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Strategies to Reduce Voluntary Employee Turnover

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This is to certify that the doctoral study by

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Walden University
2020

Abstract

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by

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MBA, University of Phoenix, 2010

BS, Florida State University, 1999

Doctoral Study Submitted in Partial Fulfillment

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Abstract

The cost of voluntary employee turnover is extremely high for organizations in the United States. In 2017, organizations lost over 114 million dollars in profits due to voluntary employee turnover. Business leaders who do not implement the retention strategies to prepare and maintain talent are at risk of losing employee productivity, translating into the organizations profitability. Grounded in Herzberg's two-factor theory of motivation, the purpose of this qualitative multiple case study was to explore strategies 6 managers from Tallahassee, Florida used to reduce voluntary employee turnover. Data were collected using semistructured interviews and company archival documents. Data were analyzed using Yin's 5-step process that generated 3 themes: invest in employee training, engage employees and build positive relationships with employees. A key recommendation is for leaders to strategically invest in employee development programs to retain and attract top talent, which will diminish costs, drive revenue and improve employee satisfaction. The implications for positive social change include the potential for retail managers to reduce their employees, which will increase their earning potential and disposable income to contribute to local businesses in the community. Also, resulting in a boost in revenue and local taxes to support benefiting citizens of local communities.

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Dedication

I dedicate this study to my husband, Sterling and my kids, Jaquan, Taliyah and Jakerria, who experienced my break downs, celebrations, and absence from family events throughout this Doctoral journey. Though I know at times it was challenging for us to find time to connect regularly as a family, you understood the time pressure placed on me to balance work, family and school. Thanks for enabling me to focus on revising and editing my study and not interrupting me unless it was important. Thanks, hubby, for taking on additional tasks which enabled me the time to research and write my literature review. These random acts of kindness inspired me to push harder to accomplish my goal. To my family, friends and community who prayed and encouraged me to continue especially, when I wanted to give up due to the COVID-19 pandemic. Thank you for showing me that failure was not an option and believing that I could accomplish any task that I set for myself. This encouragement showed me that I can do all things through Christ who strengths me Philippians 4:13.

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First, I would like to thank God for blessing me throughout this DBA journey. A second blessing was from my loving and supporting family that understood how important it was for me to accomplish my goal of being the first in my family to become a doctor. I would also like to thank my committee members' Dr. Lisa Kangas, Dr. Jean Perlman and Dr. Brenda Jack for your guidance and support words cannot describe how grateful I am for having the best chair and mentors. Your insightful remarks, emails, and guidance motivated me to work harder to accomplish my goal. Finally, I would like to thank the Walden writing center, Librarians, academic skills, classmates, and all the professors that guided me along the way. I would not have overcome many challenges that I encountered throughout my journey. Thanks for the support and encouragement because none of this would be possible without the dedication and support from the entire team.

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Section 1: Foundation of the Study

Voluntary employee turnover is higher than ever in the retail industry (Bauer & Calhoun, 2018). When employees leave the organization, the departure is a monetary deficiency triggering organizations to exhaust resources on recruiting, hiring, and training new employees (Makarius, Stevens, & Tenhielae, 2017). Voluntary employee turnover also leads to a lack of workers to perform the job, which means productivity declines (De Winne, Marescaux, Sels, Van Beveren, & Vanormelingen, 2019). Having lower levels of voluntary employee turnover means organizations can experience reduced costs, higher efficiency, and achieve sustainable competitive advantage. In this study, I explored strategies that yield successful results to reduce employee turnover.

Background of the Problem

Industry leaders encounter job demands resulting in voluntary employee turnover on a daily basis (Ferreira, Martinez, Lamelas, & Rodrigues, 2017), and many businesses spend billions of dollars every year to recruit, retain, and develop talented workers (Hornickel, 2019). Some of the negative consequences resulting from voluntary employee turnover are direct expenses of employing, hiring, and coaching new hires, and indirect expenses such as reduced employee morale, loss of valuable knowledge and relationships, decreased productively, and brand damage (Tlaiss, Martin, & Hofaidhllaoui, 2017). When employees leave an organization, the remaining workers undertake additional workloads, responsibilities, or struggle to learn new positions, which leads to errors on the job, which can affect the organizations' product quality and overall production costs (Cottrell, 2016). While reducing voluntary employee turnover begins with hiring the right employees (Lee, Hom, Eberly, Li, & Mitchell, 2017), managers can refine strategies to reduce voluntary employee turnover.

Problem Statement

In 2017, organizations lost over $114 million in profits because of voluntary employee turnover (Deslatte, 2017). From 2016 to 2017, the number of people that quit their jobs rose from 36.3 million to 38.2 million (Bauer & Calhoun, 2018). The general business problem was that voluntary employee turnover affects employee productivity and the organization's profitability. The specific business problem was that some managers lack strategies to reduce voluntary employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that managers use to reduce voluntary employee turnover. The targeted population consisted of five managers located in Tallahassee, Florida, who implemented successful strategies to reduce voluntary employee turnover. The implications for positive social change included the potential to enhance the leader's understanding of effective strategies to reduce voluntary employee turnover, which can result in increasing economic profits and earning potential of employees. Therefore, increasing employees' disposable income can contribute to local businesses resulting in an increase in revenues and local taxes for benefiting citizens of local communities.

Nature of the Study

The three research methods are qualitative, quantitative, and mixed-method (Park & Park, 2016). Using the qualitative method enables researchers to identify and explore a phenomenon using non-numeric data (Geisler, 2018). I chose the qualitative method for this study because I explored a phenomenon that does not include numeric data. In a quantitative method, researchers examine variables, relationships, or group differences through testing statistical hypothesis (Park & Park, 2016). Thus, the quantitative method was not appropriate for this study because I did not test a hypothesis. Researchers use the mixed method to combine both the qualitative and quantitative methods and associated analytical procedures to solve a research problem (Plano-Clark & Ivanoka, 2016). The mixed-method approach was not appropriate for this study because of the quantitative component, which required an extensive statistical analysis that is not necessary to address the purpose of my study.

I considered four qualitative research designs for this study on voluntary employee turnover: multiple case study, phenomenology, ethnography, and narrative design. Researchers use the case study design for an in-depth inquiry, and it is an appropriate design when a researcher seeks to answer how and what questions (Yin, 2018). I chose a case study design because it enabled me to investigate the problem in-depth and within its real-world context. Phenomenology design is used when the research problem requires a profound understanding of the lived experiences of a group of people with a phenomenon (Kordes, 2016). Phenomenology design was not appropriate for this study because understanding the meaning of participants' lived experiences was not my focus. Ethnography design involves studying people and their culture (Moser & Korstjens, 2017). I did not do an ethnography design because my study was not about people and their culture. Narrative design involves the connection between participants' personal stories elements (Benton, Varotsis, & Vasalou, 2019). Narrative design was not appropriate because the focus of my study was not about personal stories by individuals.

Research Question

What strategies do managers use to reduce voluntary employee turnover?

Interview Questions

1. How has employee turnover affected the organization, based upon your experience?
2. How have you measured the effectiveness of employee retention strategies?
3. What strategies have you used to reduce voluntary employee turnover?
4. What strategies were the most effective strategies in reducing turnover?
5. What strategies, if any, were the least effective in reducing turnover?
6. What barriers were there to implanting retention strategies and how did you address/overcome them?
7. How have your employees responded to those strategies?
8. What are some of the benefits of implementing your organization's successful strategies to reduce voluntary employee turnover?
9. What additional information would you like to share about your successful strategies to reduce voluntary employee turnover?

Conceptual Framework

Herzberg's two-factor theory of job satisfaction served as the conceptual framework for this study. Frederick Herzberg and Synderman introduced the two-factor theory, which is also referred to as the motivation-hygiene factor or the dual-factor, in

1959 (Habib, Awan, & Sahibzada, 2017). According to Herzberg's two-factor theory, certain factors in the workplace cause job satisfaction, while a separate set causes dissatisfaction (Habib et al., 2017). Researchers have shown that Herzberg's two-factor can be effective in discovering the motivational and hygiene factors that can affect employees' job satisfaction to reduce voluntary employee turnover.

Operational Definitions

Employee engagement: Employee engagement is defined as the workers ability to experience a feeling of commitment, involvement, and endurance from their job (Grabovac, Salkičević, & Stani, 2016).

Turnover intentions: Turnover intentions refer to factors that cause employees to voluntarily change jobs or careers (David & Venatus, 2019).

Assumptions, Limitations, and Delimitations

Assumptions, limitations, and delimitations must be considered and openly addressed in a study (Cypress, 2018). In this section, I discussed the assumptions, limitations, and delimitations of this study.

Assumptions

Assumptions in research are an unexamined belief that the researcher brings to the study (Oosterhoff, Shook, & Metzger, 2018). In qualitative analysis, researchers also make assumptions without sufficiently rigorous analysis (Cerniglia, Fabozzi, & Kolm, 2016). According to Milyavskaya, Berkman, and De Ridder (2019), identifying assumptions enables researchers to focus on issues within the study that are important because of their implicit nature. For this qualitative study, I made two assumptions. The first assumption was the data I collected addressed the business problem. Newbigging and Ridley (2018) stated that an a priori assumption is that research participants' are conscious and aware enough that their answers are honest. I used purposive sampling to ensure that the participants are knowledgeable about the business problem. The second assumption was that participants would answer the interview questions truthfully. I used an interview protocol and took detailed field notes to ensure that I am accurately capturing participants' thoughts. When conducting the investigation, I was aware of how assumptions could influence participants' experiences with voluntary employee turnover.

Limitations

In qualitative research, limitations are shortcomings, conditions, and influences that are beyond the researcher's control (Malmi et al., 2018). According to Yin (2018), researchers can enhance the credibility of outcomes by using more than two data collection techniques when conducting qualitative research. The first limitation was that I only used two data collection techniques interviews and documents, to reach data saturation and increase credibility. Qualitative case studies are not generalizable (Martens, 2020). The second limitation pertained to the inability to generalize the findings.

Delimitations

Delimitations are the boundaries in a research study (Hancock & Algozzine, 2017). The first delimitation bounded in a research study could be the targeted population (Theofanidis & Fountouki, 2018). The first delimitation bounded by my research study was the target population or business leaders. The second delimitation in a study is the geographical location (Chislov et al., 2019). The geographical location in my study included selected participants from Tallahassee, Florida. The third delimitation in a study could be the industry (Piotr & Hołuj, 2020). I only considered the retail industry for my research study; therefore, the industry I selected in my study was a delimitation.

Significance of the Study

The significance of the study stemmed from the identification of successful strategies for reducing voluntary employee turnover that may help organizations enhance productivity and profitability, which could contribute to positive social change. Despite the efforts of leaders and researchers to address the problem, voluntary employee turnover is steadily increasing in the workplace (Kim et al. 2018). Because of the high cost of employee turnover, voluntary employee turnover has become a forefront issue for business leaders (Carlson, Carlson, Zivnuska, Harris, & Harris, 2017). The findings from this study may contribute to improved business practices that stimulate positive social change.

Contribution to Business Practice

Business leaders may find the results of this research as significant for reducing voluntary employee turnover. Researchers are considering new or modified strategies to address issues with emerging issues affecting employee turnover (Lee et al. 2017). Having a high turnover rate prompts business leader to redirect their focus toward employee retention with the anticipation of creating a favorable reputation in the market (Makarius et al., 2017). Previous researchers revealed that voluntary employee turnover could seriously affect an organization's bottom line (Lanter-Smith, 2018). In addition, managers can improve employee retention by understanding what makes employees leave the organization and by implementing effective retention strategies (Mastroberte, 2017). Using effective strategies to reduce employee turnover could elevate workers' satisfaction, improve the company culture, workers' morale, employee commitment, and enable business leaders to retain and attract the right employees (Davis, 2018). Aguenza and Som (2018) posited that employee retention is critical for organizations due to employees being the driving force to the achievement and development of organizations' goals and objectives. The findings for my research could have implications for managers seeking to alleviate voluntary employee turnover and increasing profitability and efficiency.

Implications for Social Change

Social change is driven by the actions and ideas of successful businesses (Kammer, Niessen, Schmid, & Schwendener, 2016). The implication for positive social change includes the potential for business managers to sustain the employee levels, which increases productivity of their employees and profitability of the company, reduces unemployment rates and creates economic growth. Therefore, employees could have opportunities for growth, receive better compensation, which can help to strengthen businesses in the community because employees have the disposable income to spend at local businesses.

A Review of the Professional and Academic Literature

The literature review includes a detailed analysis and synthesis of an assortment of peer-reviewed journals, websites, seminal scholarly books, and other sources relevant to voluntary employee turnover. The organization of the literature review includes a focus on Herzberg’s two-factor theory, followed by supporting and contrasting motivational theories. In addition, I explain why each theory was inappropriate for my study. I also provide justifications of why Herzberg's two-factor theory was the appropriate conceptual framework.

The themes that I explored and reviewed in the literature review included reinforcing hygiene factors such as improving pay satisfaction, enforcing supervision and protection, refining interpersonal and social relationships, encouraging job security, enhancing workplace policies and procedures. In addition, strengthening motivational factors, which consisted of boosting responsibility and duties, and encouraging personal growth and development, and the efficacy of Herzberg’s two-factor theory as a retention strategy, which consisted of shared findings by scholars and managers who experienced a loss in profits and production due to a higher turnover ratio were discussed.

I reviewed Walden University’s library database to acquire literature on voluntary employee turnover using numerous databases such as Thoreau, Business Sources Complete, Academic Search Complete, Sage Premier, Pro-Quest, EBSCO open access journal, Sage Journals, and Emerald Insight. Google Scholar functioned as my primary source for locating journal articles. Key terms and phrases I used in my search included: *voluntary employee turnover, employee turnover, labor turnover, turnover, job satisfaction, job dissatisfaction, employee retention, employee engagement, Herzberg’s two-factor theory, two-factor theory, motivator and hygiene theory, Vroom’s expectancy theory, expectancy theory,* and *McClelland’s theory of needs.*

The date ranged from 2016–2020 were entered into the publication date search box, and the peer-reviewed scholarly journal article box checked to ensure the search engine only retrieved peer-reviewed articles and publication dates within 5 years of my anticipated completion date. The literature review consisted of 145 peer-reviewed articles and four books published 5 years or less of my expected doctoral study completion date.

Application to the Business Problem

The purpose of this qualitative multiple case study was to explore the strategies that managers use to reduce their voluntary employee turnover in the workplace. Researchers discovered that relatively 30% of employees in the United States commit to their job (Hornickel, 2019). Managers can use the findings of the study to make a strategic investment in employee development, which assists in building an influential work culture that can attract and retain the right employees. Managers can also use the results of this study to develop a clear understanding of employees' capabilities which will assist organizational leaders in taking strategic action to develop and implement the appropriate retention practices.

Managers can develop a working knowledge of employee development goals, which is ideal for developing the intuition necessary to employ effective retention strategies in the workplace (Curtis, 2019). Employee development and goal setting will play a significant role in improving the relationship between management and their workers by creating opportunities for growth, such as offering employees on the job, training programs (Drake et al., 2019). By providing opportunities for growth and development, managers can improve the quality of their employees and realize the benefits of developing workers to their full potential (Smokrović et al, 2019). Business managers will have the capability to recognize their workers' full potential, which is a driver toward increasing employee retention and has the potential to augment productivity and reduce costs (Fathima, 2016). Consequently, the business can improve and have a beneficial effect on the firm's capability in the market.

Organizational leaders can create a positive social impact by directly aligning business objectives with social work values, which can encourage social responsibility and improve the organization's bottom line and image in the community (Smith, 2018). Based on the research findings, 70% of employees do not commit to their employers (Hornickel, 2019). The need to effectively influence the skills of employees will show a remarkable increase in both worker and business performance especially when organizational leaders set and closely to align personal employee goals to the overall company strategy (Curtis, 2019). When employees conceptualize the importance of commitment in the workplace, they are reluctant to contribute to the organization's vision and goals, put forth their best effort, and position the company's interests ahead of their own (Aujla & Mclarney, 2020). For this to happen, employers must recognize the impact motivation has on workers determination to quit their job.

Herzberg Two-factor Theory

The conceptual framework for this study was grounded in Herzberg two-factor theory of motivation. Motivation is the enthusiasm to exercise elevated levels of effort toward the firms' objectives modified by the efforts capability to captivate some personal needs (Kingsley, Foenander, & Bailey, 2019). Motivation is the critical ingredient that employees require to achieve the needs, objectives, and desires to perform well in the workplace (Frank-Miller, Despard, Grinstein-Weiss, & Covington, 2019). Herzberg's approach to motivation began in the1950s when he sought to understand the motivation of employees (Herzberg, Mausner, & Syndermann, 1959a). Herzberg aimed to explore employee's attitudes to their jobs and the impact of their motivation to work by asking questions about their good and bad experiences with their job (Saehya & Shane, 2020).

The journey of understanding what motivates employees began when Herzberg et al. (1959a) conducted a study among 200 top executives in Pennsylvania to uncover the job factors contributing to satisfaction and dissatisfaction in the workplace (Herzberg et al., 1959a). Herzberg et al. (1959a) discovered the qualities of a position are persistently associated with job satisfaction, while different factors correlate with job dissatisfaction (Hur, 2018). Based on this, the theorist developed the two-factor theory, also known as the motivator and hygiene theory, and the dual-factor theory (Fareed & Jan, 2016). Herzberg classified the work dimensions associated with job dissatisfaction as hygiene factors and the work dimensions associated with satisfaction as motivators (Warrier & Prasad, 2018). Herzberg argued that the motivating factors are primarily intrinsic job elements, and hygiene factors are extrinsic elements of the work environment (Khalil-Ur, Waheed, & Saad, 2017). Leaders used Herzberg's two-factor theory to motivate and empower employees in the workplace, but both motivation and hygiene factors were critical to an effective retention plan.

Leaders who employed Herzberg's two-factor theory can play a prominent role in using hygiene factors to reduce workers' dissatisfaction in the workplace. Kotni and

Karamuri (2018) investigated the impact of hygiene factors on employees' dissatisfaction in the work environment. Lamb and Ogle (2019) found that hygiene factors are outside prerequisites connected to a job that demotivate employees such as working conditions, compensation, supervision, organizational policies and procedures, and job security. Khalil-Ur et al., (2017) noted when hygiene factors are absent from the workplace; corporate leaders can experience dissatisfaction from workers, which does not lead to higher motivation. Leaders who use Hertzberg's two-factor can recognize that the presence of hygiene factors can demotivate or create satisfaction for employees (Herzberg et al., 1959a).

When there is a lack of motivation in the workplace, employees can experience a toxic work environment and higher voluntary employee turnover (Monteiro, Marques, & Roberto, 2016). Subsequently, the presence of hygiene factors in the workplace is critical for organizations to survive elevated levels of voluntary employee turnover (O'Connor, 2018). Therefore, Herzberg's two-factor theory is a positive concept for reducing the organization's voluntary employee turnover.

Herzberg's work continued in distinct studies that allowed leaders to motivate their workers while surpassing the organizations' anticipations. Warrier and Prasad (2018) focused their study on using Hertzberg two-factor theory to predict the motivation and job satisfaction of employees in the workplace. Akova, Cifci, Atsız, and Gezeroglu (2016) used Herzberg's two- factor theory to determine that motivational factors are internal prerequisites related to the nature of the work used to motivate employees, for example, (a)recognition, (b) advancement, (c) personal growth, and (d) the work itself

(Akova et al., 2016). Herzberg argued that implied intrinsic motivators are essential strategies to use in the work environment because when present job satisfaction augments, while absent, the extrinsic factors tend to decrease the motivation of employees (Hee & Kamaludin, 2016). For instance, intrinsic rewards produced positive attitudes, which is a connection to job satisfaction. Voluntary employee turnover improves when employees achieve job satisfaction from their occupations (Shepherd, Ployhart, & Kautz, 2020). Job satisfaction positively correlates with intrinsic rewards and plays a significant role in positive change throughout the work environment (De Simone, Planta, & Cicotto, 2018). Herzberg’s two-factor can be applied to create provisions for job satisfaction. Leaders employing Herzberg’s two-factor theory can introduce motivational factors that encourage employees to be more productive and efficient in the workplace.

Herzberg's two-factor theory continued to evolve in the workplace. Managers must understand that offering competitive salaries alone is not enough to retain top talent (McDonald, 2016). Dissatisfied employees will stay for a limited time because this is a short-term satisfaction. Petronzi and Hadi (2016) suggested offering robust benefits package, room for growth, and a culture of recognition and appreciation to keep top talent content in the workplace. Leaders must recognize to reduce voluntary employee turnover the main component is keeping employees satisfied.

Herzberg’s two-factor theory has been used to assess workers' motivation in the workplace. Butt (2018) used Herzberg’s two-factor theory to explore employee satisfaction in the workplace, taking into consideration the motivational and hygiene factors that affect job satisfaction. 150 respondents who worked in the administration and telecom sector participated in the study. Butt (2018) discovered that job satisfaction is an essential measure of employees' happiness and helps managers to understand who voluntarily leaves the organization. Herzberg's two-factor theory enabled managers to determine that the organizations need to focus on career development and require more responsibility from workers to satisfy employees. Many employees are discontent in the workplace and offering a lack of pay can influence their behaviors, motivations, and impact productivity when enforced in the workplace (Gerakos, Ittner, & Moers, 2018). Managers must offer adequate and fair pay to retain employees and to protect against strong feelings of dissatisfaction at work but take into consideration employees' happiness to reduce turnover intentions.

Motivational factors in the workplace play an influential role in reducing voluntary employee turnover. Herzberg's two-factor theory outlined the motivational factors in the workplace that enable workers to be more productive and satisfied with their performance, such as personal growth, recognition, and achievement (Suprasith & De Gennaro, 2018). When leaders provide personal growth, recognition, and achievement efforts, they encourage self-awareness, which enables workers to gain a better understanding of themselves. Intrinsic rewards support workers in finding meaning in their work and builds their confidence to be successful in the workplace (Dhakan, Merrick, Rano, & Siddique, 2018). The lack of opportunities for career advancement is the main reason an employee leaves the organization. Employees enjoy their jobs when they feel their efforts make a difference. Leaders' main goal is to invest in opportunities that support workers finding and developing a sense of meaning from their work.

Herzberg's two-factor theory is influential in understanding how employees find meaning in the workplace. Kotni and Karamuri (2018) conducted a study using the two-factor theory to determine the impact of hygiene and motivation factors on employee motivation by offering employees work-life balance (WLB). Kotni and Karamuri (2018) found that workers are highly motivated by hygiene factors such as social security measures, working conditions, incentives, and welfare facilitates. The motivational factors consisted of work-life balance, autonomy at selling, financial stability of the organization, and management recognition of sales performance (Prasad & Karumuri, 2018). Work-life balance offered workers improved morale, which significantly improved their productivity (Philippe, Lopes, Houlfort, & Fernet, 2019). In addition, motivated employees and increased their loyalty toward their job (Philippe et al., 2019). Managers realized that offering WLB enabled workers to experience a reduction in the number of hours worked, which improved their mental health conditions.

Herzberg's two-factor theory has been used to support the mental health of employees. According to Selamu, Thornicroft, Fekadu, and Hanlon (2017), mental health problems can have an impact on businesses directly through reduced productivity and increased staff turnover. Corporate leaders need to incorporate the concept of balance into the workplace. For instance, Muda et al. (2020) conducted a comparative study that involved the influence of WLB on employees' motivation in the workplace but took into consideration the well-being of employees using Herzberg's two-factor theory. The main contributing factors were that employees lacked meaning and purpose on the job. Leaders were forced to understand when employees embrace a purpose-driven mindset; they are more likely to be engaged, resulting in higher performance, productivity, and overall satisfaction in their jobs (Walk, 2015). Moreover, employees who derive meaning from working are also attached to the company's mission, have higher job satisfaction, and are more likely to remain with the organization (Hayes & Stazyk, 2019). The well-being of employees was a significant finding, which enabled leaders to verify the organization's long-term effectiveness and to conceptualize that working conditions need continuous enhancements to retain loyal workers.

Herzberg's two-factor theory has supported organizations in understanding the influence of unfavorable working conditions on motivation and voluntary employee turnover in the workplace. Poor working conditions included hazards that cause employees to dread going to work, such as physical dangers, inadequate space, or bad lighting. Arnoux-Nicolas, Sovet, Lhotellier, Di Fabio and Bernaud (2016) used the two-factor theory to investigate the relationship between an unhealthy working environment and voluntary employee turnover. Arnoux-Nicolas et al. (2016) discovered that an unhealthy working environment lead to adverse outcomes, including turnover intentions. Organizations should encourage programs and interventions that help employees to develop positive psychological resources such as meaning at work. When managers disregard the work environment, workers can experience a lack of motivation, which can hinder performance and the outcome is voluntary employee turnover (Azarhoushang, Bramucci, Herr, & Ruoff, 2015). Leaders focus must be on creating an environment that will bring out the best in their employees that is imperative to reduce their turnover ratio. Tröster, Van Quaquebeke, and Aquino (2018) found that offering employees higher pay salaries, enhanced benefits, and fair treatments stimulated their motivation and increased production costs. Managers had to incorporate open communication and elevate the level of engagement with employees to build trust and strengthen the relationships (Kress, 2019).

The results of both studies coincided and corroborated the findings of Herzberg's two-factor theory of the existence of work conditions, which function primarily to encourage strong motivation and job satisfaction in the workplace and assist organizations in augmenting their productivity and reducing the turnover intentions of employees. The manager must be willing to create a supportive environment where employees can foster participation and expand their capabilities and self-reliance by focusing on factors that contribute to workers' motivation and the quality of life, such as offering employees competitive salaries (Tröster et al., 2018).

Herzberg's two-factor theory is valuable in evaluating the effects of monetary compensation and the quality of work on job satisfaction. The quality of life is a measure of an employee's happiness and could influence financial decisions (Jabeen, Friesen, & Ghoudi, 2018). The factors that play a role in the quality of life are job satisfaction, family life, financial security, health, and safety (Kang, Busser, & Choi, 2018). When employers offer employees, high workers cannot enjoy the money earned, and can result in voluntary employee turnover (Austin, Saylor, & Finley, 2017). Quality of life is known to influence the turnover intention of employees. For instance, Olasupo, Idemudia, Arowosegbe, and Fagbenro (2019) used Herzberg's two-factor theory to investigate the relationship between compensation and quality of life. Employees were least satisfied with pay, benefits, job promotions, and management support. Management had to take appropriate action to improve employees (QWI) because turnover intentions elevated and caused the intervention of strategies to increase job satisfaction, organizational commitment and to decrease employees' intention to leave the workplace (Olasupo et al., 2019). Managers conceptualized the importance of a healthy work environment and that certain factors must be present, such as pay satisfaction, quality of life, and the support of management to reduce voluntary employee turnover in the workplace.

Herzberg’s two-factor theory is influential in the development of management to reduce voluntary employee turnover. Van de Klundert, van Dongen-van den Broek, Yesuf, Vreugdenhil, and Yimer (2018) conducted a study to recognize the processes that produced voluntary employee turnover in the workplace. The factors consisted of job security, supervisor support, compensation, and job performance. Van de Klundert et al. (2018) found that voluntary employee turnover is low once workers can thrive because of a supportive work environment from management. A supportive work environment offered employees the opportunity to have their well-being taken into consideration, not only their performance, and managers helped workers to grow both personally and professionally (Subhash & Kusum, 2017). For this to happen, interventions such as an efficient management support system should be put in place to reduce turnover intentions of employees to quit (de Oliveira, Cavazotte, & Dunzer, 2019).The management support systems consisted of a policy that required supervisors to undergo training, coaching, and development professionals to ensure a nurturing work environment for employees. When managers took the initiative to correct their skillsets resulted in active management.

Consequently, Wang, Lu, and Sun (2017) investigated the effects of offering intrinsic and extrinsic rewards on management performance in the workplace (Wang et al., 2017). Wang et al. (2017) found that offering rewards such as commissions, bonuses, and other incentives could enhance management performance, contribute to retaining long-term employees, and reduce voluntary employee turnover. The use of Herzberg's two-factor theory contributed to management removing some of their control over employees, which increased their accountability and responsibility for their work, which in return increased employee autonomy, and employee retention improved because of the commitment from the employees.

Herzberg's two-factor theory universally used to influence employee retention. Larkin, Brantley-Dias, and Lokey-Vega (2016) explored factors that prompted the retention of employees collected from educators located in the business sector of the Southeastern region. Larkin et al. (2016) reported findings coherent with Van de Klundert et al. (2018), which discovered that job satisfaction and organizational commitment influenced retaining employees. Organizational commitment played an essential role in enabling workers to develop a close bond with their supervisors, and workers felt committed to the organization's goals and felt part of the team (Aujla & Mclarney, 2020). Management discovered to close the gap; workers must be committed employees. The higher the commitment, the lower the turnover intentions, the more economical the turnover, the fewer organizations would spend on hiring, training, and developing employees (Cao & Hamori, 2020). Management must understand that having productive relationships with employees requires ongoing attention, and the lack of awareness can easily influence the commitment level of employees (Cao & Hamori, 2020).

Furthermore, Cox (2019) employed Herzberg's two-factor to determine the influence of employee relations on job satisfaction and turnover intentions. The main contributing factor to turnover intentions was the weak relationship between workers. Employees voluntarily left the workplace due to their relationship with their manager. Leaders who build positive relationships can improve employee satisfaction and strengthen workplace culture. Positive relationships encourage employees to motivate each other on the job (Shin, Hur, Moon, & Lee, 2019). Leaders must recognize when creating a positive relationship with workers to focus on employees' enthusiasm in the workplace.

Herzberg's two-factor theory is influential in aligning the factors that contributed to employees' enthusiasm with policies and procedures. Zhang (2019) used Herzberg’s two-factor theory to explore the factors that influenced employees' behaviors on the job. Fifteen respondents participated in the study. Zhang (2019) discovered that hygiene factors and motivators influence employees' work behaviors entirely, and the impact of each factor differs in the work environment. Kasalak (2019) stressed the effect of a demotivated worker, which can lead to a toxic work environment, higher employee turnover, and lower levels of engagement.

Thus, motivation can improve, but the focus must be on employing powerful motivators such as achievement, recognition, growth possibilities, career advancement, level of responsibility, and the job itself (Krczal, 2017). Zhang (2019), Kasalak, (2019) and Krczal (2017) findings are similar to Herzberg's two-factor theory conclusions because motivation can increase the satisfaction level of an individual regarding their job, and the use of hygiene factors can prevent the feeling of dissatisfaction developing in the workplace. Motivation and enthusiasm are vital ingredients required for success on the job (Homisak, 2019). They can contribute to employees feeling part of the team and reduce the likelihood of turnover intentions (Renard & Snelgar, 2016). Herzberg's two-factor theory continued to evolve in the influence of establishing self-enthusiasm in the workplace.

Employment engagement is commonly known as employees' enthusiasm, motivation, and willingness to contribute towards the organizations' success. Sanjay, Rabindra, Nrusingh, and Lalatendu (2019) conducted a study using Herzberg's two-factor theory to determine employees' motivation and level of engagement. The objective of the study was to assess the impact of using sustainability as an engagement tool to enable workers to find meaning and balance in their jobs. The sample consisted of leaders employed by organizations with a transparent sustainability approach to evaluate their perceptions, values, opinions, feelings, and emotions (Sanjay et al., 2019). The sustainable approach can enable organizations to adopt a business strategy that creates long-term value for the firm.

Furthermore, van Dam, van Vuuren, and Kemps (2017) conducted a similar study. Still, the focus was on sustainable organizations that have incorporated engagement initiatives to establish workers' enthusiasm in their jobs. The critical components considered were the role of intrinsic job values and emotional support from a higher authority. van Dam et al. (2017) found that intrinsic work values positively relate to having a sustainable work environment, but the attention must remain on developing strategies to stimulate enthusiasm in the job. Sanjay et al. (2019) found that using sustainability as an engagement tool gained more importance, especially for fresh talents and the newer generation. Ongoing personal advancement and growth must matter to an organization, because employees will have a better perception of their position and involvement in the company (Hyatt & Coslor, 2018).

Herzberg's two-factor theory contributed to producing talented workers. Redondo, Sparrow and Hernández-Lechuga (2019) characterized talented workers as highly skilled professionals that have the skills and knowledge to perform the job. Hence, talented workers do not show any intentions of leaving the organization; however, managers must consider employees' needs and wants. To address employees' concerns, Schwabsky (2018) investigated the factors that motivate knowledge workers using Herzberg two - factor theory of motivation. The objective of the research helped to determine whether education level influenced on workers' job satisfaction. Silva, Silva, and Martins (2019) argued how implementing knowledge management practices such as recognizing and understanding employees' talent in the workplace is an effective way to obtain expertise. Even though less-educated workers have the opportunity to achieve career advancement, on the job training, and financial assistance to enhance their skills (Drake et al., 2019). The leader must keep their focus on developing avenues to stimulate the motivation of employees in the workplace

The impact of motivation tends to be a contributing factor to employees leaving the workplace. According to He (2020), the focus should be on addressing intrinsic and extrinsic characteristics in the workplace. For example, innately motivated employees, managers need to focus on skill variety, task identity, task importance, autonomy, and feedback. Furthermore, to extrinsically motivate workers, the focus must be on reaching elevated levels of commitment from supervisors, offer competitive pay and job security (Ismail, 2016). According to Herzberg et al. (1959a) the employers' job is not to motivate employees but to provide opportunities for workers to accomplish goals so that they will become motivated. Drake et al. (2019) and He (2020) philosophies were similar to Herzberg's two-factor conclusion because motivated workers perform tasks because they want to, not because of obligations from outside parties.

Herzberg's two-factor theory is influential in determining the motivational factors that contributed to organizational effectiveness. Nguyen, Tran, Khanh and Ho (2018) conducted a study on the influence of motivation on organizational efficiency in the workplace using Herzberg's two-factor theory. Nguyen et al. (2018) found that the motivational factors of money, personal growth, and work-life balance are paramount in motivating employees. Leaders in the organization must also focus on combining monetary incentives with other levels of mystical stimulation. Mystical stimulation plays a vital role in ensuring that employees have a healthy and balanced lifestyle (Yang & Fry, 2018). For instance, employers can offer employees services related to health psychology. According to Wang, Liu, Luo, Ma, and Liu (2016) the effect of spiritual leadership can contribute to employee effectiveness, but leaders must view motivation from an employee perspective. Leaders that adopt a spiritual direction can also influence the motivation of employees (Jooste & Hamani, 2017). Furthermore, spiritual leadership can enable leaders to create an intrinsically motivating learning environment for workers. Nguyen et al. (2018) and Wang et al. (2016)'s viewpoints overlap with Herzberg's two-factor theory conclusions of motivation. Nevertheless, leaders must identify the factors and the source that contributed to the turnover intention of employees. Spiritual leaders with a sense of hope and friendship can empower employees and reduce voluntary employee turnover (Wong, Mahmud, & Omar, 2015).

On the contrary, motivation and empowerment link to motivating employees in the workplace (Gobble, 2018). Leaders in the organization that use empowerment as a tactic to motivate employees to stand the chance of reducing turnover intentions (Balajee & Todd, 2018). Empowerment initiatives enable employees to receive the power to make their own decisions over areas of their working life (Kim et al., 2018). Gobble, Balajee, and Todd's (2018) findings overlapped with the Herzberg's theory because when leaders can make the distinction between motivation and empowerment introduces the opportunity for organizations to experience improved levels of productivity. Leaders must use empowerment strategies to enable employees to grow in confidence and competence, and to increase their anticipation of success in the workplace.

Supporting and Contrasting Motivational Theories

Motivational theories provide a great understanding of how people behave and what motivates employees in the workplace (Kingsley et al., 2019). The motivational methods that compare and contrast with Herzberg's two-factor theory consist of

McClelland's theory of needs and Vroom's expectancy theory (Mangi, Kanasro, & Burdi, 2015). The Herzberg two-factor theory addresses the internal needs of employees, and job satisfaction and dissatisfaction causally relate to the surrounding environment in which employees work. Both McClelland's theory of needs and Vroom's expectancy theory are motivational theories that share Herzberg's two-factor theory conclusions on the internal needs of employees, job satisfaction, and action of employees in the workplace (Mangi et al., 2015).

McClelland's Theory of Needs

McClelland's theory of needs reinforces Herzberg's two-factor theory. McClelland's theory was introduced in 1960 to support employees' motivation in the workplace (Burk & Wiese, 2018). McClelland's justified how the need for achievement, power, affiliation, and avoidance, which affect the actions of employees regardless of their age, race, gender, and culture(Bakhsheshi & Ghahreman, 2018). The motivation of employees derives from life experiences and the beliefs of their culture. McClelland declared that employees have a high need for power, and a low need affiliation (Jooste & Hamani, 2017). When there is a high need for achievement, workers will succeed through their efforts (Haroon & Usman, 2019). Whereas, a worker with a high demand for affiliation lacks the potential of being active managers but is complacent with their happiness (Burk & Wiese, 2018). McClelland's theory of needs focuses heavily on power, which enables a leader to obtain status, reputation, recognition, and the need to be seen as necessary (Liu & Arendt, 2016).

McClelland's theory of needs and Herzberg's two-factor theory have significant similarities, which outlines how to understand best and motivate employees in the workplace (Krczal, 2017). Another comparison is that both theories identify what employers need to offer employees to achieve a better work environment. The main difference between McClelland's theory of needs and Herzberg's two-factor theory is the human needs and their satisfaction. Herzberg's two-factor theory focuses on offering rewards and recognition (Slimane, 2017). Furthermore, McClelland's theory of needs emphasized that the need to achieve based on behavior that can be done through training (Bakhsheshi & Ghahreman, 2018). McClelland's theory of needs was not suitable for the conceptual framework in my study because I did not feel that the need for achievement should require employees to compete with standards of excellence continuously. McClelland's theory of needs required leaders to resort to styles such as authority and dominance (Jooste & Hamani, 2017). Perhaps, the theory is better suited for an individual whose only objective is to have control over others in the workplace. I used the Herzberg two-factor theory for the conceptual framework because I thought there were times when employees were not aware of their motives, needs, expectations. I believed managers should offer incentives such as recognition, advancement, and growth, to enable workers to identify their motivations, needs, and expectations.

Vrooms Expectancy Theory

Vroom's expectancy motivation theory and Herzberg's two-factor theory have similarities. Nevertheless, they are dissimilar. In 1964, the Vroom expectancy theory developed to study employees' motivation by examining expectancy, instrumentality, and valence (Komal, 2019). Vroom’s expectancy theory of motivation is determined by the employees to believe that a particular effort leads to given performance and that performance will lead to the attainment of an undesirable or desirable reward (Lloyd & Mertens, 2018).Vroom's expectancy theory separates effort, performance and outcomes which arises from motivation, while Herzberg focuses on physical and psychological forces that drive workplace behavior (Lloyd & Mertens, 2018). For example, if employees work correctly and over time, they do it for different reasons, higher rewards, to be promoted, or they do not have any family obligations. They can spare the time (Carnes & Knotts, 2018). According to Carnes and Knotts (2018), instrumentality and expectancy are the key characteristics required to explain why employees feel specific actions or behaviors, which lead to feelings.

Herzberg's two-factor theory and the Vroom’s expectancy theory have similarities. The main similarity is that both approaches focus on the relationship between motivation and performance based on facts and findings (Mangi et al., 2015). Yet, Herzberg’s two-factor theory of motivation is the best-known theory of people management and enabled me to provide strategies to managers on reducing voluntary employee turnover by understanding the motivation and hygiene factors that motivate employees in the workplace. The main difference is Herzberg's two-factor theory assumes all employee's motivations are similar, but the factors that drive employees are separate from those that demotivate employees. Vroom believed individual differences affect the motivation of workers (Chance, 1959). To motivate employees in the workplace, leaders must recognize those factors on the job that cause employees to leave.

Reinforce Hygiene Factors

Hygiene factors influence voluntary employee turnover. Hygiene factors are those factors that are expected in the workplace and will demotivate employees when absent but will not motivate when present, also referred to as dissatisfiers (Ward, 2019). For example, pay satisfaction, enforced supervision and protection of employees, refined interpersonal social relationships, encouraged job security, enhanced workplace policies, and procedures. Herzberg et al. (1959a) argued the importance of focusing solely on hygiene factors to motivate employees, which can also augment voluntary employee turnover in the work environment. When motivating employees in the workplace, managers must focus on both hygiene and motivation factors.

Enhance Pay Satisfaction

Pay satisfaction is a hygiene factor that can influence voluntary employee turnover. When there is an increase in pay satisfaction, there is a decrease in turnover intentions. The main challenge confronting employers is whether the employees consider their pay fair in comparison to the work they perform. For instance, Shakil (2020) explored employee motivation, job satisfaction, and overall perceived mobility to determine whether pay satisfaction caused employees to view their employment as a short-term solution. Shakil (2020) discovered the leading causes of pay dissatisfaction were benefits, pay level, lack of raises, structure, and administration. Leaders' primary focus should be on creating a positive environment that inspires others, recognize employees for their performance, and encourages growth and development. When employers offer employees lower pay than expected can cause dissatisfaction and disengagement from workers (Kemper, Bader, & Froese, 2019). While offering equitable compensation can reduce the risk of resentment from workers, unjust pay distributions can contribute to a toxic work environment, affected employee morale, and intensified employee's decision to turnover (Tuononen, Suominen, & Lammintakanen, 2016). Chimhutu, Songstad, Tjomsland, Mrisho, and Moland (2016) conducted a study on the unjust impact of bonuses administered to employees in healthcare. The main contributing factor was fairness, which created unintended effects among workers. Managers realized that unsuccessful implementation of increased pay could cause a high level of uncertainty from employees, which can trigger a lack of trust and resentment, which impacts productivity. Chimhutu et al. (2016) argued that perceived unfairness could affect workers' motivation, create tension, and absenteeism, which influences the quality of their services. With absenteeism rapidly increasing, managers must contemplate strategies to reduce voluntary employee turnover.

Renard and Snelgar (2016) researched the drivers of absenteeism among business professionals. The main purpose of the research was to explore the underlying reasons for absenteeism. Renard and Snelgar (2016) discovered that absenteeism is impacted by interrelated influences that are internal such as offering employees low salaries, a lack of leadership, and low staffing. Management must support employees to improve the efficiencies and opportunities to keep employees satisfied; if not, they can experience issues with voluntary employee turnover. Furthermore, Ströbel, Maier, and Woratschek (2018) conducted a study on the effect of organizational support on voluntary employee turnover among professional athletes as salary caps and team budgets are known to restrict pay increases given to athletes. Ströbel et al. (2018) discovered that increasing players' salaries is essential. Still, there must be a focus on non-monetary incentives such as integration of family, career support, and private problem support. However, if the dissatisfaction levels continued to augment, employees may have no choice but to consider leaving their jobs. No matter which way organizations classify the costs associated with turnover, profits are heavily impacted when valuable workers leave the organization, especially for smaller organizations.

Managers must understand that the impact of turnover is costly for an organization. The higher the turnover ratio an organization has, the more costs can consume the bottom line. Ultimately, a high turnover rate can also expend an organization's profits and require leaders to urgently implement changes to stop workers from leaving the organization (Colón-Emeric et al., 2016). Managers cannot afford to let wasted efforts go to waste because of the side effects, which consist of decreased productivity, loss of knowledge, lowered morale, and incidental costs (Coetzee & van Dyk, 2018). By offering competitive salaries and building a competitive work environment, a manager can retain and grow talent and drive satisfaction for employees. Raja, Sheikh, Abbas, and Bouckenooghe (2018) conducted a study on motivating employees in the workplace through the development of a reward system to increase employees' pay. The objective of establishing the reward system was to engage employees and to improve performance levels. Despite the efforts to improve performance, Raja et al. (2018) discovered that when it comes to making monetary decisions, there are practices that can injure employee morale, worsen employee turnover, and possibly contribute to a toxic work culture.

In contrast to such a supporting argument, Basnyat and Lao (2019) conducted a study to determine if increasing employee pay will have an impact on voluntary employee turnover. The sample consisted of fifteen workers in the service sector. Basnyat and Lao (2019) found that offering competitive salaries and benefits to employees is not sufficient to keep employees from leaving the organization. Management must take into consideration the techniques used to handle policies and practices because employees value them. Some studies indicated that there must be a process in place to ensure employees of their pay concerns (Li, Du, & Wei, 2019). Although to retain the talent, the focus must be on designing the appropriate strategies to offer pay increases to save knowledge, reduce replacement costs, and to keep productivity and morale elevated in the workplace.

Enforce Supervision and Protection for Employees

The lack of guidance can contribute to dissatisfaction among workers and the result is voluntary employee turnover. Karakavuz and Gerede (2017) conducted research to pinpoint the factors influencing management systems. The objective of the study ensured the safety of employees, safeguard their health, and enhance efficiency and productivity in the workplace. Karakavuz and Gerede (2017) discovered that to secure protective measures for employees; there must be constant collaboration and agreement between upper management, adequate training provided, and enough timing to implement processes. Without the actions, the lack of leadership behavior can lead to a toxic work environment. For instance, Ranganathan (2018) explored the experiences of women factory workers who faced workplace challenges such as balancing social and psychological factors of life. The sample consisted of personal resilience from twenty women factory workers from Indonesia. Managers conceptualized that women continuously face the challenge of making their presence known in the workplace, which can be perplexing without interventions such as a work-life balance, which can also contribute to turnover intentions due to a lack of support strategies (Shin et al., 2019).

McKouen, Singh, and Fouad (2016) discovered that role pressures could influence voluntary employee turnover. Mainly, a lack of perceived supervisor leadership, which stems from an employee’s discontent, job dissatisfaction, and commitment level to the organization (Purba & Fawzi, 2019). A shortage of staff, due to inadequate supervision, can cause voluntary employee turnover; therefore, managers must consider introducing strategies that involve balancing work and life to reduce the organization's voluntary employee turnover positively. Ladge, Humberd, and Eddleston (2018) conducted a study to explore maternal confidence and workplace support on their decision to stay with the organization. Ladge et al. (2018) discovered the importance of offering work-life balance to women. Still, management must encourage confidence, support, and flexible work hours to reduce work-family conflict (WFC) and subsequent intent to stay with their organization. Work-life balance is a known issue for management and serves as a possible retention strategy for reducing voluntary employee turnover in the workplace (Mas-Machuca, Berbegal-Mirabent, & Alegre, 2016). Managers must take into consideration that the social undermining of supervisors can influence voluntary employee turnover; therefore, strategies are needed for work-life balance practices to improve the autonomy of workers, regardless of the demographic factors.

Refine Interpersonal and Social Relationships

The effect of social relationships on turnover intentions. According to Herzberg et al. (1959a), interpersonal relation is an extrinsic factor, which, when adequate in a job, pacify the employees and do not make them dissatisfied. Managers should focus on cultivating interpersonal relationships. Asadi and Davoudi (2017) emphasized improving social relationships; there must be a focus on employees' needs and organizational effectiveness. Managers that focus on employees' needs can create a highly motivated and content workforce. Wu, Rafiq, and China (2017) explored how relationships enhance the well-being of employees and the prerequisites needed for each relationship. McIvor and Karnes (2019) discovered establishing effective relationships is imperative to sustain the business managers should build effective relationships because the organization can recruit quality workers and keep voluntary employee turnover at a minimum.

Furthermore, Aliyu and Nyadzayo (2018) explored voluntary employee turnover from a customer-relationship management perspective. The contributing factors were motivation and workers’ intention to quit. Aliyu and Nyadzayo (2018) found that a customer relationship strategy is needed to stimulate job satisfaction resulting in reduced intention to leave the organization. When managers establish good working relationships with employees, they can encourage a productive work environment and can make the difference between whether an employee is satisfied or dissatisfied with their job (Mammen, 2020). For this to happen, leaders must take into consideration relational ties and emotional bonds, which can influence employees' willingness to remain with an organization (Hyang, 2017). In addition, leaders must develop an understanding of employee relations and have a plan intact to retain employees. According to Gilson, Davis, Jo, and Ellingson (2019), organizations that establish respect and implement open communication throughout the work environment have a better chance of reducing their voluntary employee turnover. Primarily when management focuses on repairing their relationships with employees (Kolaski & Taylor, 2019). Managers must keep in mind that interpersonal relationships can put a hindrance on a worker's decision to leave or remain with the organization, and there must be a better understanding among employees as well as effective communication strategies to encourage job security.

Encourage Job Security

Researchers conceptualized the impact of job security on voluntary employee turnover. Employees look for job security and voluntary employee turnover can be higher if not present in the workplace. Job security is a motivator to employees when there is a connection between workers performance and employment with the organization. One way to use job security as a motivator is for business leaders to offer employees a stable working environment. For example, Saehya and Shane (2020) conducted a study to determine the motivational factors that are the best predictors for satisfaction and dissatisfaction among senior employees. The contributing facts were fulfillment, intentions of employees to leave the job, and motivation. Saehya and Shane (2020) found that recognition and the work-itself had a real significance on job satisfaction. While managers experience with supervision, personal life, status, and job security, harmed job dissatisfaction. The work itself can present challenges for employers, especially if the worker’s personality-job fit does not reveal insight as to adaptability within the organization.

Job fit can affect employees' job security. Managers associated job fit with how well an employee matched their position (Crowe, 2020). Managers need more talent, to reduce voluntary employee turnover and job fit is the solution to helping employers find talent. Jansen and Shipp (2019) conducted a study on the processes employees learn to understand their fit over time within the organization. Perhaps, the most reasonable strategy involved communication with employees, management involvement that highlighted employees' strengths and capabilities, and identified the underlying themes of employees’ fit experiences with the hopes of tailoring career opportunities and solutions for resolving turnover intentions within the organization (Jansen & Shipp, 2019). In order to measure the effectiveness of job fit, there must be a focus on improving leadership roles and initiating a supportive and nurturing environment to ensure employees of their jobs. The strategies should entail open communication, improving commitment level, and setting goals and objectives. An open-door system enables employees to feel comfortable asking for feedback or direction without being reprimanded, allowing them to realize their full potential (Gaul, 2019). Employees cannot reach their full potential without being challenged; therefore, offering an open-door policy is a great way to instill productivity out of employees (Gaul, 2019). When tasks and responsibilities are transparent, employees elevate to the point of accountability and performance, and managers can retain talented employees (Carrison, 2017). The key is for managers to schedule regular meetings with all employees and conduct town halls to ensure all employees are on board with the day-to-day activities (Wilson, 2017). In the end, the organization can continue to thrive rather than have a higher turnover ratio and a higher level of dissatisfaction from employees in the workplace. Engaging employees could improve the turnover rate and ensure job security.

Employees have other reasons for ensuring job security. For instance, Gomba (2015) conducted a study on the impact of job security and voluntary employee turnover. Gomba (2015) found that the reason employees felt secure with their job because of a need to support their families. Managers need to keep in mind that family is essential to their workers, and it is important to be supportive. The benefits of offering flexible schedules can introduce a variety of benefits such as reduced tardiness and absences, increased employee morale, and engagement, better retention, and enhanced productivity, and reduces employee turnover. Organizations can strengthen the image of the company (Grimshaw, 2016). Flexible work schedules enable employees to meet family needs, personal obligations, and life responsibilities. Employees will have control over their schedule and work environment, reduces commuting time, and save employees money (Caillier, 2016). Managers will conceptualize that workplace flexibility is key to employee retention used to reassure employees of the seriousness of minimizing voluntary employee turnover.

Instead, there are times when employees are insecure about their jobs because of issues related to job shock. Job shock is an unexpected event that can occur in the workplace and cause employees to resign voluntarily (Hussain, Raza, Siddiqi, Khurshid,

& Djeddi, 2015). Job shock can cause organizations to experience a high level of voluntary employee turnover (Posey, 2019). Managers must focus their attention on providing a stable position for employees because motivation can reduce discontentment (Ann & Blum, 2020). Ann and Blum findings from the study demonstrated that the absence of job security, which can result in resentment and voluntary employee turnover in the workplace if management does not focus their attention on hygiene factors such as encouraging job security.

Enhance Workplace Policies and Procedures

Workplace policies can affect voluntary employee turnover. The main contributing factors are worker dissatisfaction and voluntary employee turnover (Shenglan, Zhi, Hefu, & Liying, 2017). Qian and Stancliffe (2017) explored the policies and practices that support employees in the workplace while exploring the impact on employees. Qian and Stancliffe (2017) discovered that job satisfaction is valuable among workers when work choices are low, and the support of policy is high. Management must understand how the right policies can help retain talent and reduce voluntary employee turnover in the workplace. Basnyat and Lao (2019) explored employees' perceptions of policies and practices on voluntary employee turnover in the workplace. Voluntary employee turnover stemmed from job demands, work performance, lack of communication, and work engagement (Basnyat & Lao, 2019). Management discovered that they need to enhance the level of engagement to motivate employees and reduce their voluntary employee turnover. Oruh, Mordi, Ajonbadi, Mojeed-Sanni, Nwagbara, and Rahman (2020) researched the connection between workplace relations and turnover intentions. Oruh et al. (2020) found that HR policies and practices affected employees' well-being, such as a lack of engagement, employee voice, motives, and empowerment. Managers realized that disengagement from employees created an unhappy workforce and called for HR to rethink the relationship between practices and policies and employees' well-being to reduce turnover intentions.

Organizations must strive for sufficient job satisfaction, which precedes to lessen voluntary employee turnover when job choices elevate, and policy support is at a minimum (Shenglan et al., 2017). Family-friendly policies such as workplace bullying deserve attention and in the workplace. Otherwise, the impact is the turnover intentions of employees. Lütfiye and Eyyüb (2016) explored the absence of policies and procedures against workplace bullying. Based on the findings, Lütfiye and Eyyüb (2016) discovered that the term bullying was not defined orally or in policies and procedures, and bullying was confused with social problems and conflicts, which required the enforcement of strategic action. The findings of Lütfiye and Eyyüb (2016), Qian and Stancliffe (2017) and Oruh et al. (2020) are similar because work policies and procedures can influence job dissatisfaction in the workplace if the attention is left unaddressed by leaders in the organization.

Strengthen Motivational Factors

Motivational factors in the workplace can influence job satisfaction (Herzberg et al., 1959a). Motivational factors are intrinsic job elements that lead to job satisfaction, also referred to as satisfiers (Rahman, Akhter, & Khan, 2017). In the workplace, motivational factors, as long as the outcome is positive, is the driver that can satisfy and encourage employees. For example, (a) recognition (b) achievement, (c) advancement, (d) personal growth, responsibility, and (f) the nature of the work itself (Herzberg et al., 1959a). The presence of motivational factors increases voluntary employee turnover. Whereas, the absence does not create any dissatisfaction (Rahman et al., 2017). These factors can result in voluntary employee turnover if not professionally managed.

Boost Responsibility and Duties

Organizational leaders must recognize the responsibility of their workers to reduce voluntary employee turnover in the workplace. Herzberg et al. (1959a) identified responsibility as a motivator factor that can influence job satisfaction in the workplace. Camilleri (2016) placed essential boundary conditions on corporate social responsibility to reduce voluntary employee turnover. Thus, to reduce turnover, there was an understanding that employee perceptions and engagement would play an essential part in the process. Based on the findings, Camilleri (2016) found that engagement can boost morale, but employees must attend educational programs, training, and development to ensure competency. Managers must understand that engaging employees create a sustainable business, but all employees must be involved, including top executives, because committed employees are productive. The manager should implement retention initiatives such as coaching and mentoring services, focus on the morale, and match the organization’s needs to the current employees and those that have left the organization. According to Quinn and Thakor (2018), engagement enables workers to feel a stronger bond to their organization's mission and purpose, which in return strikes the right balance between retention and turnover, which increases employee engagement and encourages team building.

Crisan-Mitra (2018) conducted a similar study on the use of CSR by large family-owned firms. Crisan-Mitra (2018) found that offering high levels of CSR could trigger elevated levels of turnover intentions. Still, managers must view the relationship as a risk management lens because there is a likelihood of side effects to consider, such as additional costs and higher demands from employees. Although corporate social responsibility is an effective way to demonstrate social accountability to employees, however, managers can risk problems such as contributing to turnover intentions. Camilleri (2016) and Crisan-Mitra (2018)'s findings overlap because the best approach to motivate a team is to focus on satisfaction factors such as social interaction and responsibility because workers are more engaged and held accountable for delivering results. Managers must recognize that sustaining and developing employees play an essential role in reducing voluntary employee turnover.

Encourage Personal Growth and Development

Managers should offer workers contingencies for personal growth and development while in the workplace. Personal growth and development are some of the highest drivers of engagement, and when encouraged in the workplace can augment the retention of employees (Dhakan et al., 2018). For example, Smokrović et al. (2019) conducted a study on the influence of factors on job satisfaction and voluntary employee turnover. The factors considered consisted of personal growth and development. Smokrović et al. (2019) found that job satisfaction impacts voluntary employee turnover because the emphasis is on personal sellers. Smoković et al. (2019) concluded to minimize the number of employees leaving the workplace managers must focus on improving job satisfaction in the workplace. Although the theory focuses on the individual, managers must stress the importance of workers wanting to be a part of the team, therefore striving for personal sellers in the work environment.

Managers must promote good teamwork to reduce turnover intentions. Team building in the workplace can encourage cohesiveness among employees. Teamwork is key to decreased turnover intention of employees. When employees engage in day-to-day operations, they feel inspired and reluctant to give their best efforts, and to achieve extraordinary results in the workplace. Employee engagement should include strategies such as allowing employees to be involved in department meetings to voice their concerns involving business decisions that impact production because that is a crucial component to reducing voluntary employee turnover in the retail industry. The study shows that a lack of teamwork can lower a company's productivity, while more collaboration helps companies to meet their goals and improve turnover intentions (Ullah, Khattak, & ur Rahman, 2018).

Organizational leaders must have an approach to reduce voluntary employee turnover within their business to maintain their competitive edge (Pattison, 2017). The strength of business thrives on a leaders' ability to position the organization as a market leader (Sarkar, 2018). Walumbwa, Hsu, Wu, Misati, and Christensen-Salem (2019) emphasized the importance of retaining high-talented workers, even though the labor market is unfavorable because unemployment rates have a limited impact on turnover of high-performing employees.

Conversely, Broadhurst (2012) reported that developing individual talents and motivation provides personal satisfaction and could augment performance and increase voluntary employee turnover by 15.8%. Managers that invest in their employee's contributions can enhance the organization's capacity to respond to changes in the external environment, remain economically viable, and achieve competitive advantage (Kim, 2019). According to Kuiate and Noland (2019), to secure and sustain competitive advantage, firms must develop and strengthen their core competencies. For example, workers' knowledge, skills, and capabilities needed to be successful in the organization.

Managers must make a strategic investment in employees to reduce turnover intentions. According to Pattison (2017), improper training can lead to employee turnover, which involves leaders repeating the whole process and accumulating additional costs. Inadequate training can lead to more turnover intentions. When there is no training, employees lack the skills to perform their jobs, which leads to low morale among workers, and eventually, voluntary employee turnover. Ju and Li (2019) found that training, job tenure, and education-job and skills corresponded to employees' turnover intentions, which can influence workers' decision to vacate their job. Firms must offer training to workers to receive better company results because a skilled worker is more employable in other organizations. An organization that has a reputation for high turnover is unappealing to possible job candidates. Consequently, as training increases, employee turnover intentions decrease.

Management can find ways to reduce costs. Buchman, Cain, and Terrell (2020) highly recommended selecting candidates that have shared characteristics to reduce costs associated with voluntary employee turnover. However, the hidden costs associated with turning over one position are the hindrance experienced by most firms. The cost associated with turnover can often lead organizational leaders to develop strategies to monitor and keeps costs at a minimum. Decreasing employee turnover is of interest, given that employees are an essential resource in the service sector (Walumbwa et al., 2019). The service sector represents 80% of the total employment and is increasingly expanding (Walumbwa et al., 2019).To sustain a competitive edge, organizational leaders must have confidence in their workers to deliver high-quality services (Kim, 2019). Managers need to develop strategies that focus on personal development because employees will have the capability to improve their awareness, develop talents, facilitate employability, and in exchange, managers can reduce their voluntary employee turnover.

Integrate Herzberg’s Two-Factor Theory as a Retention Strategy

The strategy of Herzberg's two-factory in retaining employees is aimed at identifying the hygiene or motivational factors that affect employee turnover intentions in the workplace. Employees are leaving their jobs, understanding the reasons is essential in reducing voluntary employee turnover. When there is a likelihood that an employee plans to leave their positions, David and Venatus (2019) classify this as turnover intentions. Turnover intentions can become voluntary if managers do not develop retention strategies (Muljana & Tian, 2019). The decision to implement Herzberg's two-factor theory as a retention strategy enables managers to build a solid foundation, especially for those employees that are detached, from the organization's missions and goals and demotivated in the workplace. Voluntary employee turnover is the ratio between the numbers of people that have left the job divided by the average number of people still working for the organization (Rothausen, Henderson, Arnold, & Malshe, 2017). Managers need to understand what drives employees to leave voluntarily.

Managers must take into consideration the context in which employees reside influenced their decision to leave the organization (Lee et al., 2017). For instance, did the employee decide to quit or stay with the organization, or was the decision based on external regulations? Bimenyimana, Ayele, and Lee (2018) conducted a qualitative case study using Herzberg's two-factor theory to determine the challenges employees in the public sector face and the impact on employee turnover intentions. Bimenyimana et al. (2018) discovered that managers must place a high emphasis on development programs to enhance and facilitate the potential of employees. Mainly because the reasons why employees leave their job are under the control of their employer. If an organizations' voluntary employee turnover is high, this can be alarming for organizational leaders because voluntary employee turnover influences a firm's profitability. According to Ali and Sami (2018), profitability has a direct effect on voluntary employee turnover and makes it difficult for organizations to maintain the corporate culture.

Managers' focus should be keeping their costs down by reducing their turnover ratio because the cost of turnover is 30% of the annual salary to replace an employee (Hester, 2013). Employee turnover is so expensive that when employees leave organizations incur additional costs to recruit and train new employees, higher unemployment taxes, payouts for accrued vacation time, and contributions to healthcare coverage (Coetzee & van Dyk, 2018). In addition, the side effects of turnover include decreased productivity, loss of knowledge, lowered morale, and incidental costs (Coetzee & van Dyk, 2018). The higher the turnover ratio an organization has, the more costs can consume the bottom line. For example, Dan, Beomcheol, and Poulston (2019) conducted a qualitative case study on the influence of workers' motivation and the decision to exit the workplace. The strategic tool used was Herzberg's two-factor theory of motivation that helped managers to determine that good pay, work-life balance, and providing a comfortable working environment stimulated the motivation of employees on the job. In addition, hygiene factors were more effective in predicting turnover intentions. Managers can reduce costs by investing in strategic efforts to retain talented workers.

Voluntary employee turnover has a non-linear relationship on productivity in the workplace, mainly because employees are always leaving, which makes it challenging organizations to maintain a steady level of output. Furthermore, turnover volatility is adversely related to productivity (De Winne et al., 2019). During this time, organizations have a hard time implementing transformations within the organization. The key element missing is highly motivated employees who have the potential to create a productive workplace (Curtis, 2019). Consequently, volatility mediates the relationship between voluntary employee turnover and labor productivity. High levels of turnover and medium volatility experience the most harmful effects (De Winne et al., 2019). That is because new employees need additional time to train and get use to the work before they can reach their full productivity (Hornickel, 2019).

Other factors contributing to voluntary employee turnover consists of poor management, unpleasant working conditions, uncompetitive salaries and benefits, and a lack of growth opportunities within the organization, which requires motivation from employees to sustain the business, and to reduce the organization's voluntary turnover. For example, Holmberg (2017) conducted an exploratory study using Herzberg's two-factor theory to determine the turnover intentions of employees in the workplace taking into consideration the influence of job satisfaction and dissatisfaction. Motivation was a stimulator for behavior, productivity, and for individuals striving to reach goals and objectives (Holmberg, 2017). However, managers had to recognize employee development goals coupled with monetary incentives linked with increased authority (Beber et al., 2015). The only criticism of the study was that a lack of motivation caused dissatisfaction, which stemmed from employees' assigned work duties and the relationship among employees. Leaders in the organization were successful in using Herzberg's two-factor theory to pinpoint the hygiene and motivational factors that caused employees to leave the organization. Although, the circumstances did require the involvement of management to provide employees with the opportunities to make decisions about the conduct of their jobs and to participate in the business as a whole.

On the other hand, Sanjeewa and Herath (2018) made a convincing argument that both motivation and hygiene factors are not required to influence employees' satisfaction levels in the workplace to reduce turnover intentions. The objective of the case study was to use Herzberg's two-factor theory to verify whether the motivation and hygiene factors influenced employee satisfaction in the workplace (Sanjeewa & Herath, 2018). The sample took into consideration highly productive employees in the healthcare industry. Both hygiene and motivation factors contributed to reducing turnover intentions, specifically compensation, and growth and development. Chiat and Panatik (2019) conducted a similar study using Hertzberg's two-factor theory to determine if motivation and hygiene factors contributed to employee turnover. Chiat and Panatik (2019) found that when hygiene factors were absent employees experienced dissatisfaction in the workplace. Whereas, job satisfaction and dissatisfaction are heavily dependent on hygiene and motivation factors. The stipulation was that management had to fully cater to the work environment to keep workers motivated and employed.

Consequently, Sanjeev and Surya (2016) found that the use of effective talent management strategies such as engaging and transitioning employees contributed to retaining top talent, which was essential for stabilizing the work environment and achieving objectives. Although, there are times when the influence of intrinsic and extrinsic factors can contribute to the satisfaction and intention to leave the organization. For instance, Latha, Lim, and Lee (2018) conducted an exploratory study using the two-factor theory to explain the level of job satisfaction among workers. Latha et al. (2018) discovered that outside factors such as the supervisory relationship and pay satisfaction contributed to job satisfaction, which also influenced workers' decision to leave the organization. The only intrinsic factor that affected turnover intentions and job satisfaction was growth and development, which called for management to invest time and resources into repairing the relationship with their employees to reduce their turnover ratio, and to attract talented workers.

The negative effects of job satisfaction and turnover intentions can cause managers to reevaluate strategic initiatives. Luna, Mvumbi, and Achieng (2018) conducted an exploratory study on turnover intentions and job satisfaction but took into consideration employees that worked more than their contracted hours, for example, teachers in public secondary schools. The two-factor theory was adopted to establish the factors that influence teacher turnover. Luna et al. (2018) found that remuneration could cause dissatisfaction among workers and have an influence on turnover intentions in the workplace, which defiantly calls for attention from management to alleviate the gap between teachers and other workers in the field. The workers assessed remuneration as a factor for them to stay in their current positions. Consequently, remuneration was a foundation of employee turnover, especially because when high achievers are inadequately recognized contributes to workers constantly leaving the organization. Therefore, apprising managers of the factors in the workplace that stimulate satisfaction and dissatisfaction in the workplace using Herzberg's two-factor theory introduced opportunities for managers to repair the relationships and increase the level of involvement with employees. Management realized that employee turnover could affect many parts of the business, most notably employee morale, and productivity. Whether workers are leaving on their volition or being laid off developing retention, strategies using Herzberg’s two-factor theory of motivation enables organizations to reduce their voluntary employee turnover.

Transition

In Section 1, I included the problem statement, purpose statement, and a detailed explanation of the nature of the study, research question, interview questions, and the theory in the conceptual framework, which underpins this study, contributions to the business practices, and the implications for social change. Operational definitions are significant to this study. In addition, the assumptions, delimitations, and limitations. The literature review included Herzberg’s two-factor theory, which underpins this study. I centered the research used in this study on previous literature that relates to voluntary employee turnover and employee retention. I concentrated on hygiene and motivation factors used in the workplace such as increased pay, enforced supervision and protection of employees, refined interpersonal skills, encouraged job security, enhanced workplace policies and procedures, boosted responsibility and duties, and encouraged personal growth and development as header and subheaders. The literature review also focused on the integration of Herzberg’s two-factor theory as a retention strategy to reduce voluntary employee turnover.

Section 2 includes supporting information on research methods, research design, population and sampling, ethical research, and the researchers' role in conducting this investigation. In addition to data collection instruments, data organization techniques, and data analysis. In addition, I provided strategies for how I augmented reliability and validity in my study. Section 3 includes the presentation of the findings, application to professional practice, implications for social change, the recommendation for action and future research, and reflections and conclusions.

Section 2: The Project

Section 2 includes a detailed explanation of the role of the researcher, the participants, research method, design, population and sampling, and ethical research. This section also contains data collection instruments, data collection techniques, data organization techniques, data analysis as well as reliability and validity of the research.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that managers use to reduce voluntary employee turnover. The targeted population consisted of five managers located in Tallahassee, Florida, who implemented successful strategies to reduce voluntary employee turnover. The implication for positive social change included the potential to enhance the leader's understanding of effective strategies to reduce voluntary employee turnover, which resulted in increasing economic profits and earning potential of employees. Therefore, increasing employees' disposable income contributed to local businesses resulting in an increase in profit margins and local taxes for benefiting citizens of local communities.

Role of the Researcher

A primary responsibility and role of a researcher is to collect and analyze the data (Clark & Veale, 2018). My role as the researcher was to collect data and ensure that I followed the data collection process. A qualitative researcher's prior experience with a topic can create an impairment of professional judgment because of personal experiences with the situation (Karagiozis & Ottawa, 2018). The researcher's role involves remaining objective because personal experiences can influence conclusions and explanations of the results (Dash & Verma, 2019). McKenzie (2017) recommended using emotional reflexivity to guide objectivity while conducting qualitative research. My connection with voluntary employee turnover stemmed from 15 years of working in a management position and observing the impact of encompassing inadequate staffing on the bottom-line. My relationship with participants consisted of the knowledge that explained voluntary employee turnover and the bottom line. To remain objective and mitigate bias while conducting this qualitative study, I used emotional reflexivity.

In qualitative studies, a researcher must incorporate ethical practices and harness reflexivity throughout the research process (Von Unger, 2016). A researcher's role included undertaking ethical considerations in qualitative research (Von Unger, 2016). For that reason, I adhered to three ethical principles outlined in the Belmont Report by the United States Department of Health and Human Services (1979). In accordance with the Belmont Report, the ethical principles included demonstrating respect for individuals, justice, and beneficence (Clark, 2019). A researcher can establish respect by treating participants as autonomous agents and ensuring that an individual receives additional protection (Schaefer & Savulescu, 2018). Beneficence refers to a researcher protecting study participants from harm (Farrugia, 2019). According to Wenner (2018), establishing justice entails a researcher demonstrating the fairness of distribution of risks and benefits throughout the study.

Avoiding bias in research is a challenge because of the impact on the outcome (Martens, 2020). However, it is the researchers' responsibility to avoid personal bias and to ensure the objectivity of the research (McKenzie, 2017). My role as the researcher was to mitigate bias by being objective to all research.

Interview protocols are essential in qualitative research because of superior quality, which improves the validity and increases the effectiveness of the interview process by collecting the data within the allocated time (Yeong, Ismail, Ismail, & Hamzah, 2018). Castillo-Montoya (2016) stated that a researcher's interview protocol is an inquiry, which allows the researcher to ask questions related to the objective of the study. Abdel (2019) also noted that qualitative researchers use an interview protocol as a procedural guide, including information such as interview procedures, a script of the introduction, conclusions, interview questions, and prompts. I used an interview protocol (see Appendix), which included member checking to assist and guide me through the interview process and ensured that I consistently asked the same interview questions to all participants. I mitigated bias by consistently asking the same interview questions.

Participants

Study participants are human subjects that meet the eligibility criteria set by researchers (Shortreed, Rutter, Cook, & Simon, 2019). Knechel (2019) noted that selecting appropriate participants is an essential requirement in the research design phase. Qualitative researchers target participants with a significant amount of knowledge on the topic of interest (Patino & Ferreira, 2018). Nyasani et al. (2018) also underscored the importance of targeting specific individuals and groups from a defined area and recruiting from a known pool of eligible participants. To be eligible to participate in this study, each participant was a manager who used successful strategies to reduce voluntary employee turnover. According to Steils and Hanine (2019), recruiting and gaining access to valuable potential participants is vital to the success of the research findings. The most important aspect of gaining access is getting permission from gatekeepers to access participants (Amundsen, Msoroka, & Findsen, 2017). Yin (2018) emphasized the importance of identifying key informants for a successful case study. The strategy to get permission for gaining access to eligible participants was through personal and professional relationships with business leaders in Tallahassee, Florida. I sent an email or contacted business leaders to obtain an organization that will provide eligible participants for my study. Upon interest being shown, business leaders responded I consent in the body of the email.

Nyasani et al. (2018) mentioned that participant acceptance and understanding are crucial before giving consent to join a study. Razzaghi and Afshar (2016) explained the importance of fostering a collaborative relationship with participants involves establishing trust because it helps to achieve desired outcomes. The role of trust is integral to a happy and fulfilling relationship between the researcher and the participant (Guillemin et al., 2018). Flood-Grady et al. (2017) poised that communication strategies are the key to enrolling participants that add value to the study. To establish a working relationship with participants, I focused on building trust with the participants by applying effective communication. I explained the objective of the research before the interview and scheduled follow-up meetings to discuss the study findings.

Research Method and Design

The selection of the research method and design is contingent upon the nature of the research problem (Pastore, 2017). Researchers base their decision on the overarching research question and purpose of the research problem (Yin, 2018). I used a qualitative multiple case study to explore retention strategies managers use to reduce their voluntary employee turnover. Furthermore, researchers should provide validation for the chosen method (Pastore, 2017). In the succeeding sections, I offer a detailed justification for selecting the qualitative multiple case study design.

Research Method

The three main types of research design methods are quantitative, qualitative, and mixed-method (Yin, 2018). The qualitative approach enables researchers to collect data from the participant by exploring experiences, attitudes, and behaviors about a phenomenon (Zolfagharian & Yazdanparast, 2017). The quantitative method is an empirical investigation of an observed phenomenon through statistical analysis and computational techniques (Park & Park, 2016). The mixed-method has characteristics of both quantitative and qualitative research methods (Tosuncuoglu, 2019). There were several features to consider when deciding which method was suitable for the study. However, a qualitative research design was most appropriate for my research study.

Qualitative researchers focus on uncovering trends in human perception (Watts, 2018). The qualitative method enables researchers to focus on applied and theoretical findings based on the research question through a field study in natural contexts (Bansal, Smith, & Vaara, 2018). Researchers can use the qualitative approach to gather the information that includes participants' values, opinions, and actions from distinct viewpoints (Park & Park, 2016). Researchers can also use qualitative research to develop strategies to improve processes and outcomes (Fuller, 2017). The qualitative method is appropriate for this study because I explored the phenomenon of strategies to reduce voluntary employee turnover.

Quantitative research is another methodology that researchers use, but the quantitative method was not suitable for this study. Park and Park (2016) stated that researchers often use quantitative research to understand the relationship between variables. Within quantitative methods, the researcher uses established statistical analysis (King, Pullmann, Lyon, Dorsey, & Lewis, 2019). Researchers can use quantitative research methods to focus on gathering numerical data to explain a phenomenon (Albers, 2017). The quantitative approach was not appropriate for my study because my research study did not involve numerical data or testing hypotheses.

Mixed-method consists of integrating quantitative and qualitative data and analysis using different methods within a related study (Johnson, 2019). Researchers can use the mixed method approach to test a hypothesis, conduct statistical analysis, and collect non-numerical data to analyze the findings (Alavi, Archibald, McMaster, Lopez, & Cleary, 2018). The mixed-method was not a suitable method for this study because of the requirement to use both qualitative and quantitative data to test the hypotheses, conduct statistical analyses, and to collect non-numerical data to analyze the findings.

Research Design

A qualitative researcher can select from a variety of designs: phenomenology, narrative, ethnography, and case study (Moser & Korstjens, 2017). The multiple case study research design is the chosen method for this research. I considered other research designs but did not choose them. A case study is an empirical method that enables a researcher to perform an in-depth investigation of a phenomenon (the "case") within the environmental context (Yin, 2018). Case studies are essential in qualitative research because scholars can ask how and what questions to gain an understanding of the phenomenon (Harrison, Birks, Franklin, & Mills, 2017). Researchers can also use case studies to explore single or multiple cases over time, utilizing data collection techniques to link multiple sources of data to communicate case descriptions and themes (Harwati, 2019).

Multiple case studies are significant in qualitative research because scholars can emphasize two or more cases to attain a more comprehensive and interpretation of the phenomenon (Jackman, Crust, & Swann, 2017). A researcher selects a multiple case study to validate the theory by comparing similarities and differences among a variety of cases (Ridder, 2017). The multiple case study was appropriate for this research because I explored strategies to reduce voluntary employee turnover by comparing similarities and differences of multiple cases.

Phenomenology research design is a direct investigation and description of a phenomenon as consciously experienced by people living experience (Moser & Korstjens, 2017). Researchers have the option of choosing from four types of phenomenological research designs: descriptive, correlational, quasi-experimental, and experimental, which can make it challenging researchers to select the appropriate research design (Moser & Korstjens, 2017). The phenomenology research design was not suitable for the study because I did not explore information about participants' lived experiences.

Narrative research design offers researchers valuable insight into the complexity of human lives, cultures, and behaviors (Shirmohammadi, Kohan, Shamsi-Gooshki, & Shahriari, 2018). Researchers' can use the narrative research design to focus on the lived experience of individuals through their own stories (Madden, Bailey, Alfes, & Fletcher, 2018). The narrative research design was not appropriate for the study because recounting stories from participants' spoken words or visual representation was not the focus of this investigation.

Ethnography research design is a qualitative research design that researchers use to interact and observe study participants in their real-life environment (Moser & Korstjens, 2017). A researcher uses ethnography when the objective is to explore a cultural phenomenon of the subject (Coles & Howard, 2018). Ethnography was not appropriate for the study because the focus of my study is not about a specific cultural group in their real-life environment.

Reaching data saturation is critical for a novice researcher (Constantinou, Georgiou, & Perdikogianni, 2017). A researcher achieves data saturation when no new information, themes, or codes emerge from the information (Tran, Porcher, Falissard, & Ravaud, 2016). To reach data saturation, I continued to interview study participants and review company archival documents until no new or relevant information or themes emerged related to the research question, and the data became repetitive.

Population and Sampling

Qualitative researchers can use a variety of sampling methods to achieve a deeper understanding of the phenomenon (Moser & Korstjens, 2017). I chose purposeful sampling for this study. Purposeful sampling is most commonly used in qualitative research to enable scholars to gain in-depth insight into a phenomenon by obtaining rich data to interpret the meaning and context of the findings (Benoot, Hannes, & Bilsen, 2016). A researcher uses purposeful sampling to identify and select participants that are knowledgeable and experienced with the phenomenon of interest (Iezadi, Tabrizi, Ghiasi, Farahbakhsh, & Gholipour, 2018). Purposeful sampling was suitable for this study because my goal was to recruit knowledgeable and experienced managers to obtain rich data about strategies that they used to reduce voluntary employee turnover.

In qualitative studies, the researcher's goal is to collect rich data to gain a deeper understanding of the phenomenon of interest by focusing on the quality and richness of the data instead of the number of participants (Hennink, Kaiser, & Marconi, 2017). Vasileiou, Barnett, Thorpe, and Young (2018) posited that the more useable the data collected, the fewer the number of participants required to partake in the sample. Boddy (2016) noted that a qualitative sample size can be as small as one if it is appropriate to sufficiently describe the phenomenon of interest and address the research question. For this multiple case study research, I included six eligible managers that had experience and knowledge using successful strategies to reduce voluntary employee turnover. I added an additional manager to reach data saturation.

In qualitative analysis, data saturation serves as a baseline for researchers to discontinue collecting data (Constantinou et al., 2017). Qualitative researchers achieve data saturation when the dataset yields no new codes leading to further themes (Lowe, Norris, Farris, & Babbage, 2018). To reach data saturation, I continued to interview study participants and reviewed company archival documents until no new or relevant information or themes emerged related to the research question, and the data became repetitive.

When selecting an appropriate interview setting, researchers must foster the reflexive engagement of participants to determine comfort level, minimal distractions, and accessibility (Schmidt, Warns, Hellmer, Ulrich, & Hewig, 2018). Ngozwana (2018) posited that researchers should not remove study participants from their natural world. Feigean, R'Kiouak, Seiler, and Bourbousson (2018) argued that a naturalistic setting is advantageous because scholars can observe and record behavior without interfering with the study participants. I conducted telephone phone interviews with participants, which offered minimal distractions and convenience for each participant.

Ethical Research

Ethical research is an essential consideration for scholars when investigating a phenomenon of interest. Ngozwana (2018) defined ethical research as the application of moral rules and professional codes of conduct that pertain to the researcher avoiding harm to their research subjects that may originate during the study. I conducted my study in accordance with the requirement of ethical research under the Walden University (IRB) approval number 06-22-20-0947997. I had participants sign the informed consent form who agreed to participate in the study. The purpose of the informed consent form was to ensure full anonymity, to list benefits and risks of involvement for the participants and the researcher, and to establish the voluntary choice of participants in partaking in the interviews (Dankar, Gergely, & Dankar, 2019). Participants who took part in this study replied to this email with the words " I consent".

Study participants had the right to withdraw from the study at any time throughout the investigation. For this study, participants could withdraw from the investigation at any time by contacting me via telephone or email. According to Stovel, Sellars, Stroud, Cavalcanti and Devine (2018), tangible and intangible incentives encourage participation from selected individuals. Participants involved in this research did not receive incentives for participating in this study.

Qualitative researchers should uphold ethical research and practices to assure adequate ethical protection for study participants (Turcotte-Tremblay & Mc Sween-Cadieux, 2018). When making ongoing ethical decisions, respecting research participants involves respecting the participants anonymity and confidentiality (Kirilova & Karcher, 2017). I respected participants by addressing confidentiality, which included assigning each participant and the organization an alphanumeric code. Participants received an alpha code such as RM1, RM2, and RM3, and organizations were designated a numeric code. I ensured participants' safety and the integrity of the data by storing all data on a password-protected flash drive in a locked file cabinet in my home office for 5 years. The locked file cabinet is only accessible to me. After 5 years, I will delete participant information from my personal computer, shred all documents, and erase all audio-recorded information from the electronic device.

Data Collection Instruments

The researcher is the primary data collection instrument and provider of analysis in qualitative research (Karagiozis & Ottawa, 2018). The data collection instruments used by case study researchers include interviews and reviews of company archival documents. Researchers can use semi structured interviews as a data collection instrument to openly explore subjective experiences, patterns, perceptions, and attitudes with study participants (Kaliber, 2019). As the primary data collection instrument, I conducted semi structured interviews using open-ended questions and archival documents to collect the data for the study.

Qualitative researchers use member checking to enhance the reliability and validity of the data collection process (Thirusha & Neil, 2018). Member checking plays an essential role in qualitative research because scholars can increase the trustworthiness of the study by ensuring data is ethically collected, analyzed, and reported (Caretta, 2016). According to Caretta (2016), member checking is an essential feature in qualitative research because scholars can prevent personal bias by enabling participants to amend incorrect explanations. Upon completion of the interview process, I conducted member checking by allowing participants to verify interview responses. I provided transcripts to each participant upon request. By using member checking, I increased the reliability and validity of this process.

In qualitative research, the interview protocol is an instrument for inquiry that includes interview questions about the phenomenon under study (Yeong et al., 2018). Using an interview protocol (see Appendix) during the interview process with each participant enabled me to collect detailed information from participants consistently about the phenomenon under study, which included strategies to reduce voluntary employee turnover.

Data Collection Technique

In qualitative research, case studies researchers have a variety of choices for data collection, including conducting and analyzing interviews and assessing company archival documents. When conducting qualitative research, researchers can use multiple sources to collect in a case study design. Furthermore, researchers can select data collection techniques based on the objectives of research. I used semistructured interviews and company archival documents, as multiple sources of data to explore retention strategies that managers can use to reduce their voluntary employee turnover. I did not conduct a pilot study to test the validity of the interview questions.

The primary source of data collection for this qualitative study was semistructured interviews. Semistructured interviews are a universal data collection technique used to conduct qualitative research. Semistructured interviews enable researchers to collect rich data by designing a rigorous set of questions with an open framework that allows for two-way communication with the participant about the phenomenon under study (Castillo-Montoya, 2016). In addition to rigorous questions, telephone interviews help a researcher gain insightful data into participants' subjective experiences, perceptions, and attitudes

(Kaliber, 2019). I conducted semi structured interviews using an interview protocol (see Appendix) that included open-ended questions to collect rich data regarding successful strategies used to reduce voluntary employee turnover. This allowed me to gain required data from participants' experiences, beliefs, and perceptions. After receiving the permission letter, I contacted eligible candidates to discuss the study topic and interview process via telephone and email. Upon gaining access to selected participants, I scheduled telephone interviews by providing a list of dates and times suitable for participants to discuss the study topic. The interview process involved using the interview protocol and inspecting all audio-equipment for workability before the interviews started.

The data collection techniques used in this qualitative research study have both advantages and disadvantages. Brown and Danaher (2019) argued the use of semi structured interviews to establish a rapport with study participants. Another benefit of semistructured interviews is that qualitative researchers can probe study participants by justifying, validating, and elaborating on the data collected (Eriksen, Collins, Finocchio, & Oakley, 2020). Researchers can also address specific questions about the phenomenon under study (M'hammed, 2019).

In addition to these advantages, semi structured interviews have disadvantages, which include participants lack of engagement. This lack of engagement can produce adverse feelings, and subsequently the failure of study participants to divulge pertinent information about the study topic, resulting in restricted data (Bond et al., 2019). I mitigated the disadvantages by asking participants to restate responses for clarity, obtaining additional information, probing for explanations of reactions, inspecting all audio equipment for workability before interviews, and finding cause-and-effect relationships from the interview responses.

As a data collection technique, document reviews have some advantages and disadvantages. An advantage of using documents, particularly in case studies, is that the information is readily available for analysis. As Saunders, Lewis, and Thornhill (2016) said, secondary data is more accessible than primary data. Another advantage of using documents is that it is easier and less time consuming to collect archival documents rather than conduct focus groups. A disadvantage of document reviews is that the researcher must determine which documents are more important and relevant than others (Makady, de Boer, Hillege, Klungel, & Goettsch, 2017). An additional disadvantage is that some documents might contain errors (Hussain et al., 2015).

Member checking in research allows researchers to improve the accuracy, credibility, validity, and transferability of a study (Thomas, 2017). Researchers can use member checking as a validation tool by verifying whether interview responses are accurate and resonate with participant experiences regarding the phenomenon (Birt, Scott, Cavers, Campbell, & Walter, 2016). According to Thirusha and Neil (2018), member checking enables researchers to confirm the findings by sharing the information collected with participants. I conducted member checking within 2 weeks after the interviews to validate the accuracy of my interpretations.

Data Organization Technique

Qualitative researchers store data using electronic filing systems by grouping related files within folders containing participant data to develop coding for interpretation

(Williams & Moser, 2019). Antoniadou (2017) recommended that qualitative researchers organize and store data using computer-assisted qualitative data analysis software (CAQDAS) as a means of processing large volumes of data to generate codes and themes. Da Silva, Esperança, and Marroquim (2019) argued the importance of a researcher establishing a naming convention system depicting codes to organize files to avoid broken links between related documents to make it easy to analyze the data. Following the data collection, I classified the information, created and labeled folders comprised of reflective notes from my journal, and transcribed recordings of interviews, and company archival documents. I also developed codes using a naming convention to label each folder. I collected, transcribed, organized, and analyzed data from participant interviews using NVivo software.

According to Cypress (2018), participant primary data should be stored safely in a secluded location for 5 years once the study is complete; after 5 years, the files should be deleted. Xing and Zhang (2017) recommended shredding all documents and deleting electronic raw data. Pérez-Rodríguez, Neves, Henriques, and Pinto (2019) suggested using a password protected flash drive for storing sensitive data. To comply with Walden University’s requirements, I stored all confidential raw data for 5 years on a password protected flash drive once the study is done. After 5 years, I will erase all electronic data, and paper documents will be shredded.

Data Analysis

The appropriate data analysis process in case study research is methodological triangulation (Moser & Korstjens, 2017). Methodological triangulation is essential in case study research because scholars can confirm the findings by presenting comprehensive results and increasing the reliability and validity of the phenomenon using a variety of methods to collect the data (Berg, Akerjordet, Ekstedt, & Aase, 2018). Scholars can use methodological triangulation by introducing multiple methods of data collection techniques to include semi structured interviews and company archival documents (Sántha, 2019). Called the within-method of triangulation, in this way, the researcher can account for the shortcomings and deficiencies and get an in-depth understanding of the phenomenon. (Fusch, Fusch, & Ness, 2018). As a qualitative researcher using a multiple case study design, I used methodological triangulation, specifically the within-method by interviewing five managers while gathering company archival documents on the topic to strengthen the study findings and to gain a detailed understanding of the phenomenon using rich data.

When organizing and exploring a multiple case study design, a qualitative researcher needs a data analysis plan that will yield the most significant outcomes. Researchers primarily use computer-assisted qualitative data analysis software (CAQDAS) to generate codes, identify themes, mind mapping, and process large volumes of data (Cypress, 2018). However, researchers also use CAQDAS as a practical instrument to obtain an audit trail to enhance the validity and credibility of the study findings (Freitas et al., 2017). Furthermore, researchers may prefer to use CAQDAS because of the ability of the researcher to focus on retrieving themes for rigorous analysis (Woods, Macklin, & Lewis, 2016). NVivo is a CAQDAS used for coding and extracting themes to enable researchers to answer the research question. I used NVivo as the data analysis software to aid with coding, sorting, and identifying themes from data.

In qualitative research, researchers play a significant role in the data analysis process. I analyzed the data using Yin's (2011) five-step data analysis method. The five steps included compile data, disassemble data, reassemble data, interrupt data, and conclude results. In the first step of the data analysis, I compiled and transferred the information from the Microsoft Word document into NVivo 12. In the next step of the data analysis, I used NVivo 12 to code, categorize, and evaluate participants' interview responses. In qualitative research, coding is an analytical process whereby researchers have the capability of identifying textual data, concepts, and sorting the data (Maher, Hadfield, Hutchings, & de Eyto, 2018). As I coded, I identified themes by assembling and dissembling of the material. According to Maguire and Delahunt (2017), thematic analysis is a standardized technique used in qualitative research to interpret and analyze patterns of meaning across a dataset using rich data to gain insight into the phenomenon under study and providing thick descriptions, highlighting similarities and differences and generating unexpected ideas. Hence, the data interpretation occurred during this phase (Yin, 2018). Lastly, I concluded by connecting the themes created from the study to the conceptual framework.

Reliability and Validity

Reliability and validity are critical aspects used in qualitative research to attain rigor to yield meaningful and accurate results (Cypress, 2018). From the initiation of the research question and data collection to the analysis and presentation of the findings

(Miville, Mendez, & Louie, 2017). FitzPatrick (2019) suggested using a naturalistic approach and focusing on the elements of credibility, transferability, dependability, and confirmability to attain the trustworthiness criteria necessary when conducting qualitative research. In the succeeding sections, I described how I accomplished my objective of ensuring reliability, validity, creditability, transferability, confirmability, and data saturation while conducting this investigation.

Reliability

In qualitative research, reliability is the disclosure of rich meaning inherent in participants' conscious experience, whereby researchers' can produce consistent or similar results (Miville et al., 2017). Cypress (2018) underscored the importance of establishing rigor in qualitative research as the assessment of trustworthiness. Smith (2018) posited that researchers could confirm reliability by keeping an audit trail and notes to verify that the findings are consistent and repeated. To demonstrate reliability, I used meticulous recordkeeping to demonstrate accountability and a systematic chain of evidence throughout the study. I employed a clear audit trail, used field notes, and reflective journals to note the variation in responses over time to seek out similarities and differences across accounts to ensure there is a representation of different perspectives. I ensured member checking of data sufficient depth interpretations of data are consistent and transparent.

Dependability in qualitative research refers to the stability of the research findings (Moser & Korstjens, 2017). Researchers can establish dependability using verification strategies such as member checking (Spiers, Morse, Olson, Mayan, & Barrett, 2018).

Member checking enables researchers to validate the interview data (Birt et al., 2016).To demonstrate dependability, I used member checking to allow each participant to review their transcribed responses. Additionally, I made corrections as the research, and the theory developed to ensure that the information gathered was accurate and consistent.

Validity

Validity in qualitative research is the assessment of truthfulness (Clifton, 2019). Cypress (2018) argued that establishing validity in research is imperative because researchers can focus on the accurateness and consistency of the data. Credibility, transferability, and confirmability are the determinants of validity in a qualitative study and is an essential criterion that forms the rigor of research (Nyirenda et al., 2020). I enhanced the validity of the study by using methodological triangulation, which included conducting member checking, as part of the interview process.

Credibility refers to the truthfulness of the information form the participant and the relative neutrality and reasonable freedom from unacknowledged researcher biases (Martens, 2020). Credibility is the ability of the researcher to establish that the results of the study are believable, and there are several strategies for enhancing credibility (Raskind et al., 2019). According to Mackiewicz, Yeats, and Thornton (2016), credibility depends on the researcher's ability to validate the meanings described by study participants. To establish credibility in qualitative research, I used methodological triangulation using semistructured interviews and conducting member checking and reviewing company archival documents.

Transferability in qualitative research is the extent to which the findings of a study apply to other situations and applicable to other contexts or settings for future usage (Karanikola, 2019). According to Moser and Korstjens (2017), the researcher has a responsibility to provide thick descriptions of the participants and the research process to allow the readers to determine the transferability of a case study results. It is through the thick descriptions of the sending context that someone in a potential receiving context may assess the similarity between them and conduct the study (Hamilton, 2020). Transferability is enhanced when practitioners, policymakers, and other researchers' can confirm the results of a study described by researchers (Ferrando, Hoogerwerf, & Kadyrbaeva, 2019). I provided thick descriptions of the research process, participants in the study, and context so that the results can ascertain whether the case is similar enough to be relevant.

Confirmability is the researchers' method in assuring the participant represents accurate, consistent viewpoints of their responses (Ellis, 2019). To attain confirmability, researchers must document the procedures for checking and rechecking the data throughout the study (Ellis, 2019). Member checking allows participants to verify the correctness and provides an opportunity to offer additional explanations (Moser & Korstjens, 2017). In addition, asking probing questions allows the interviewee to mention unclear issues not thought of beforehand (Moon, Mathews, Oden, & Carlin, 2019). I enhanced confirmability by conducting member checking and asking probing questions during the semistructured interviews.

Data saturation in qualitative research is the indication to a researcher that no new information is foreseeable to supplement to enhance or transform the findings (Fusch & Ness, 2015). Lowe et al. (2018) emphasized that establishing saturation is determined by no validated means of objectivity. According to Tran et al. (2016), qualitative researchers can experience complex challenges when learning the point of saturation due to gathered information. To reach data saturation, I continued to interview study participants and reviewed company archival documents until no new or relevant information or themes emerged, and the data became repetitive.

Transition and Summary

In section 2, I presented an overview of the processes involved in a qualitative research study, including a detailed explanation of a qualitative multiple case study research design. I explained the role of the researcher, participants, and the methods used for sampling. I also justified the strategies employed to ensure ethical research and an outline of the data collection techniques and data analysis that will be used to evaluate the outcome. Lastly, I discussed the significance of the reliability and validity of my qualitative research study. Section 3 includes the presentation of the findings, application to professional practice, an elaboration of the implications for social change, and recommendation of action and further research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore the strategies that managers used to reduce voluntary employee turnover. I collected data from interviews with six retail managers from retail stores in Tallahassee, Florida who used successful strategies to reduce voluntary employee turnover. I also reviewed company archival documents, including strategic plans, mission statements, training plans and job descriptions that I obtained from the retail stores. The findings reflected the strategies that retail managers used to reduce employee turnover.

Presentation of the Findings

The overarching research question used for this qualitative multiple case study was: What strategies do managers use to reduce voluntary employee turnover? Based on the data analysis, three key themes emerged from the findings: (a). invest in employee training, (b). engage employees, (c). build positive relationships with employees.

Theme 1: Invest in Employee Training

The primary objective of offering employee training as a retention strategy was to allow the leaders in the organization to accomplish their goal by investing in the development of their workers. The first theme that emerged from the data was invest in employee training, as shown in Table 1.

Table 1

Frequency Theme 1

Resources	Number of Resources	Invest of Employee Training (Theme)
Participants	6	81
Documents	2	6
Total Frequency		87

Note: The documents included training plans.

The participants shared that training employees was essential to skill development and improving employees' behaviors and actions in the workplace. The trainings involved one-on-one meetings during which the leader shared his or her thoughts on the individual employee performance. The leaders identified the one-on-one meetings as beneficial because managers had the opportunity to determine what tasks the employees do well and what additional training is necessary to improve employee performance. Employee training was an essential strategy used in the workplace to generate coherence, provide direction and demonstrate to employees of the organization's commitment to improved processes.

Employee training was essential in ensuring employees had the skills and knowledge necessary to perform a specific job in the workplace. RM1, RM2, RM3,RM4, RM5, and RM6 shared that employee training was effective in enhancing their employees competencies and provided their employees the capability to perform important job-related functions. For RM1, RM2, RM3, RM4, RM5, and RM6 employee training became an integral part of the organization. Mainly, because they encouraged employee self-awareness and was instrumental in pinpointing the major causes of productivity issues.

RM1, RM2, RM3, RM4, RM5 and RM6 shared that in most cases, employee training was based on performance evaluations. Performance evaluations played a significant role in identifying employees' strengths and weaknesses. Performance evaluations were important for two reasons. First, managers had an opportunity to gather feedback from employees. Second, the managers were able to assess workers performance, coordinate performance expectations, and to provide constructive feedback to employees, all of which contributed to growth and professional development of employees. RM4, RM5 and RM6 shared that they also gave employees the option to self-evaluate their own performance, which enabled the employees to share their own views about the areas needing improvement or further developed. RM4, RM5 and RM6 views on the benefits of self-evaluations align with Booth, Shantz, Glomb, Duffy and Stillwell (2020) findings that employees are an active participant in their own evaluations and can take ownership of recollecting on the skills that they can improve on, share their thoughts on skills that they can further develop, documenting their performance, and highlighting their own major accomplishments.

The main concern that most of the mangers had with employee training was getting employees to take accountability for their performance and ownership over their work once training was completed. RM4, stated:

> When leaders put in place rigid guidelines and set higher expectations, people knew they were being held accountable for their actions. Embracing

accountability in the workplace meant that employees did not mind taking responsibility for their performance and decisions made on their work. Without accountability, many of the managers faced low morale, disengagement, and reduced productivity from their workers.

RM4's knowledge about implementing rigid guidelines and setting higher expectations affirmed Cuadra-Peralta, Veloso-Besio, Iribaren, and Pinto (2017) findings about the importance of creating a culture of accountability in the workplace, which demonstrates workers commitment to being responsible for the quality and timeliness of completing a project.

RM3 and RM6 identified the techniques that they used to hold employees accountable once training was completed. The techniques that RM6 and RM3 used to hold the employees accountable consisted of setting clear expectations in writing and embracing mistakes on the job as an opportunity to learn valuable lessons. Having expectations in writing allowed RM3, to refer the employee to the expectations in the workplace when employees fail to perform as expected. When employees made mistakes, RM6 viewed employees' actions as learning opportunities and areas that needed improvement. Even though a vast majority of the workers left the organization, but the result was reduced turnover and higher productivity.

While employee training played an important role in reducing voluntary employee turnover, RM1, RM2, RM3, RM4, RM5, and RM6 shared that their employee training was not always given on a regular basis. RM4 underscored the importance of providing feedback in a timely manner and stated that poor feedback can negatively affect employees expectations, limit growth, and lead to complacency. RM4's view on the importance of providing feedback in a timely manner is similar to Hur's (2018) perspective that feedback should be given while the evaluated work is still recent enough to benefit subsequent work. According to RM6 when employee training is held on a regular basis, employees can recognize how well they are performing and develop skills in the areas they can improve on. Furthermore, P6 also stated that when employees receive regular training, they can give their best and remain loyal to the organization.

RM1, RM2, RM3, RM4, RM5, and RM6 shared that trainings were effective in allowing employees to better handle their job, which resulted in retaining employees. Training programs were helpful in employees developing a better understanding of their responsibilities to perform effectively on the job, which helped to boost their confidence and self-esteem. The trainings programs involved developmental programs such as job shadowing and refresher training. Job shadowing was an effective process that allowed all employees the opportunity to develop a different perspective of the job from other workers experiences, but management had to carefully select employees that were knowledgeable and experienced on the job for the process to be beneficial to the employees.

Refresher training was another retention strategy used to keep the knowledge current by mandating that employees review the fundamentals of the job that may have been forgotten over time or by mandating that employees go over any updates that may have been added to the job. RM6 stated that the main effect of refresher training was employee morale because employees are not confident in their role, therefore offering continuous training would allow employees to hone their knowledge, instills confidence in employees because they will have a clear understanding of their job. In addition, refresher training can lead to reduced costs and fewer mistakes.

RM2 and RM6 provided a training plan. The training plan outlined the objectives, employee needs, curriculum to be addressed when training employees on the new information, and how often the trainings were taking place. After reviewing the training plan, I gained a better understanding of how the managers strengthened employee talents by matching tasks to skills and keeping goals clear and focused. RM6's plan reveals that training can be done when the employee skills need to be strengthened because the employee is underperforming and support is required to help them achieve their goals. In some instances, the employees can request additional training to assess their personal strengths and weaknesses and pinpoint areas of improvement.

Some of the training methods included one-on-one virtual trainings where the employees learned about the different types of software packages offered to their customers such as customer scheduling and billing which was designed to deal with the daily operations of the business. Another type of training was set up in an onsite training room via the computer. This type of training occurred after the installation of a project and focused on the set up of the customers network once the software was installed. Employees were also provided with a training manual which entailed important instructions on the different software packages and entailed a list of processes needed to be improved on before the next installation.

RM2 also provided a training plan. The objective of the training plan was to outline the job shadowing requirements prior to working in the shop. Each stylist was required to job shadow for 2 weeks, one-on-one with a veteran stylist who was familiar with the ins and outs of the shop. The stylist was responsible for understanding the guidelines of the shop which consisted of learning about the shop's mission and vision, knowing how to book appointments, keeping their work stations tidy and neat, knowing where customers should be parking, cleaning the restroom after their customers, and understanding the shop services, fees, and when payment is due to the owner. RM2's job shadowing allowed each stylist to get a realistic picture of the tasks they will have to perform prior to working in the shop. RM2 provided opportunities for job enrichment which helped to increase the motivation and job satisfaction while reducing employee turnover.

Correlation to the conceptual framework

Theme 1 was consistent with Herzberg et al.'s (1959a) two-factor theory on multiple points. According to Herzberg et al.'s (1959a) two-factor theory of motivation, a separate set of factors can lead to employees job satisfaction. The factors that contribute to job satisfaction (responsibility, advancement and growth) are known as motivators or satisfiers and can lead to reduced turnover intentions of employees. According to Herzberg et al. (1959a), employee feedback and training contributes to employee satisfaction, which can result in a decrease in voluntary employee turnover. Herzberg noted that when workers are provided feedback for their contributions in their role employee satisfaction is increased.

RM1, RM2, RM3, RM4, RM5, and RM6 reported that providing feedback and training were motivational factors that resulted in increased satisfaction of employees and reduced voluntary employee turnover. RM5 stated that offering on the job training programs and providing consistent feedback through performance evaluations helped increase employee motivation and job satisfaction and reduced the turnover intentions of employees. In addition, employees were able to use the feedback provided to develop their own personal goals. RM6 underscored the importance of continuous training which strengthened the skills of employees, which bought down the employee mistakes, boosted productivity and improved employee retention because employees were better prepared to perform their job.

Theme 2: Engage Employees

The primary focus of employee engagement, as a retention strategy was to allow the leaders in the organization to encourage employee involvement in work decisions and actions that affect their job. The second theme that emerged from the data was to engage employees, as shown in Table 2.

Table 2

Frequency Theme 2

Resources	Number of Resources	Engage Employees (theme)
Participants	6	61
Documents	2	5
Total Frequency		67

Note. The documents included strategic plans and job descriptions.

The engagement strategies were effective in increasing the organization's productivity, lowering absenteeism, creating employee loyalty, improving customer satisfaction, and boosting retention rates. In addition, employee engagement encouraged creativity and collaboration, which resulted in increased employee motivation, a sense of autonomy, and increased employees desire to be deeply absorbed in their jobs.

The engagement strategies that the retail store managers used involved each manager getting to know their employees on a personal level, keeping them informed about the daily operations, and ensuring they had a voice in all business decisions. Managers also engaged their workers through effective performance management, which consisted of career motivation, performance evaluations, feedback and training. Employee engagement was a primary focus of all the managers because of increased productivity and retaining their talented employees resulting from employee engagement.

RM1and RM2 shared that they used a variety of engagement strategies such as open communication, and active listening to retain employees. The engagement strategies were successful in boosting employee satisfaction and efficiency, increasing morale, lowering absenteeism and strengthening employee loyalty. RM1 and RM2 shared that employee engagement involved open dialogue with their employees. Having an open dialogue, by making time for employees' questions and gathering feedback from employees, was an effective strategy to attract and retain valuable workers. RM1 and RM2's knowledge on open dialogue is similar to Materne, Henderson, and Eaton (2017) that open communication in the workplace helps gain employees' trust. With channels of communication being open, some of the employees felt more involved and valued, and managers were able to gain their trust and buy in on innovative projects. RM1 and RM2 used open communication as a strategy to engage their employees, which improved employee morale and helped to build a trusting relationship with their workers.

RM1, RM2, RM3, RM4, RM5, and RM6 shared that active listening was an important engagement strategy used to retain employees. Active listening involved each manager giving employees time to speak and not interrupting the conversation until they were finished exploring their thoughts and feelings, which lead to employees providing honest feedback, feeling important and valued for their contributions. When managers engaged in active listening, they had the opportunity of getting to know and understanding their workers expectations, resolving conflict and improving efficiency, which lead to the retention of employees. RM1, RM2, RM3, RM4, RM5, and RM6's knowledge on active listening are similar to Fico and Feeley (2019) findings on the importance of implementing active listening in the workplace in reducing the turnover intentions of employees.

RM1, RM2, RM3, RM4, RM5, and RM6 also shared that their engagement strategies sometimes failed. The engagement initiatives that failed were group collaborations, providing incentives, and rewarding top performers for their outstanding accomplishments. The engagement strategies failed because of a lack of buy in from employees, unclear objectives, and the inability to track employees' progress which caused valuable employees to leave the organization. According to Webber (2020), for engagement initiatives to work there must be a clear expectations and continuous collaboration between all team members. RM1, RM2, RM3, RM4 RM5 and RM6 expressed that for engagement strategies to work they had to allow for honest feedback from employees, hold employees accountable for their actions, and offer opportunities for workers to grow with the organization.

The engagement strategies that RM5 and RM1 implemented were very effective in retaining employees. RM5 used successful engagement strategies such as allowing employees to voice their concerns, including employees in making business decisions, and listening to their needs and wants. These engagement strategies were effective in retaining employees, improving productivity and efficiency, and boosting employee job satisfaction. RM5's knowledge on the importance of engagement strategies confirm Akinwale's (2019) findings that when employees are engaged, they are most likely to be invested in the quality of their work.

Measuring the effectiveness of those engagement strategies was beneficial to all the managers. RM1, RM2, RM3, RM4, RM5, and RM6 were able to identify ways to improve their engagement strategies by coordinating volunteer opportunities, recognizing their top performers for a job well done, conducting surveys and organizing company outings, which helped to close some of the gaps that existed between employees in the organization. To access the effectiveness of those strategies RM1, RM2, RM3, RM4, RM5 and RM6 stated that they used various techniques. RM3 and RM4 stated that they examined how employees engaged in the day to day activities, considered the length of employee employment with the organization, took notes about whether they came to work with a positive or negative attitude, reviewed survey results which revealed how they interacted with the customers, measured production levels and retention rate, and determined whether they were a fit for the position.

I also examined RM1 and RM3's strategic plans to determine ways to effectively engage employees to reduce voluntary employee turnover. The strategic plan of RM1's company revealed that the mission of the organization is "to cultivate, encourage, and support the success of nonprofit operations and sustainability." I concluded that to engage employees based on RM1's company mission required managers to support and encourage employees anyway that they can in an effort to cultivate trust and close some of the gaps in the workplace that lead to employee turnover. I also examined RM1's job description, which provided information about the responsibilities, and duties for the agency program coordinator. One of the responsibilities of the person holding the agency program coordinator position involved ensuring employees are engaging in activities such as community events, civic organizations, and consulting with outside vendors. RM1 stated, employees went the extra mile to set aside time to get involved in community-related events such as volunteering or donating to nonprofit organizations, which were held outside normal working hours. RM3's strategic plan revealed weekly goals to ensure the organizations is on track to meet performance levels. While reviewing the strategic plan, I discovered that one of RM3's goals is to attend a weekly meeting with all accountability managers, every Monday, to discuss the actions of employees, and their involvement in the community. Achieving all these goals requires the managers to actively engage each member of the team to increase employee buy-in, and lower employee turnover.

Correlation to the conceptual framework

The correlation between theme 2 and Herzberg's two-factor theory of motivation was apparent. According to Herzberg et al. (1959a) employee engagement is a motivation factor that can lead to job satisfaction. Employee engagement is a strong predictor of employee satisfaction, which make them feel fully engaged in their work (Hicklenton, Hine, & Loi, 2019). Herzberg (1959a) noted that engaging employees and motivating them to take on additional responsibilities and duties in the workplace helps employees to feel trusted and valued for their hard work.

RM1, RM2, RM3, RM4, RM5, and RM6 stated that employee engagement played an important role in motivating employees, which lead to increased job satisfaction and reduced voluntary employee turnover in their organization. RM1stated, "I engaged employees by having weekly team meetings with my employees to discuss the organizational goals and objectives to ensure everyone was onboard, and employees' felt comfortable voicing their concerns" which ensured that the team is aligned and ready to achieve the best results. RM4 stated, employees engaged more with outside vendors by participating in community events, which helped to improve the brand image by reaching newer audiences and educating them about our products and services.

Theme 3: Build Positive Relationships with employees

The main purpose of building positive relationships with employees was to allow the leaders to create a strong bond with employees, and to empower them to feel connected to the organization. The third theme that emerged from the data was to build positive relationships with employees, as shown in Table 3.

Table 3

Frequency Theme 3

Resources	Number of Resources	Build Positive Relationships with Employees (theme)
Participants	6	53
Documents	2	4
Total Frequency		57

Note. The documents include job descriptions.

Building positive relationships involved each manger ensuring all employees are respected and trusted fairly, getting to know employees and each other, and ensuring the workload was equally distributed. The main benefits of building positive relationships were that each manager was able improve the mood of their employees, increase production, boost morale, and encourage personal growth and development. In this study, building relationships involved managers connecting with employees to gain their trust, listening actively to their concerns, encouraging employees to share their thoughts and feelings, and fostering family involvement.

RM1 and RM6 used strategies to build relationships with their employees. RM1 shared to establish a positive relationship with employees, that the focus was on building trust with employees. When employees can trust their supervisors the dynamic works well because managers are able to improve the morale, workers have the ability to work cohesively rather than individually, and each member can feel as though they contributed to the overall success of the business (RM1). RM1's knowledge on building trust in the workplace is similar to the findings of Rodwell, McWilliams and Gulyas (2017) that building trust helps managers to have a positive relationship with employees. In addition, employees have an attitude of *we* versus *I* mentality when accomplishing tasks.

RM5 stated that positive thinking, which involved being optimistic and uplifted, which helped in influencing and boosting the positive relationships with employees. When the work environment was positive, the manager can get to know employees, and they felt comfortable asking questions, and sharing ideas. RM5's knowledge on the importance of positive thinking aligns with the findings of Norling and Chopik (2020), who noted that a positive work environment is critical for a business to succeed because the production and the service that the employees provide can be negatively impacted when employees are dissatisfied. The key is for managers to encourage a positive culture because workers are motivated to show up for work, they are more productive, and the organization can reduce the costs related to absenteeism, and turnover.

There were times when some of the strategies, such as building trust in the workplace, were more effective than others. Building trust was more effective than establishing a positive environment because some of the managers (a) were willing to give employees praise when needed, (b) treated employees the way they wanted to be treated, (c) were willing to share private information, and (d) were willing to trust others. For this to happen, RM1, RM2, RM3, RM4, RM5, and RM6 had to realize that change had to start at the top in order to build trust and establish a positive relationship with employees to reduce voluntary employee turnover.

RM1, RM2, RM3, RM4, RM5, RM6 knowledge about the importance of gaining employees' trust aligns with the findings of Andersen (2019) that to have trust in the workplace managers must start by showing employees that they can trust them. As a result, workers were committed to advancing their knowledge, the quality of their performance is elevated, the skills that the employees would get completed on time, which eliminated the need for paying penalties to their customers (RM1, RM2, RM3, RM4, RM5 and RM6). Although somewhat effective, establishing a positive work environment was less effective than building trust because RM5 had difficulty meeting the needs and desires of their employees, which lead to the employees leaving the organization and seeking employment elsewhere.

The participants provided employees job descriptions that demonstrated how building relationships were to increasing employee productivity and reducing employee turnover. RM1 and RM4's job description revealed that open communication was important for building relationships. The documents also revealed that teamwork was essential for building effective relationships. RM1 provided a job description for the agency program coordinator. One of the agency program coordinators' roles was to build working relationship with a variety of outside vendors. RM1 noted that the development specialist has regular contact with agency personnel, members of the media, business and civic organizations, and the general public. Some of the duties included promoting the business and listening to the needs and demonstrating to them that they can provide a solution to the problem, asking for their feedback and addressing concerns, responding to the customers' inquiries, and showing appreciation for their loyalty by offering rewards. RM4 works for an auto sales and repair shop, and the main role involves developing people skills, creating a strong relationship based on engaging with the other employees online to promote the business, following up with teammates in a timely manner via email, and responding to voicemail messages to answer questions about products and services.

Correlation to the conceptual framework

The findings in this theme correlates to Herzberg et al.'s (1959a) two-factor theory of motivation, according to which the factors suggest that lead to higher motivation are commonly referred to as hygiene factors or dissatisfiers (work conditions, competitive pay, and relationships). According to Herzberg et al. (1959a) building positive relationship is a hygiene factor that can boost or reduce employee dissatisfaction. RM1, RM2, RM3, RM4, RM5 and RM6 stated that building positive relationships with employees increased their motivation and reduced voluntary employee turnover. RM1 stated, “to build positive relationships, I recognized them for a job well done, which helped to build a positive work culture and increase employee motivation.” RM1 also stated, that I would take them to lunch, gave shout outs, and just say thank you which established a sense of security, and increased employee motivation to continue great work.” RM2 noted, “we offered our employees incentives and allowed them to work flexible schedules, which helped to boost employee morale, reduced tardiness and decreased absenteeism.” RM4 stated, “we increased employee salary based on their experience, which helped to retain and recruit qualified employees. RM5 shared that allowing employees to work remote increased productivity and employee retention.

Applications to Professional Practice

Voluntary employee turnover is costly and can affect the organizations ability to thrive in a demanding market (Singh, 2019). Voluntary employee turnover can have a negative effect on the organization, including low morale among workers, reduced productivity, and major challenges with regards to efficiency, profit gain, and the ability to sustain the business (Staelens, Desiere, Louche, & D'Haese, 2018). Business leaders can use the findings from this research as a guide to implement retention strategies such as investing in employee training, engaging employees, and building positive relationships with employees. This study findings might motivate human resource managers to develop on the job training programs, which could lead not only to reduced voluntary employee turnover but also improved productivity.

The findings from this research could help retail managers to implement new strategies that may help organizations boost engagement, improve employee performance and build positive relationships. Organizational leaders can implement performance coaching to raise performance levels and to increase employee satisfaction. Managers can engage in active listening to their employee's needs, provide constructive feedback, and set goals to enhance employees' development to improve their relationship with employees. Retail managers can implement an employee recognition program to reward employees for achievement, which will improve the workplace culture and create a unified work environment. Business owners can create a knowledge sharing system to improve the relationship between managers and employees. In addition, implementing a knowledge sharing system could improve employee decision making, and problemsolving skills to enhance employee motivation and help employees establish a sense of purpose.

Implications for Social Change

Voluntary employee turnover is a major concern for leaders in the retail industry Organizations spend billions of dollars each year to retain and attract the right employees (Hornickel, 2019). The implication for positive social change involves enhancing business leaders apprehension of the importance of implementing retention strategies to reduce voluntary employee turnover. The findings of this research can lead to positive social change by enabling organizations to retain qualified employees, which could result in employee job stability, lower the unemployment rate, and create a steady cash flow for workers and their families in the community.

The implication for positive social change could provide more jobs opportunities for employees, which might lead to a higher rate of consumer spending and keep the money circulating in the communities. Another social change implication involves reducing the cost spent on training, recruiting, and hiring new employees, which will allow organizations to invest saved funds into community outreach programs. The community outreach programs will consist of getting involved in volunteer projects and donating to local charities in the community, which can strengthen the brand image of the company, create positive goodwill, and allow the organization to attract and retain customers and employees.

Recommendations for Action

Managers who work in the retail industry can utilize this study findings to retain employees. By applying the retention strategies in this study, retail managers can build effective relationships with employees, gain employees trust, invest in their growth and development and show that managers care about employees needs and wants. Essentially retail managers can create the right culture with the right values to sustain employees and improve performance.

Business leaders should pay attention to the findings in this research and consider implementing the identified retention strategies to improve the organizations performance. My first recommendation is for retail managers to offer employees rewards because recognizing employees efforts make them stay with the organization. Another recommendation is for retail managers to implement a recognition program. This study findings revealed that employees responded positively to appreciation expressed through recognition of their good work, and it also shows employees that managers value their efforts. Lastly, I recommend that managers offer employees incentive programs, which will motivate employees to perform better. In addition, employees incentives are a way of showing employees that their efforts are being acknowledged.

I will share the findings from the study with professionals in the field by presenting at leadership conferences, preferably the National Society of Leadership and Success, NSLS. As well as, human resource conferences such as the Society for Human Resource Management, SHRM. Participants involved in this research will receive a 1-2 page summary of the findings, which will be also published as a journal paper. In addition, participant's will have the opportunity to share a copy of the findings with their coworkers. This research will also be available in ProQuest and Scholar Works for others doctoral candidates and businesses to review at their leisure.

Recommendations for Further Research

The retention strategies in this research on reducing voluntary employee turnover can result in business owners thriving in an aggressive retail market. I highly recommend that business owners make a strategic investment in implementing the retention strategies. The information that the participants shared during the interviews in this research provided meaningful information on how to effectively retain loyal and talented employees. Nevertheless, there are limitations in this research. One limitation of this research was the research methodology and design (conducting a qualitative study). I recommend that future researchers use a quantitative study. Future research involving a quantitative approach would expand and strengthen the study findings by examining the relationship between a variety of variables such as the relationship between voluntary employee turnover and the motivation of employees (Parks & Parks, 2016). In addition, provide retail managers with new insights on reducing voluntary employee turnover. Another limitation was conducting my research in one geographical location. I recommend conducting the same study in different geographical locations, which will provide multiple strategies to reduce voluntary employee turnover and generalize the study findings. The last limitation involved only interviewing retail managers for the study. I recommend including employees in the study as well so that I can get their opinions about what might have worked in retaining employees.

Reflections

During my time in the DBA process, I came across one major hindrance. The main hindrance I had was taking care of family, working, and being a doctoral student and how the experience I had while in the DBA program changed my way of thinking. Before starting the DBA program, I would always stick with the same routine, and was never open to making any changes because I was worried about finding the time to commit due to work and family obligations. The experience in the DBA program has taught me to not to be afraid to try new things if I want to attend a workshop to strengthen my writing, then I make it a priority to attend that workshop. Now, I have begun stepping out of my comfort zone and making time to get involved in community events. I have started donating to local charities, volunteering in, and hosting events to raise money for good causes on the job. I am constantly learning about new cultures, trying different foods, and establishing new friendships through traveling with my job.

The COVID-19 pandemic caused me to not take the small things in life for granted. I count my blessing every day, because growing up I received a modest education, and I understand the value of having a good education. The experience in the DBA program has taught me the importance of positive social change. I will use my education to fill a gap by giving each student the individual attention he or she needs to learn. I plan to start a tutoring service that will enable students in my community that struggle in school to receive one-one support in reading and math because many of the families lack the resources to hire a tutor. I selected to attend Walden University to pursue my doctorate degree because the staff and administrators embody a mission of social change and the challenges that I experienced while in the DBA program, which has helped to shape the person that I have become which is always looking for ways to create positive social change in my community.

As a manager in the retail industry, my experience has caused me to be knowledgeable about retention strategies and the impact they can have on the business if not properly managed. While conducting this investigation I felt that being aware of retention strategies organizations could use to reduce their voluntary employee turnover would cause me to have some personal bias while interpreting the findings of my study. I made sure to avoid any bias within my study. I used multiple ways to code my data, I had participants to review my interpretations of the findings via member checking, I made sure all of the information that was provided was anonymous and I verified all of the information with multiple sources of data. Furthermore, I made sure participants' interpretations were a representation of my findings.

As a researcher, I felt that the participants' involvement and responses in this research had a positive effect on my ability to conduct a thorough investigation. Taking part in such a research study has provided me the opportunity to advance my knowledge of interpreting, analyzing, and collecting data from participants. I witnessed the approach used by each manager during the data collection process, especially when they responded to the interview questions. I had to repeat the questions several times for each of the participants. Some of the participants responded immediately, and the others thought carefully before responding to the questions.

Each participant provided different perspectives' on strategies to reduce voluntary employee turnover in the workplace depending on their job specification and work experience. In order, to obtain the information that I needed to answer the research question I had to develop patience, and understand the importance of listening, and know when to interrupt the participants to ask a follow-up question. Some of the participants were talkers and provided me with enough data to reach data saturation, especially when I asked a follow-up question. This experience in conducting a qualitative research has not only changed my way of thinking, but has taught me patience when receiving unexpected results, and a lot about personal accountability.

Conclusion

Retail managers face many challenges recruiting and retaining qualified employees because of the impact voluntary employee turnover has on employee morale, productivity, and the costs associated with training new employees (Hornickel, 2019). To remain competitive in the marketplace, retail managers must implement retention strategies to recruit and retain talented employees. to drive revenue, reduce costs and to improve employee satisfaction. In this study, I collected data using semistructured interviews and archival documents based on the retail stores retention strategies. As a result of using both semistrucuted interviews and archival documents, I was able to gain data saturation when the ability to obtain additional information was reached. The data was analyzed using Yin's five step data analysis process. The themes that emerged was connected to the literature review and the conceptual framework Herzberg two-factor theory of motivation. Based on the information gathered, retail managers should implement retention strategies such as investing in employee training, engaging employees, and building positive relationships with employees to reduce voluntary employee turnover.

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Appendix: Interview Protocol

Interview Protocol	
What you will do	**What you will say—script**
• Introduce the interview and set the stage • Allow the participant to introduce themselves	My name is Ieshia Bradley and thank you for taking the time out of your busy schedule to partake in this research study. The primary research questions are; what strategies do managers use to reduce voluntary employee turnover? I am a graduate student at Walden University. I have an MBA degree from the University of Phoenix, and a B.S in Marketing from Florida State University. I have worked in the private sector for over 18 years. Just a recap, you have consented to partake in a telephone interview by electronically replying I consent in the body of the email that I previously sent, and you acknowledged to be interviewed. Please keep in mind that participation is voluntary , and you can change your mind at any time throughout the process. Before we get started, please share any questions or concerns that you might have? I will ask 9 questions, and the interview will be audio recorded and will last 45-60 minutes. A second interview, called member checking will be scheduled based on your availability at the end of the initial interview, and will last approximately 30 minutes. A copy of the transcript will be available, upon request.

Watch for non-verbal queues • Paraphrase as needed Ask follow-up probing questions to get more in-depth	1. How has employee turnover affected the organization as a whole, based on your experience? 2. How have you measured the effectiveness of employee retention strategies? 3. What strategies have you used to reduce voluntary employee turnover? 4. How did you assess the effectiveness of your strategies for reducing voluntary employee turnover? 5. What strategies, if any, were the least effective in reducing turnover? 6.What barriers were there to implanting retention strategies and how did you address/overcome them? 7.How have your employees responded to those strategies? 8. What are some of the benefits of implementing your organization's successful strategies to reduce voluntary employee turnover? 9. What additional information would you like to share about your successful strategies to reduce voluntary employee turnover?
Wrap up interview thanking the participant	This is the conclusion of the interview. Thank you very much for partaking in this research study.
Schedule follow-up member checking interview	Today, I will schedule the follow-up member checking interviews. Please provide a convenient time for me to call and conduct the member checking interview. Remember this part of the process will only take 30 minutes of your time.

Share a copy of my interpretation of each question.	Before closing, I will share a copy of my interpretation of each question. I welcome all feedback in regard to my interpretations of your responses.
Bring in probing questions related to other information that you may have found— note the information must be related so that you are probing and adhering to the IRB approval. Walkthrough each question, read the interpretation, and ask: Did I miss anything? Or, What would you like to add?	1. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 2. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 3. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 4. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 5. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 6. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 7. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 8. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 9. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed