2019). Conceptualizing and measuring transformational and

transactional leadership. *Administration & Society, 51*(1), 3-33.

doi:10.1177/0095399716667157

Jiang, W., Zhao, X., & Ni, J. (2017). The impact of transformational leadership on

employee sustainable performance: The mediating role of organizational

citizenship behavior. *Sustainability, 9,* 1535-1567. doi:10.3390/su9091567

Johnson-Hoffman, V. L. (2019). *Employer strategies for improving employee work-life balance* (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 22616687)

Jokisaari, M., & Vuori, J. (2018). Leaders' resources and newcomer socialization: The importance of delegation. *Journal of Managerial Psychology, 33*(2), 161-175. doi:10.1108/JMP-09-2016-0274

Joslin, R., & Müller, R. (2016). Identifying interesting project phenomena using philosophical and methodological triangulation. *International Journal of Project Management, 34*, 1043-1056. doi:10.1016/j.ijproman.2016.05.005

Kim, D., Moon, C. W., & Shin, J. (2018). Linkages between empowering leadership and subjective well-being and work performance via perceived organizational and co-worker support. *Leadership & Organization Development Journal, 39,* 844-858. doi:10.1108/LODJ-06-2017-0173

Kim, M., & Koo, D. (2017). Linking LMX, engagement, innovative behavior, and job performance in hotel employees. International Journal of Contemporary Hospitality Management, 29, 3044-3062. doi:10.1108/IJCHM-06-2016-0319

King, S., Hopkins, M., & Cornish, N. (2018). Can models of organizational change help to understand "success" and "failure" in community sentences? Applying Kotter's model of organizational change to an integrated offender management case study. *Criminology & Criminal Justice, 18,* 273-290. doi:10.1177/1748895817721274

Krasnopolskaya, I., Roza, L., & Meijs, L. (2015). The relationship between corporate

    volunteering and employee civic engagement outside the workplace in Russia.

    VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations,

    27, 640-672. doi:10.1007/s11266-015-9599-6

Langmore, K. (2016). Happiness at work. *Journal of the Australian & New Zealand*

    Institute of Insurance & Finance, 39(2), 1-3. Retrieved from anziif.com

Leuker, C., Pachur, T., Hertwig, R., & Pleskac, T. J. (2018). Exploiting risk-reward

    structures in decision making under uncertainty. *Cognition, 175,*186-200.

    doi:10.1016/j.cognition.2018.02.019

Lisi, I. E. (2018). Determinants and performance effects of social performance

    measurement systems. *Journal of Business Ethics, 152*, 225-251

    doi:10.1007/s10551-016-3287-3

Lu, A. C., & Gursoy, D. (2016). Impact of job burnout on satisfaction and turnover

    intention: Do generational differences matter? *Journal of Hospitality & Tourism*

    Research, 40, 210-235. doi:10.1177/1096348013495696

Lumbers, M. (2018). Approaches to leadership and managing change in the NHS. *British*

    Journal of Nursing, 27, 554-558. doi:10.12968/bjon.2018.27.10.554

Ma, L., Chen, A., & Zhang, Z. (2016). Task success based on contingency fit of

    managerial culture and embeddedness. *Journal of International Business Studies,*

    47, 191-209. doi:10.1057/jibs.2015.45

Marius, W., & Mariette, F. (2018). Investigating retention and workplace implementation of board game learning in employee development. *Acta Commercii, 18*(1), 1-7. doi:10.4102/ac.v18i1.599

Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research* (6th ed.). Thousand Oaks, CA: Sage.

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review, 50*, 370-396. doi:10.1037/h0054346

Matalamäki, M., Vuorinen, T., Varamäki, E., & Sorama, K. (2017). Business growth in established companies, roles of effectuation, and causation. *Journal of Enterprising Culture, 25*(2), 123-148. doi:10.1142/S0218495817500054

McCusker, K., & Gunaydin, S. (2015). Research using qualitative, quantitative, or mixed methods and choice based on the research. *Perfusion*, *30*, 537-542. doi:10.1177/0267659114559116

Miscenko, D., Guenter, H., & Day, D. V. (2017). Am I a leader? Examining leader identity development over time. *The Leadership Quarterly, 28,* 605-620. doi:10.1016/j.leaqua.2017.01.004

Molecke, G., & Pinkse, J. (2017). Accountability for social impact: A bricolage perspective on impact measurement in social enterprises. *Journal of Business Venturing, 32*, 550-568. doi:10.1016/j.jbusvent.2017.05.003

Naber, A. M., & Moffett, R. G. (2017). Follower moral reasoning influences perceptions of transformational leadership behavior. *Journal of Applied Social Psychology. 47,* 99-112. doi:10.1111/jasp.12427

National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (NCPHSBBR). (1979). *The Belmont Report: Ethical principles and guidelines for the protection of human subjects of research.* Washington, DC: U.S. Department of Health and Human Services. Retrieved from hhs.gov/ohrp/humansubjects/guidance/Belmont.html

New York Department of Finances (NYDOF). (2019). Retrieved from https://dfs.ny.gov

Nielsen, M. B., Skogstad, A., Gijerstad, J., & Einarsen, S. V. (2019). Are transformational and laissez-faire leadership related to state anxiety among subordinates? A two-wave prospective study of forward and reverse associations. *Work & Stress, 33,* 132-160. doi:10.1080/02678373.2018.1528307

Njegovan, B. R., Vukadinović, M. S., & Duđak, L. (2017). Contribution to the research of organizational socialization: The importance of interviews in anticipatory stage. *Journal of East European Management Studies, 22*(2), 169-198. doi:10.5771/0949-6181-2017-2-169

Ogbonnaya, C., & Valizade, D. (2018). High performance work practices, employee outcomes, and organizational performance: a 2-1-2 multilevel mediation analysis. *International Journal of Human Resource Management, 29,* 239-259. doi:10.1080/09585192.2016.1146320

Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the

   workplace. *International Journal of Applied Management and Technology, 16*(1),

   50-67. doi:10.5590/IJAMT.2017.16.1.04

Parsells, R. (2017). Addressing uncertainty during workplace change: Communication

   and sense-making. *Administrative Issues Journal: Connecting Education,*

   Practice, and Research, 7(2), 47-56. doi:10.5929/2017.7.2.4

Phelps, J. (2019). *Health care leaders' strategies to reduce nursing turnover*

   (Doctoral dissertation). Available from ProQuest Dissertations and Theses

   database. (UMI No.2289582635)

Piaralal, S. K., Bhatti, M. A., Piaralal, N. K., & Juhari, A. S. (2016). Factors affecting

   service recovery performance and customer service employees. *International*

   Journal of Productivity & Performance Management, 65, 898-924.

   doi:10.1108/IJPPM-04-2014-0060

Poblete, C., Sena, V., & Fernandez de Arroyabe, J. C. (2019). How do motivational

   factors influence entrepreneurs' perception of business opportunities in different

   stages of entrepreneurship? *European Journal of Work and Organizational*

   Psychology, 28(2), 179–190. doi:10.1080/1359432X.2018.1564280

Priest, K., Kliewer, B., Hornung, M., & Youngblood, R. (2018). The role of mentoring,

   coaching, and advising in developing leadership identity. *New Directions for*

   Student Leadership, *2018*(158), 23-35. doi:10.1002/yd.20285

Raelin, J. (2018). What are you afraid of: Collective leadership and its learning?

implications. *Management Learning, 49*(1), 59-66.

doi:10.1177/1350507617729974

Rana, F. A., & Javed, U. (2017). High-performance work systems, job demands, and

employee well-being in Pakistan's insurance industry. *Global Business &*

Organizational Excellence, 37(1), 48-58. doi:10.1002/joe.21828

Ransbotham, S., & Kiron, D. (2017). Analytics as a source of business innovation. *MIT*

Sloan Management Review, 58(3), 1-6. Retrieved from http://sloanreview.mit.edu

Reiley, P. J., & Jacobs, R. R. (2016). Ethics matter: Moderating leaders' power use and

followers' citizenship behaviors. *Journal of Business Ethics, 134*(1), 69-81.

doi:10.1007/s10551-014-2416-0

Saade, R. G., & Nijher, H. (2016). Critical success factors in enterprise resource planning

implementation. *Journal of Enterprise Information Management, 29,* 72-96.

doi:10.1108/JEIM-03-2014-0028

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2015). *Research methods for business*

students (7th ed.). Essex, England: Pearson Education Limited

Schaumberg, R. L., & Flynn, F. J. (2017). Clarifying the link between job satisfaction and

absenteeism: The role of guilt proneness. *Journal of Applied Psychology, 102,*

982-992. doi:10.1037/apl000020

Smolka, K. M., Verheul, I., Burmeister, L. K., & Heugens, P. P. M. A. R. (2018). Get it

together! Synergistic effects of causal and effectual decision–making logics on

venture performance. *Entrepreneurship Theory & Practice, 42*, 571-604.

doi:10.1177/1042258718783429

Spillman, L. (2014). Mixed methods and the logic of qualitative inference. *Qualitative Sociology, 37*, 189-205. doi:10.1007/s11133-014-9273-0

Stedman, N. L. P., & Adams-Pope, B. L. (2019). Understanding principal investigators' differences in leadership style and perceptions of teamwork to leverage leadership development. *Journal of Leadership Education, 18*(1), 14-24. doi:10.12806/V18/I1/R2

Stephan, U., Patterson, M., Kelly, C., & Mair, J. (2016). Organizations driving positive social change. *Journal of Management, 42,* 1250-1281. doi:10.1177/0149206316633268

Tai, J., & Ajjawi, R. (2016). Undertaking and reporting qualitative research. *Clinical Teacher, 13*, 175-182. doi:10.1111/tct.12552

Taylor, S. J., Bogdan, R., & DeVault, M. L. (2016). *Introduction to qualitative research methods: A guidebook and resource.* Hoboken, NJ: Wiley.

Tlaiss, H. A., Martin, P., & Hofaidhllaoui, M. (2017). Talent retention: Evidence from a multinational firm in France. *Employee Relations, 39,* 426-455. doi:10.1108/ER07-2016-0130

Turner, S. F., Cardinal, L. B., & Burton, R. M. (2017). Research design for mixed methods. *Organizational Research Methods, 20*, 243-267. doi:10.1177/1094428115610808

U.S. Bureau of Labor Statistics. (2019). *Economic news release: Table 16. Annual total separations rates by industry and region, not seasonally adjusted.* Retrieved from https://www.bls.gov/news.release/jolts.t16.htm

Visvanathan, P., Muthuveloo, R., & Ping, T. A. (2018). The impact of leadership styles and organizational culture on job satisfaction of employees in Malaysian manufacturing industry. *Global Business & Management Research, 10*(1), 247-265. Retrieved from http://www.gbmrjournal.com/

Vroom, V. H. (1964). *Work and motivation*. New York, NY: Wiley.

Walden, J., Jung, E. H., & Westerman, C. K. (2017). Employee communication, job engagement, and organizational commitment: A study of members of the Millennial Generation. *Journal of Public Relations Research, 29, 73-89.* doi:10.1080/1062726X.2017.1329737

Wells, J. E., & Walker, N. A. (2016). Organizational change and justice: The impact of transparent and ethical leaders. *Journal of Intercollegiate Sport, 9,* 179-199. doi:10.1123/jis.2016-0007

Winston, C. N. (2016). An existential-humanistic-positive theory of human motivation. *The Humanistic Psychologist, 44*, 142-163. doi:10.1037/hum0000028

Yawar, S. A., & Seuring, S. (2017). Management of social issues in supply chains: A literature review exploring social issues, actions, and performance outcomes. *Journal of Business Ethics, 141,* 621-643. doi:10.1007/s10551-015-2719-9

Yazan, B. (2015). Three approaches to case study methods in education: Yin, Merriam,

    and Stake. *The Qualitative Report, 20*(2), 134-152. Retrieved from

    http://nsuworks.nova.edu/tqr

Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.).

    Thousand Oaks, CA: Sage

Yudiawan, M., Setiawan, M., Irawanto, D., & Rofiq, A. (2017). The influences of

    leadership styles, organizational communication, and job satisfaction towards

    employees' job performance in doing construction jobs: A study on three

    construction companies in Jakarta. *Russian Journal of Agricultural and Socio-*

    Economic Sciences, *65*(5), 168-180. doi:10.18551/rjoas.2017-05.23.

Appendix A: Interview Question

1. What strategies do you use to retain employees?

2. How do your employees react to your retention strategies?

3. What key challenges did you experience in implementing strategies for employee retention?

4. How did you overcome the key challenges in implementing your employee retention strategies?

5. How does your organization gauge the effectiveness of the strategies to retain employees?

6. What strategy have you found to be most effective to retain employees?

7. What other information can you provide about the strategies you use to retain employees?

Appendix B: Interview Protocol

- The interview will begin with me introducing myself to the research participants, followed by my explaining the purpose of the study and the reason for the interview.

- I will thank the participants for them taking the time to engage in the interview.

- I will ask the participants if there are any concerns or questions before proceeding within the interview. I will inform the participants that I will be audio recording the interview and taking written notes.

- I will make sure that the participants understand that their involvement in the study is strictly voluntary and that they are free to withdraw for any reason or no reason. I will ensure that the participants understand that they can end the interview at any time without explanation or notification. I will let the participants know that after the interview concludes and/or after the follow-up 30-minute session for them to review my interpretation of their interview responses, I would need to be notified if they decided to withdraw from participating in the study. I will also let them know that it would be too late to withdraw once I submit my write up for formal doctoral committee review.

- I will let the participants know that I will not be using their names or the names of their companies in the final write up of the study. I will use the code names of P1, P2, P3, P4, and P5 to maintain the confidentiality of each participant.

- I will ask the participants the seven interview questions:

1. What strategies do you use to retain employees?

2. How do your employees react to your retention strategies?

3. What key challenges did you experience in implementing strategies for employee retention?

4. How did you overcome the key challenges in implementing your employee retention strategies?

5. How does your organization gauge the effectiveness of the strategies to retain employees?

6. What strategy have you found to be most effective to retain employees?

7. What other information can you provide about the strategies you use to retain employees?

- I will use follow-up questions if needed for additional clarification of their answers to one or more of the seven interview questions.

- At the conclusion of the interviews, I will once again thank the participants. I will remind them that I will be scheduling a 30-minute follow-up meeting for them to review my interpretation of their interview responses.

- I will let the participants know that I will provide them with an executive summary of the findings after completing the study.

- I will provide my contact information to the participants in case they need to contact me after the interview.