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Strategies for Call Center Employee Retention

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Walden University

College of Management and Technology

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Tracion Evette Flood

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Walden University
August 2021

Abstract

Strategies for Call Center Employee Retention

by

Tracion Evette Flood

MS, Webster University, 2016

BS, Shaw University, 2013

Doctoral Study Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Business Administration

Walden University

August 2021

Abstract

Organizations with leaders that fail to implement strategies to retain knowledgeable employees risk maintaining a competitive advantage in the industry. The turnover rates in call centers are relatively high because of the stressors of offering different services and addressing dissatisfied, irate customers in a fast-paced environment while providing quality customer service.

Organizations with leaders who fail to retain knowledgeable employees risk maintaining a competitive advantage in the industry. Grounded in transformational leadership theory, the purpose of this qualitative single case study was to explore strategies call center leaders implemented to reduce voluntary employee turnover. The participants consisted of three call center leaders who effectively used strategies to retain employees in a call center. Data were collected using telephone interviews and a review of the employee handbook. Thematic coding was the selected method to analyze the data. Four main themes emerged after collecting and analyzing the data: (a) training, (b) fixed work schedules, (c) communication, and (d) advancement opportunities. The overall recommendations are that leaders efficiently train employees, ensure employees' schedules allow a work/life balance, communicate organizational goals clearly, and provide advancement opportunities. The implications for positive social change include reducing voluntary turnover and the unemployment rate, thereby stimulating the local economy as gainful employees can contribute earnings throughout the community, reducing poverty and the psychological stress that creates a breakdown in families and society.

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Dedication

I dedicate this doctoral study to the Blessed Trinity because if it had not been for faith and trusting in God, I would have given up some time ago. Matthew 17:20 “If you have the faith as small as a mustard seed, you can say to this mountain, ‘Move from here to there’ and it will move. Nothing will be impossible for you” and Philippians 4:13 “I can do all things through Christ who strengthens me” were two scriptures that kept me throughout this tedious process. I dedicated this doctoral study to my daughter, Destani Traci-Anna Davis; my angel in heaven. To my son Tra’Quan Flood; my hero; we are conquerors. To my grandmother Ruth Ann Junious Davis who told me she was going to be my first patient when I completed my doctorate because she did not understand the degree, may she sleep in eternal peace. To my praying mother Juanita Davis Jacobs, I am your daughter. Last I dedicate this doctoral study to my Daddy Miguel DeCruz; you walked me into my very first class and to the completion of my doctorate degree, smile Daddy.

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First, I would like to acknowledge my big cousin Rebecca Canty, who I have followed since I was a child. We have endured many trials and tribulations in life yet here we stand. Dr. Patrick Owens who left a lifelong impression on me and motivated me in ways he could not imagine. Dr. Terry Jackson my dear friend, the first person to call me Dr. Flood. To Dr. Jaime Klein, my instructor at my first Residency and my Chair, I knew it would be you that helped me to the finish line; Dr. Jamiel Vadell, and Dr. Mary Dereshiwsy for your patience, guidance, and expertise. To my friend and sister Lisa Selby Forrest for constantly reminding me she would be at my graduation. May God bless you all for your inspiration, love, and support throughout my doctoral journey.

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Section 1: Foundation of the Study

Voluntary turnover is a business problem for call centers because the phenomenon causes massive financial losses to companies. Call centers are an important mediator between customers and organizations (Li et al., 2016). The call center is one of the main points of contact for customers of a company (Ballard, 2012). Employee turnover can cause firms to lose a significant amount of money because of the financial investment made in advertising, hiring, training new employees, and the loss of knowledge. When managers adopt and implement retention strategies, employees are not likely to leave the company (Robinson et al., 2014).

According to Combs (2017), it is imperative for managers to understand the causes of turnover and refine and implement strategies to reduce the loss of knowledgeable employees because of the adverse effects of voluntary employee turnover. However, some call center leaders fail to implement effective retention strategies to reduce voluntary employee turnover (Legros et al., 2015). Therefore, the purpose of this qualitative single-case study was to explore the strategies that some managers of call centers could use to improve employee retention. In this section, I will explain the background of the problem, problem statement, and purpose statement, nature of the study, research question, conceptual framework, and a review of the professional and academic literature.

Background of the Problem

Call center employees, also called customer service representatives (CSRs), are the company's forefront and the first communication point for clients and future clients. Call center representatives represent an organization by processing orders, handling complaints and emotional outbursts, and providing information about services and products. Voluntary employee turnover adversely impacts organizational efficiency, effective operations, and customer service (Hancock et al., 2013). The turnover rates in call centers are relatively high because of the stressors of offering different services and addressing dissatisfied, irate customers in a fast-paced environment while providing quality customer service.

However, CSR's high- stress levels management requires a high degree of performance, such as maintaining a high call volume, providing world-class customer service, and meeting organizational goals. Combs (2017) asserted full-time call center employee voluntary turnover was between 30% and 50% in the United States. In contrast, each call is monitored and recorded. Exploring strategies to retain employees is critical to the success of an organization (Kwon, 2014). If call center leaders implement retention strategies, voluntary turnover may decrease. However, some call center leaders lack retention strategies.

Therefore, to reduce voluntary employee turnover, leaders should possess strategies to retain employees. Employees influence the quality of service delivered to the customer; therefore, call center managers should develop and utilize leadership strategies focused on employee satisfaction (Combs, 2017). The CSR position requires, at a

minimum, a high school diploma and training from the enterprise as such jobs do not require a college degree or physical labor, leaders of call centers encounter challenges hiring and keeping knowledgeable employees. Call center managers may experience problems when trying to decrease voluntary employee turnover, such as increasing employee job satisfaction, improving employee work conditions, offering rewards, increasing employee salaries, and promoting employee engagement (Seco & Lopes, 2013). If leaders of call centers develop and implement strategies to retain employees companies could successfully reduce voluntary employee turnover.

Problem Statement

Employee turnover is a continuous, complicated phenomenon that affects the stability of organizations because of the high costs associated with advertising the job vacancies and hiring and training the new employees (Alatawi, 2017). According to the U. S. Bureau of Labor Statistics Report (2017), hires totaled 69.8 million and 67.5 million quit, which yielded a low net employment gain of 2.3 million. The general business problem is that some call center leaders do not understand the causes of voluntary employee turnover and, as a result, incur financial losses. The specific business problem is some call center leaders lack strategies to reduce voluntary employee turnover.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies call center leaders use to reduce voluntary employee turnover. The target population consisted of three call center leaders with successful experience in reducing voluntary employee

turnover at a single call center in Southern North Carolina. The implications for positive social change may involve the potential to reduce the unemployment rate. Reducing the unemployment rate is essential to social prosperity because unemployed people experience high rates of physical and psychological health problems, higher mortality rates, and undergo detrimental changes in family relationships (Wahlbeck & McDaid, 2012). Therefore, leaders of call centers should adopt strategies to retain employees which could better the company and the community. Furthermore, the unemployment rate could decrease, which may decrease poverty and crime rates throughout communities.

Nature of the Study

Quantitative, qualitative, and mixed method were the research methods considered for this study. I chose the qualitative method for this study. Researchers use the qualitative method to explore humanistic and multiple interactive means to measure a specific topic (Martin, 2016). A researcher uses the qualitative method to identify themes based on participants' experiences by exploring the phenomena from the perspective of the participants' (Thomas, 2015). Researchers associate the qualitative research method with interpretive philosophy (Saunders et al., 2015). Therefore, the qualitative method was appropriate for this study because I explored strategies call center managers use to reduce voluntary employee turnover.

Researchers choose the quantitative research method to examine relationships between variables, calculate data and analyze it using a range of graphical and statistical

techniques (Saunders et al., 2015). Combs (2017) declared quantitative researchers use numerical data to accept or reject a hypothesis. I did not select the quantitative method for this study because I did not examine relationships between variables, conduct statistical analyses, or test hypotheses. Furthermore, a mixed-method research methodology would require the use of both quantitative and qualitative methods (Grandison, 2017). The mixed-method research methodology was not suitable for this study because I did not conduct research that required statistical analysis, test scores, survey responses, or other numerical data. Thus, the quantitative or mixed-method research methodologies were not appropriate for this study.

I chose a case study design over ethnography, narrative theory, and phenomenology designs to explore strategies call center managers use to reduce voluntary employee turnover. Researchers use a case study design to conduct an in-depth investigation of a phenomenon within the phenomenon's real-life context (Yin, 2018). Researchers use the case study design to explore the what, how, or why of a particular phenomenon (Yin, 2018). I selected a case study design because I conducted an in-depth investigation of a phenomenon, which is voluntary employee turnover, by exploring the what, how, and why of voluntary employee turnover within the phenomenon's real-life context.

I did not select an ethnographic design because I did not study the shared behaviors, experiences, and beliefs of a group's culture in time. Researchers use the ethnographic design when studying the shared behaviors, experiences, and beliefs of a

group's culture in time (Grandison, 2017). The narrative design is best when a researcher seeks to explore and identify human actions through stories (Dailey & Browning, 2014). I did not select the narrative theory because I did not aspire to explore and identify the actions of the participants through stories. A phenomenological design is appropriate when a researcher seeks to explore the meaning of lived experiences of participants (Grandison, 2017). I did not select a phenomenological design because the purpose of this proposed study was not to explore the meaning of participants' lived experiences.

Research Question

What strategies do call center leaders use to reduce voluntary employee turnover?

Interview Questions

1. What strategies have you used that have proven successful in the reduction of voluntary employee turnover?
2. How did you measure the success of the strategies you have used to reduce voluntary employee turnover in your organization?
3. How did you develop and implement policies and values that align with strategies to reduce voluntary employee turnover in your organization?
4. How are strategies to reduce voluntary employee turnover effectively communicated throughout the organizational ranks and among stakeholders?
5. What roles does leadership play in the reduction of voluntary employee turnover in your organization?

6. What more can you add to this study regarding strategies used to reduce voluntary employee turnover?

Conceptual Framework

The conceptual framework for this qualitative single-case study was transformational leadership (TL) theory. Burns (1978) developed TL theory, and Bass later expanded the TL theory in 1985. Transformational leadership traits involve a family-based atmosphere and a sense of purpose that emerges among members of the organization. Burns (1978) declared the following characteristics of transformational leadership: (1) members of the organization go beyond expected rewards and consider the organization as more important than their interests; (2) leaders and followers share common interests; and (3) a sense of interdependence and shared commitments develop for long-term premises, and most importantly, hierarchical superiors serve members as mentors, coaches, role models, and leaders (Moldovan & Macarie, 2014).

Bass (1985) expanded Burns' approach to transformational leadership by introducing several fundamental segments to the transformational leadership theory: (a) inspired motivation, (b) ideal role model, (c) intellectual stimulation, and (d) individual consideration. Bass claimed that all four leadership components interconnect with modeling the role, encouraging change, inspiring, and developing future leaders. Therefore, transformational leadership aligns with this proposed study because call center leaders could use the characteristics of transformational leadership to retain employees in the call center.

Operational Definitions

Employee turnover: The quantity or percentage of employees who leave or quit an organization to seek other opportunities of employment (Pohler & Schmidt, 2015). An individual's estimated probability they will exit a company permanently is named turnover intention (Rathi & Lee, 2015).

Employee engagement: The active role performance expressed by employees (Kim & Gatling, 2017). Engaged employees work with a sense of commitment beyond showing up for work and possess a desire to fully immerse in their job on every level (Endres & Mancheno-Smoak, 2008).

Frontline employee: An employee within the call center who has initial contact with the customers of the organization (Ballard, 2012).

Job satisfaction: The gratifying emotional state which results from the appraisal of one's job as facilitating or achieving the accomplishment of one's job values (Lu, Lu, et al., 2016).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are ideas the researcher believes are accurate but cannot confirm (Combs, 2017). Three assumptions affected this study: I assumed (a) the participants would provide reliable, truthful, and accurate answers to the interview questions, (b) the participants would use a nonbiased approach to respond to the interview questions, and (c)

participants would provide real-life experiences to assist managers of call centers with strategies to reduce voluntary turnover in call centers in Southern North Carolina.

Limitations

Limitations are restrictions capable of influencing the study and are out of the researcher's control (Beato, 2017). One of the limitations of this study was that the participants did not remember all strategies implemented to reduce involuntary employee turnover. A person's memory is an essential function of daily life; however, is subject to errors, distortions, and illusions affecting one's ability to remember past experiences accurately (You, 2015). Another limitation was the restricted population that confined the results of the study to one organization. The final limitation of the study was that my history as a call center agent might have impacted the analysis of this study.

Delimitations

Delimitations are factors the researcher uses to limit the research and determine boundaries of the study (Scott, 2016). The delimitations are noted for the feasibility of the study and to regulate the outcome (Rodriguez, 2016). A scholar can control delimitations of the study (Beato, 2017). The geographical location was the first delimitation for this research; all participants were from the southeastern region of North Carolina. The participants must have served the role as a manager who established and executed strategies to retain employees and reduce voluntary employee turnover. Furthermore, I did not petition frontline employees of the organization to share their viewpoints of the

participants' practices. The sample size consisting of three managers was the last delimitation of this study.

Significance of the Study

This qualitative single case study is essential to business practice because the findings may help managers of call centers develop and implement strategies to reduce voluntary employee turnover. Employee turnover is a continuous, complicated phenomenon that affects organizations' stability because of the high costs associated with advertising the job vacancies and hiring and training the new employees (Alatawi, 2017). The results of this study could help leaders of call centers decrease voluntary turnover. The participants' provided retention strategies could help leaders of call centers reduce the loss of knowledgeable employees and lessen the financial losses incurred by hiring new employees.

Contribution to Business Practice

This qualitative single case study is of importance to business practice because the findings may be useful to assist managers of call centers to develop and implement strategies to reduce voluntary employee turnover. Leaders must possess effective strategies to retain experienced employees who can positively influence productivity (Thomas, 2015). With voluntary employee turnover increasing at a steady rate and numerous profitable employed individuals pursuing alternative employment opportunities, it is critical for the business leaders to understand strategies, processes, and tools that promote and contribute to reducing voluntary employee turnover (Wayne,

2015). Furthermore, managers of call centers could share optimal strategies on practical ways to decrease attrition, increase profitability, and reduce financial losses. Using the findings of this study may enable leaders of call centers to re-evaluate key strategies and derivative processes to reduce call center employee turnover to reduce costs and increase profitability.

Implications for Social Change

The findings of this qualitative single case study may contribute to positive social change as managers of call centers use the strategies to decrease voluntary turnover and increase employee retention in a call center and provide stable employment in communities. The findings of this study may provide leaders with the necessary strategies to reduce employee turnover. Combs (2017) revealed social interaction could improve internally and externally through the understanding, development, and implementation of effective strategies to retain employees in the call center and provide stable employment in communities.

A Review of the Professional and Academic Literature

The purpose of this qualitative single case study was to explore strategies call center leaders use to reduce voluntary employee turnover. Kwan et al. (2012) stated scholars utilize literature reviews to validate the need for the study, synthesize ideas from existing literature, establish the appropriateness of the central research question, and determine gaps in knowledge areas. The overarching research question for this study was: What strategies do call center leaders use to reduce voluntary employee turnover? A

critical review of published literature is the foundation of the research study and will provide knowledge of the former work in addition to new information, strategies, or modifications, which could influence social change (Saunders et al., 2015). To gain insight regarding this research question, I explored prior and current literature on strategies to reduce voluntary turnover.

For this study I searched the literature using Walden University Library, ProQuest Central, Dissertations and Theses at Walden, and ProQuest Dissertations and Theses Full Text, Walden ScholarWorks, Business Source Complete, EBSCO, SAGE Premier, Thoreau, Science Direct, and Google Scholar. I used the following key phrases and terms for this literature review: employee turnover, customer service, employee retention, transformational leadership, job satisfaction, employee satisfaction turnover intentions, transactional leadership, call center turnover, employee engagement, work engagement, ethical leadership, and burnout. The total number of sources used for the entire study is 263. The total number of references for this literature view included 165 sources 63% being peer-reviewed and 37% non peer-reviewed. The literature included research regarding transformational leadership and potential strategies that help to retain call center employees. The subheadings of the literature review are categorized as: (a) transformational leadership theory, (b) transactional leadership theory, (c) employee retention, (c) employee engagement, (d) job satisfaction, (e) burnout, and (f) ethical leadership.

Transformational Leadership Theory

Numerous organizations across various business sectors could benefit from transformational leadership. James MacGregor Burns introduced transformational leadership as a significant approach to leadership in 1978 through a classic work titled *Leadership*; in an attempt to link leadership and followership roles (Burns, 1978). Northouse (2016) stated a transformational leader is a person who engages with others and forms a connection that increases the motivation and morality level in the leader and the follower. Furthermore, transformational leadership changes, transforms, concerns ethics, emotions, standards, values, and long-term goals of people (Northouse, 2016). As a conceptual framework, I chose transformational leadership to ground and complement the literature of my research study to explore retention strategies that leaders of call centers could use to retain employees. In this review, I relate extant literature of procedures used to maintain employees successfully.

Leaders must think, act, and communicate in ways to benefit the organization and maintain valuable employees. Leaders must also understand the reasons employees leave organizations and then adopt effective strategies to retain experienced employees who can positively influence productivity (Thomas, 2015). Transformational leadership is a popular practice for business organizations. Simola et al. (2012) stated that for over two decades, transformational leadership, moved to the top of the list as one of the most popular leadership styles; described as a leadership style owners could use to benefit their organizations. Many other researchers (Combs, 2017; Memon, et al., 2016; Mittal & Mittal, 2016) used the transformational leadership theory to investigate the relationship to

employee turnover. Transformational leaders practice by connecting and communicating with individuals of different backgrounds of today's diverse workforce by encouraging employees to work together in unity. Therefore, transformational leadership is an ideal leadership style to retain employees.

Transformational leadership strategies could increase the understanding of leaders of call centers on how to retain knowledgeable and experienced employees. Burns (1978) stated the transformational leader operates from an ethical and moral viewpoint and upholds values which embrace the enduring and supreme principles of individuals. Therefore, as the researcher, I can and expand upon the essential strategies to decrease voluntary employee turnover in call centers.

Transformational leadership positively stimulates individuals which in turn enhances the effectiveness of work teams. Tuna et al. (2011) indicated transformational leadership promoted fairness, equality, and latitude in work teams that formed a certain level of proactive behaviors and creativity on an individual basis that created value equivalences in work teams. Nixon et al. (2012) stated positive interaction of transformational leaders with followers and peers improves teams' and organizations' success. Herman et al. (2013) discovered transformational leaders manage employee turnover, enable subordinates to absorb the organization's values and mission, and encourage the members to be proud of their employment at the firm. Herman et al. (2013) further revealed employees are more likely to react to transformational leaders by respecting the organization, instead of their leaders' goals and interest. Researchers

indicated that transformational leadership is a leadership style that can decrease employees' cognition of voluntary turnover.

The ability to communicate is an important characteristic of a transformational leader. Biswas (2009) stated transformational leaders influence organizational communication because leaders communicate decisions, plans, and actions, encourage mutual trust, and persuade members to meet personal goals. Therefore, the more leaders share with employees to share the strategies and goals of an organization, the thoughts of leaving the company will diminish. Mahdi et al. (2015) stated the proper strategies formulate after an extended time of studying and entail an infinite number of brainstorming sessions among the top management members. Leaders of call centers must understand the importance of implementing plans and not just any strategies. Leaders are the driving success of organizations and must come together at the thinking table with plans for success. Singh (2013) revealed a leader is one who inspires, provides motivation, considers workers individually, and is an intellectual stimulator. Leaders are not only responsible for ensuring the work is done properly; they are responsible for effective communication with the employees also.

The cost of turnover is a global phenomenon and exists in all industries. Forest and Kleiner (2011) investigated the effects of transformational leadership in commitment, empowerment, and reduction of turnover for bedside nurses. One of the most significant problems in the nursing profession is a lack of motivation, which increases turnover and low morale. Forest and Kleiner (2011) discovered transformational leadership is an

effective style managers could use that could improve morale, provide a sense of meaning, and develop a commitment to the organization thereby decreasing turnover. Transformational leadership encourages employee motivation and influences maximum job performance (Webb, 2007). One of the recent and most frequently researched models of leadership is transformational leadership (Caillier, 2014). Leaders are expected to bring value to a company thereby instilling the same qualities in the employees.

Researchers have conducted much research to determine if transformational leadership is the most effective leadership style to reduce employee turnover. Some researchers have discovered correlations exist between transformational leadership and higher productivity, low turnover rates, and higher employee satisfaction (Keller, 1992). Jandaghi et al. (2008) stated transformational leadership is essential to the prosperity of any organization. Transformational leadership is a style whereby a leader articulates the vision and values that are necessary for the organization to succeed (Westcott, 2014). Leaders must practice and guide employees verbally and in action to successfully promote the goals of the company to ensure success.

Losing knowledgeable employees can have devastating effects on a company and leaders must strive to find strategies to decrease the loss of valuable employees. El Badawy and Bassiouny (2014) conducted a study to guide Egyptian organizations on how to avoid the significant loss of desirable talented employees. Walumbwa et al. (2008) stated transformational leadership relates to the behavior, attitudes, and performance of the followers' level of self-efficacy, means efficacy, and work unit identification. Avolio

and Bass (2002) surmised that transformational leadership behavior is the most efficient leadership style because the leaders create positive relationships with the followers which enhance high levels of performance. El Badawy and Bassiouny (2014) discovered a positive relationship between transformational leadership and employee engagement and a negative correlation with the intent to quit. El Badawy and Bassiouny (2014) provided insights for organizations to consider in developing work structures, employing and training quality managers as well as designing interventions focused on decreasing turnover and increasing organizational outcomes through engaging the workforce. Therefore, companies must invest time training leaders' who manage the companies' future leaders of an organization. The hope is to contain employees and instill within them the knowledge and skills to advance into leadership positions.

The goal of any organizations is to employ and retain individuals that are committed to the overall mission of the company. Murphy (2005) indicated that transformational leaders have the ability to persuade employees to give their best performance by providing direction and purpose. If leaders expect top performance from their employees they must practice quality leadership skills. Avolio and Bass (2002) surmised that transformational leadership behavior is the most efficient leadership style because the leaders create positive relationships with the followers which enhance high levels of performance. Camps and Rodriguez (2011) stated the most involved and active style of leadership is transformational leadership. Avolio and Bass (2002) indicate a strong bond between leadership and employees increases employee performance. The

authors' conclusion indicates transformational leadership when practiced is a method that can decrease voluntary turnover. Therefore, when transformational leadership style is implemented a bond is formed between employees and leaders that can enhance the overall performance of the workers. Transformational leaders implement structure, ensure processes are properly followed, maintain relationships with employees, and reach the desired outcome for the organization.

Gaps in the literature regarding transformational leadership called for a need for further research. The success of any organization is critical which indicates that companies should seek to adopt the transformational leadership style. Transformational leaders are collaborative and promote teamwork which strengthens organizations. Aga, et al. (2016) the techniques of transformational leadership create successful projects. Aga et al. (2016) employed team-building as a mediating factor for transformational leadership and project success. Zhang (2016) revealed transformational leaders might help build an uplifting and pleasant work environment wherein employees in the healthcare industry might excel in their occupations because satisfactions of their needs are fulfilled to include psychological needs. Platt (2015) further surmised a transformational leader is one who motivates others to perform beyond what they thought possible and often even more than they originally intended. The current literature defines transformational leadership as having four elements: individualized consideration, intellectual stimulation, inspirational motivation and idealized influence. Aga et al. (2016) discovered the effects of transformational leadership might partially mediate the success of projects.

Transformational leaders have the ability to strategically build teams out of individuals to reach the goals of organizations. Furthermore, Leaders implementing transformational leadership are capable of ensuring that healthcare providers are stable mentally which may increase the care of patients, thereby creating the well-being of society as a whole.

Vigorous studies conducted by researchers have proven transformational leaders motivate employees to perform higher and produce more on individual, unit, or team, or levels. Gayathri et al. (2012) indicated the organizational leadership structure represents a primary role in reduction of employee turnover. Walumbwa et al. (2008) stated transformational leadership relates to the behavior, attitudes, and performance of the followers' level of self-efficacy, means efficacy, and work unit identification. Li and Hung (2009) indicated that transformational leadership connects job performance and leadership style through leader-follower and co-worker relationships. Ng (2016) contributed to the literature by adding to researchers' theoretical knowledge of the primary psychological and social processes promoting employees' job performance under transformational leadership. Ng (2016) discovered transformational leadership is related to all five core mechanisms which correlated to employees' innovative behavior, citizenship behavior, task performance. Ng (2016) revealed transformational leadership (TFL) might positively affect employee work performance. Transformational leaders create a positive environment which can enhance the performance of the employees and minimize voluntary employee turnover.

The growth, production, and overall health of employees and organizations may depend on specific leadership styles. Call centers are a primary source of communication for companies and customers. Transformational leaders empathize with employees working in a face paced environment, motivate, and coach employees to develop strategies to complete tasks. Fischer (2017) argued transformational leadership could develop an impact on team building. Combs (2017) explored the still growing issue that managers of call centers encounter regarding the high numbers of voluntary turnover. Fischer (2017) disclosed industries including the nursing practice setting are embracing the trending style of Transformational leadership. Fischer (2017) discovered a positive influence on teamwork, solidarity, and follower engagement could be experienced if transformational leadership is practiced by faculty and administration as the central framework for nursing education. Combs (2017) revealed the condition warrants unfavorable consequences such as lowered productivity and decreased profitability due to voluntary employee turnover. Combs (2017) discovered managers could succeed in motivating and retaining employees when implementing retention strategies. Transformational leaders are important assets to organizations because of their strong teambuilding skills.

Considerable research indicates transformational leadership has a positive relationship with employees' well-being and affective states. Furthermore, how employees perform and adapt to an organization depends on leadership. Wang et al., (2017) explored the connection between job crafting and transformational leadership.

Wang et al. (2017) surmised transformational leadership would invigorate employee job skills (seeking challenges, resources, and reducing demands), by increasing employees versatility. Niessen et al. (2017) investigated the relationship between teachers' thriving and their belief of the school's principal transformational leadership style. Wang et al. (2017) further believed when employees with higher levels of organizational leadership transformational leadership would present less effective. Wang et al. (2017) discovered a link with developing job skills (seeking challenges, resources, and reducing demands) via adjustability, especially for workers with low-level organizational credentials. Wang et al. (2017) revealed transformational leadership is a vital antecedent of proactive employees and employee adaptability within an organization. Transformational leaders enable employees to adjust, implement, and adopt organizational credos and goals.

Although a substantial amount of research exists on the relationship between transformational leadership style and motivation of autonomous teachers' researchers continued to seek additional strategies to improve relations between principles and their employees. Niessen et al.(2017) surmised organizations would adopt strategies that create improved outcomes if the interaction between individual levels of emotional exhaustion and leadership behaviors were understood. Individuals thrive when they grow at work because they experience high levels of mental function and feel vigorous. Transformational leaders build employees confidence which allows them to thrive and perform to meet and sometimes exceed company goals.

Most levels of employment have some form of exhaustion; however, under the guidance of a transformational leader employees are likely to stay with the company. Transformational leadership within the educational system may promote better relationships between teachers and students. Ross and Boles (1994) asserted that transformational leadership definitely influenced didactic efficacy of schools and positively influenced staff and faculty commitment to the mission of the school and to the professional learning commonwealth. Gyanchandani (2017) indicated leaders influence and act as role models who guide the system, values, and action culture of employees within an organization. Niessen et al. (2017) discovered transformational leadership is associated with an elevation in succeeding when teachers reported diminished emotional exhaustion. Niessen et al. (2017) revealed teachers' emotional exhaustion moderated the relationship between thriving and perceived transformational leadership; teachers' beliefs of the transformational leadership style correlates with a decline in thriving when they reported modest levels of emotional exhaustion. Chamberlain (2017) explored the behaviors of intellectual stimulation, individualized consideration, inspirational motivation, idealized influence of transformational leaders on teacher motivation. Inspired employees are more likely to stay committed to the organization. Chamberlain (2017) revealed transformational leadership and motivation have a positive relationship wherein transactional leadership has a negative relationship to teacher motivation. Furthermore, Chamberlain (2017) linked transformational leadership to autonomous teacher motivation; therefore, the performance of the teachers would have a positive

influence on the students. Therefore, transformational leadership would have a positive impact in the educational system.

Organizational performance may remain low if leaders do not adopt successful strategies to retain employees. (Flint et al. (2013) examined the cost and how turnover decreases company performance. Gyanchandani (2017) investigated whether team performance suffered by practiced leadership styles in the IT sector. Gyanchandani (2017) analyzed transformational leadership style as a vital indicator of the performance of a team. Transformational leaders promote growth and increase production which has a positive impact on organizations.

Job satisfaction is an important criterion to maintain employees and reach goals for companies. Gal (1987) noted a gap in the literature regarding the relationship between transformational leadership and job satisfaction within the U.S. Army. Inadequate information is provided regarding the influence of transformational leadership on military organizations or military (Department of the Army, 1999, p. 16). The US Army gave the following definition for leadership “the process of influencing others to accomplish the mission by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization” (Department of the Army, 2006, p. 1-2). Eberly et al. (2017) surmised transformational leadership involves reaching higher-order goals through developing and communicating purpose followers surpass personal interests to support the organization's mission. Gyanchandani (2017) surmised companies are affected by leadership style which determines outcomes of teams and productivity.

Eberly et al. (2017) explored the contextual factors and interactive effects of leadership regarding the relationship between transformational leadership and turnover intentions via on-the-job embeddedness in an extreme context exposure (ECE). Eberly et al.(2017) examined U.S. Army unit leaders' practice of transformational leadership during close combat testing a multi-level model. Eberly et al discovered job embeddedness decreases turnover intentions. Eberly et al.(2017) further discovered group-level transformational leadership has an embedding role to individuals attached to platoons who faced high ECE. Eberly et al. (2017) revealed transformational leadership consists of four construct dimensions: individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Therefore, transformational leaders are crucial for team encouragement, team performance, and work involvement.

Employee turnover exists in all industries and transformational leadership may decrease employees' intent to leave. Research within the banking industry also indicates transformational leadership could decrease employee turnover. Transformational leadership encourages employee motivation and influences maximum job performance (Webb, 2007).Almandeel (2017) researched how the relationship between turnover intention and employee's personality types are affected by transformational leadership style in banks located in Saudi Arabia. Almandeel (2017) explored the perception of employees and leadership behaviors. Almandeel (2017) revealed transformational leaders who exhibit transactional / transformational behaviors stimulate employees to modify their values, motives, beliefs, and challenges to enhance their performance and promote

positive affective responses. The qualities of a transformational leadership are more likely to retain employees versus transactional leadership.

Organizations experience negative consequences because of the lack of employee motivation, which is a complex problem. Transformational leaders aspire to highlight and recognize areas for change and stimulate the self-confidence of employees' to achieve positive change (Deichmann & Stam, 2015). Transformational leaders can transform an organization by developing, supporting, and inspiring subordinates (Liu et al., 2013). Alatawi (2017) investigated the effect of transformational leadership and decreased employee turnover. Alatawi (2017) revealed expenses related to employee turnover range up to \$13,996 per employee, 25% to 500% of the annual salary of a worker. When employees leave suddenly organizations incur hiring and training cost. Productivity and performance are affected by the loss of experienced employees. If an organization intends to remain competitive turnover must be minimized to focus on maximizing profits and productivity. Therefore, retaining employees must remain a primary priority of a company.

The health and overall well being of an organization depends upon leadership. Leaders of organizations namely call centers must understand the importance of developing plans and not just any strategies: the right strategy formulated after a long time of studying and after an infinite number of brainstorming among the top management members (Mahdi et al., 2015). Leaders must possess effective strategies to retain experienced employees who can positively influence productivity (Thomas,

2015). Leaders are distinguished by their capacity to inspire and provide inspirational motivation, individualized consideration, intellectual stimulation and idealized influence in the followers (Singh, 2013). If leaders wish to institute change, their leadership styles must strategically align to accommodate the organizational culture (Singh, 2013).

Transformational leaders promote healthy work place environments which promotes healthy employees and prosperous organizations.

Contrasting Theory

In contrast, leaders implementing the transactional leadership style focus on the exchanges that occur between them and their followers. Transactional leaders manipulate employees wherein transformational leaders motivate them. Burns (1978) stated transactional leadership follows the social exchange theory because a temporary relationship is formed with the leader and the employee for exchanges. Transactional leadership is focused on how the leaders' manage the expectation of the employee by establishing an agreement of punishment reward or based upon the successful completion of a specific task (Ardichvili & Manderscheid, 2008). Kamisan and King (2013) stated the transformational leadership theory is preferred by more scholars to explore organizational phenomena preferred over the transactional leadership theory. Transactional leadership, also known as, managerial leadership, provides an interim implementation of negotiation between leader and follower (You-De et al., 2013). Management by exception and contingent rewards are the two primary factors of transactional leadership (Breevaart et al., 2014). From a theoretical point of view, research has proven that transformational

leaders ordinarily outperform transactional leaders in intellectual stimulation, performance, employee and satisfaction, (Jung, 2001). Burpitt (2009) stated when an organization needs to be stabilized transactional leadership may not be the most popular leadership style, but is often needed. A transactional leader is a leader that exerts power on followers based on the exchange of benefits for excellent response and performance to their self-interests once the defined goals are achieved (Saravo et al., 2017). A transactional leader is only concerned with what goals the employee can reach or how much the employee can produce.

There are organizations that prefer transactional leadership over transformational leadership. Almandeel revealed transactional leadership includes activeness (correcting problems when detected) contingent rewards (clarifying desired outcomes), and passive management-by-exception (reluctantly intervening). Avolio (1999) revealed that some organizations may promote transactional leaders however; transactional leadership is less likely to be found in creative and innovative environments. Jamaludin et al. (2015) suggested that transactional leadership is effective for managing daily operations suggested to be an effective style for managing the day-to-day operations and not on the direction or attaining larger goals of the organization (Groves & LaRocca, 2011). Transactional leadership is the type of leadership approach that objectifies the leader-follower relationship (Whittington et al., 2009).

Transactional leadership style uses the carrot-and-stick approach wherein an employee will benefit by meeting the established goals (the carrot) or suffer the

consequences for not achieving the set goals (the stick) (Ballard, 2012). The followers of the transactional style of leadership are motivated in a direction through the established goals with known punishments and rewards (Burns, 1978). Transactional leaders are driven by control, performance, results, measurement, and administration (Drucker, 1993). Ronald (2014) stated transactional and transformational styles are used by leaders however, research proves that leaders implementing transformational behaviors influence the organization more efficiently than those practicing transactional behaviors.

Furthermore, the success of transactional leadership may present successful in specific organizations; however, if the influence of the leader does not promote rewards the leadership behavior is not effective in the work environment (Avolio & Bass, 2002). Northouse (2016) posited transformational leadership undoubtedly affects a more positive followership and overall success of an organization than transactional leadership. Transformational leaders create a more lasting, meaningful, productive relationship versus transactional leadership. A transformational leader seeks to understand their employee, provide continuous methods to increase production, and relationship building. Transformational leaders motivate their employees to remain productive and offer resources to advance career paths.

Employee Retention

In comparison to call centers, the insurance industry does not require a specific level of education within some insurance firms. However, retaining skilled employees is critical to insurance firms to avoid excessive costs because of the loss of skilled

employees. Depending on the experience and position of an employee, the cost of employee turnover can reach 100%-200% of the total compensation package. The actions of an organization to retain valuable employees who contribute to the success of the company if the relationship is mutually beneficial are deemed retention strategies (Michael et al., 2016). Employee turnover continues to be a critical focus of discussion to practitioners and management scholars because of the devastating effects associated with losing knowledgeable employees (Hancock et al., 2013). Selden and Sowa (2015) discovered that voluntary employee turnover and other factors, such as expertise and tenure, may cause a company replacement costs ranging from 50% to 200% of the employee's salary. Min (2007) revealed that pay and job security influence job satisfaction and are two of the most important factors preventing voluntary turnover. In contrast, Bygren (2004) stated that a negative relationship exists between employees' satisfaction regarding the income of others in the same position. Transformational leaders encourage low level positioned employees to seek higher level positions by encouraging training courses and mentorship. The skills of a transformational leader help to retain employees and influence them to climb the corporate ladder which creates a win-win situation for the company and employee.

The implementation of key strategies by leaders could retain valuable employees. Martin (2016) conducted a qualitative multiple case study to explore strategies to retain employees used by leaders of insurance companies in the Charlotte, NC metropolitan area. Martin (2016) revealed providing growth opportunities, understanding employees,

frequent two-way communication, and competitive compensation were strategies used to retain employees. Budhwar et al. (2009) presented a broad range of circumstances that cause turnover from the stressful work environment, lack of career growth, repetitive work; and enhanced job opportunities at other locations as primary reasons for the increase of attrition rates in the call center industry of India. Martin (2016) further revealed insurance managers and other small business leaders could increase higher levels of commitment and engagement from employees which could increase profits and productivity for the organization. When leaders practice the transformational leadership style employees may become more committed and engaged.

The relationship between employees and leaders of an organization is a primary factor to retaining employees. Retaining experienced employees could influence positive productivity (Thomas, 2015). Retention rates may lead to motivation issues, heavier workloads, increased tensions, inadequate training, and lack of respect (Al-Hussami, 2008). Sutanto and Kurniawan (2016) stated performance may decrease if employee attrition is excessive and could cause a lack of growth for an organization. Therefore the leadership styles practiced by organizations are critical to maintaining knowledgeable employees. When companies adopt solid recruitment program employee commitment, work performance, and productivity could present positive results for the firm. Therefore, high rates of attrition may lead to the loss of motivation causing others to want to leave the company.

Call centers are a primary source of communication for companies and customers and many companies employ offshore vendors as a means to increase revenue. Therefore, these organizations must also possess the ability to retain employees within their call centers. Budhwar et al. (2009) explored the need for internal marketing in the call centers of India to reduce employee turnover. Budhwar et al. (2009) posited the number one problem exposed in the call center industry is the loss of employees to turnover and retaining talent. Northouse (2016) posited transformational leadership undoubtedly affects a more positive followership and overall success of an organization than transactional leadership. Wang et al. (2017) surmised transformational leadership would invigorate employee job skills (seeking challenges, resources, and reducing demands), by increasing employees versatility. Budhwar et al. (2009) revealed the key reasons for turnover of call centers in India are the lack of career advancement opportunities and the second factor deemed to be the monotonous and repetitive work. Employees may feel more of a connection to a company if they are trained in several areas and believe the company needs them.

Employee Turnover

The opportunity to advance within an organization could decrease employee turnover. Employees are motivated by opportunities for job advancement which is a key influential factor influencing the employee turnover rate (Oladapo, 2014). High turnover rates could lead to lack of respect from subordinates, increased workloads, decreased motivation, elevated tensions, and inadequate training (Al-Hussami, 2008). Harrison and

Gordon (2014) stated businesses are affected by turnover by the decrease in profits due to costs associated with money, productivity, and time. Park and Shaw (2013) surmised companies could benefit from turnover with the elimination of non-performers. (Flint et al. (2013) examined the cost and how turnover decreases company performance. Flint et al. (2013) concentrated on the expenses incurred to rehire and train employees when one employee quit, which amounted to \$12,734.00 at that time. 212 CSRs were surveyed to determine if procedural justice and organizational commitment caused employee turnover. Flint et al. (2013) discovered when employees viewed the corporate procedures as unfair or experienced mistreatment supervisors' employee turnover would exist. Transformational leaders address the concerns of employees and practice fairness which would decrease employee turnover.

Many Researchers (Budhwar et al., 2009; Combs, 2017; Gill et al., 2006; Mittal & Mittal, 2016) have identified transformational leadership as a key leadership style to decrease voluntary turnover. There are different forms of employee turnover which can have a negative or positive impact on teams (Guha & Chakrabarti, 2014). Researchers suggested turnover intent can decline if leaders use the transformational leadership approach (Kahumuza & Schlechter, 2008). Idris (2014) stated the performance of an organization is influenced by unsuitable leadership styles regarding employee turnover. The retention of employees, as well as the employee's personality and job performance may have an impact on the organization's success (Belias & Koustelios, 2014). Cohen et

al. (2016) stated retention increases when employees are satisfied. Companies incur a substantial cost to advertise, interview, and retrain new candidates.

Analysts continue to research and develop theories to measure the cost of employee turnover, wherein customer dissatisfaction has a direct correlation with employee turnover. The overall cost of employee turnover increases because of a loss of loyal customers. Waldman et al. (2015) researched to discover the connection between employee attrition and leadership by exploring the effects of transformational leadership on a group level and intention to withdraw. Woods (2015) surmised customer satisfaction decreases when employee turnover levels increase. Woods (2015) discovered a significant, moderate, adverse relationship existed between the variables of customer satisfaction, employee turnover and score in the three-year time frame included in the study. Woods (2015) revealed a workforce positively charged produces maximum profits with increased customer satisfaction and reduced turnover within a study of hundreds of major companies. Alatawi (2017) discovered managers who adopt and implement the transformational leadership style could reduce turnover rates, improve performance, reduce expenses, and enhance productivity. Waldman et al. (2015) revealed even when the effects of contingent reward and leader-member exchange leadership remain controlled, intentions to quit remain controlled by transformational leadership. Waldman et al. (2015) surmised many shocks are beyond a leaders' power even when practicing transformational leadership style because of uncontrollable events (e.g., relocation of spouse) but leadership behaviors may still determine how intention to leave could affect

future turnover. Transformational leaders act as mentors and coaches to build employees ability to create world class customer care skills which enhances the prosperity of the organization.

Most organizations rely on teams for production and if individuals are unhappy with leadership they may have a negative influence on their fellow employees and cause a decrease in production and increase in the intent to quit. Waldman et al.(2015) further revealed their testing of cross-level moderation concluded transformational leadership could lessen the intention to quit on employee turnover. When followers have transformational leadership; the plan to leave reduces. Sun and Wang (2017) discovered transformational leadership directly impedes employees from developing plans to quit and indirectly builds a collaborative culture. Employees are less likely to leave an organization under the guidance of transformational leadership because of characteristics such as, inspirational, motivational, communication, mentorship, and fairness. Slåtten et al. (2011) stated retaining skilled and talented employees who are knowledgeable in delivering quality customer care remains crucial in the service industries. The qualities of a transformational leader can retain knowledgeable employees within any industry.

Employee Engagement

The cost of turnover is a global phenomenon and exists in all industries. Employee fulfillment is a key factor to employee engagement. An organizational challenge that remains as a major business differentiator is the ability to engage the minds and hearts of employees (Itam & Singh, 2017). Zelles (2015) stated that employee

engagement is an advancing theory in the corporate world. Shirley and Hites (2015) suggested leaders should foster energy that inspires usefulness, engagement, improvement within the organization, and productivity. Kahn (1990) stated availability, safety, and meaningfulness, are the three identified psychological conditions, necessary for people to fully engage in their work. El Badawy and Bassiouny (2014) conducted a study to guide Egyptian organizations on how to avoid the significant loss of desirable talented employees. El Badawy and Bassiouny (2014) provided insights for organizations to consider in developing work structures, employing and training quality managers as well as designing interventions focused on decreasing turnover and increasing organizational outcomes through engaging the workforce. El Badawy and Bassiouny (2014) discovered a positive relationship between transformational leadership and employee engagement and a negative correlation with the intent to quit. Transformational leaders use methods to engage employees which may decrease employee turnover.

Dissatisfaction with leadership is noted as a key reason employees leave an organization. A primary factor resulting to intent to quit is dissatisfaction with leadership (Ballard, 2012). Agrusa and Lema (2007) stated numerous studies and surveys indicated that more employees quit their job because of their inability to harmonize with their supervisor more than any other reason. Holten and Brenner (2015) investigated processes contributing to positive reactions of followers to leadership change. Holton and Brenner focused on the relationship of the direct and indirect relationship between transactional and transformational leadership styles and the responses of employees when leaders'

engage followers. Holten and Brenner (2015) revealed change is determined as a reason for absenteeism, increased health care expenses, reduced productivity, and intention to quit. Holten and Brenner (2015) discovered transformational and transactional leadership are positively associated with employees' evaluation of change. Transformational leaders' help employees cope and understand changes within an organization. Employees that understand change are likely to adapt and stay with a company to continue with the organizational goals.

Employees may accept change when the leader exhibits the transformational leadership style. Holten and Brenner (2015) revealed employees presented a positive effect regarding transformational leadership and change and a negative assessment of transactional leadership. An organization's engagement initiative could improve if each employee becomes accountable with engagement by improving team building, assisting with creating a culturally diverse community, and encouraging communication (Nazir & Islam, 2017). Liang et al. (2017) noted transformational leadership influences the voice of the employee voice and employee engagement. Transformational leaders communicate with their employees and teams to ensure that everyone has the same knowledge and drive to reach organizational goals and commitment. Committed employees are less likely to leave the company.

Employees who are engaged in their workplace may not quit the organization. Tse et al. (2013) stated the lack of management skills may cause frustration among employees and lead to attrition. Mittal and Mittal (2016) examined the effect of transformational

leadership in forming trust among employees to explore whether commitment level reduces employee turnover in small and medium-sized IT companies operating in Delhi NCR, India. Kwenin et al. (2013) stated one of the best predictors of retention is effective commitment when assessing the parts of organizational commitment. An employee having an overall positive attitude regarding their work is deemed as engagement (Macey & Schneider, 2008). Mittal and Mittal (2016) conducted research exploring if leadership style could empower employees and reduce employee turnover, thereby increasing their commitment level. Mittal and Mittal (2016) noted that leaders organizations who exhibit transformational leadership could develop confidence prompting high commitment, enhancing employees' meaning in life through psychological empowerment, which could reduce turnover. Mittal and Mittal (2016) revealed transformational leaders could increase employee engagement and decrease their intent to leave. Mittal and Mittal (2016) further discovered commitment, trust, and psychological empowerment are mediators. Transformational leadership practices by managers positively impact employee commitment and engagement which may retain employees.

An engaged employee is an asset to any firm because they are more inclined to do their best to meet the goals of the organization. Furthermore, Xiong and King (2015) stated employee engagement is vital to employee productivity, profitability, and employee morale which may decline if leaders do not use proper communication strategies. The need for an employee to find value in the work performed and a powerful sense of purpose in what they do depends on employee engagement, without relying on

outside factors to determine their level of trust or engagement in an organization (Davila & Piña-Ramírez, 2014). Habib et al. (2014) stated that a desire to leave and poor performance may develop if employees do not adopt or understand the organizational culture of their company. Employees' intent to leave increases if workers are unable to adapt to the organizations prevailing cultures (Habib et al., 2014). Transformational leaders help employees to understand that each individual has a role to the success of the organization.

Transformational leaders possess the necessary skills and tools to engage employees. Researchers have proven that there are many levels of employee engagement and a transformational leader may positively affect each dimension. In addition, Eldor and Harpaz (2015) stated the dimensions of employee engagement consist of the cognitive, emotional, and physical engagement of employees in their daily work. Karanges et al. (2015) surmised engagement is how much employees are willing to commit both rationally and emotionally to their company, how dedicated they are to their job, and how long they are committed to remain as a result of that commitment. Shuck (2011) stated organizational leaders must motivate employees cognitively, emotionally, and behaviorally towards attaining organizations' outcomes to improve employees' engagement. Krishnaveni and Monica (2016) revealed engaging employees after recruitment is crucial aspect to the retention of employees. Krishnaveni and Monica (2016) contributed leadership as a primary factor to engaged employees which could lead to higher production. Krishnaveni and Monica (2016) further disclosed five drivers

promoting employee engagement are meaningful co-worker relations, sound supervisor, job characteristics, development and training and recognition and rewards. Furthermore, when the mentioned drivers are adopted and practiced organizations can efficiently operate and eventually create a competitive advantage.

Growing organizations experience continuous changes to meet the goals of the organization. Transformational leaders have proven to help employees adapt to the changes by encouraging employees to continue to meet and understand the goals of the company through trusting relationships. When experiencing organizational change, especially during the time of crisis transformational leadership is more successful than any other leadership style (Judge & Piccolo, 2004). Leaders can improve employee engagement and build a trusting relationship with their employees and in various ways (Ariyabuddhiphongs & Kahn, 2017). Ahmed et al. (2015) surmised training increases employee engagement and could reduce employee turnover if leaders develop employee training strategies. Employees that are not engaged in their work are dissatisfied and can spread their gloom throughout the organization (Reilly, 2014). Researchers have argued that disengaged employees are not happy and spread unhappiness throughout the business. Transformational leaders build trusting relationships and engage employees' thereby increasing productivity and promoting a positive atmosphere.

Furthermore, leaders shape awareness of employees to critical matters creating new perspectives on the challenges experienced in the workplace. Therefore, when leaders and followers build understanding relationships employees are inclined to stay

decreasing the loss of valuable employees. Mozammel and Haan (2016) followed Burns (1978) transformational leadership theory, a style wherein leaders and followers inspire, motivate, and build morale amongst one another. Mozammel and Haan (2016) revealed the U.S. gross national product incurred a loss of virtually \$300 billion a result of inefficient employee output according to the 2006 Gallup Organization report. Mozammel and Haan (2016) conducted a quantitative study to investigate the relationship between transformational leadership and employee engagement using workers in the banking industry in Bangladesh. One of the recent and most frequently researched models of leadership is transformational leadership (Caillier, 2014). Mozammel and Haan (2016) discovered practicing transformational leadership style does not guarantee employees will engage in the work environment. Sun and Wang (2017) discovered transformational leadership directly impedes employees from developing plans to quit and indirectly builds a collaborative culture. Transformational leaders through mentoring, inspiring, and coaching can engage employees who otherwise would not be engaged in the company.

Additionally, transformational leaders' predominately build the foundation of employee engagement within an organization. Anand (2017) stated leaders should influence employees' inspiration, emotions, and sentiments for improved employee engagement with their work and the company. Transformational leaders' exemplary behaviors, inspiration, and selfless attitudes positively influence their followers (Agarwal & Mehta, 2014). Lowe (2012) stated the aftereffect of leaders having a direct relationship

with employees is improved employee engagement. Ghuman (2016) examined dimensions, drivers, and the influences of employee engagement to discover the relative efficacy and importance of different emotional and functional employee engagement drivers. Ghuman (2016) further explored the relationship between employee performance, employee engagement, and position, style of leadership, extended employment, and effect on employees. Ghuman (2016) discovered three constructs namely: focus on employee satisfaction, effective leadership, and customer satisfaction were primary factors of employee engagement. An engaged employee is a fulfilled, satisfied employee and will likely stay with the organization.

Employee retention may depend upon the ability of leaders to promote employee engagement. Bakker and Demerouti (2016) asserted that leaders should create environments that cultivate engagement. Rizwan et al. (2014) noted that employee engagement is essential to reduce employee turnover. Chat-Uthai (2013) stated the net income growth, earnings per share, and operating income of organizations with higher levels of employee engagement outperformed those with lower levels. Osborne and Hammoud (2017) explored employee engagement practices used by communication business leaders. Osborne and Hammoud (2017) noted U.S. corporations experience \$350 billion losses because of disengaged employees. Employees were surveyed to gain an understanding of what employees believe about the people, brand, and work. Employee engagement is higher when managers and leaders engage in open communication, relationship building, and support from management. Osborne and

Hammoud (2017) revealed authentic leaders contribute to employee engagement. To maintain profitability leaders must work diligently to engage employees' by building relationships. Established bonds between leaders and employees, promotion of rewards and recognition, and empowering employees are effective practices for employee engagement.

Benefits and rewards are reasons an employee will remain with an organization but does not indicate that the employee is engaged and dedicated to the employer.

Providing career paths to employees is essential to employee engagement.

Transformational leaders build effective relationships with employees and work teams which may keep the employees' happy, engaged, willing to stay with the organization.

Holstad et al. (2014) noted that constant communication is encouraged by transformational leaders by showing followers that they care by listening to followers' problems. Wittman (2017) revealed investing in training and proper equipment is a method to better engagement because when employees have the appropriate tools to complete the work, then he or she may not want to go elsewhere for employment.

Companies provide employees with benefits such as fitness centers, 401 K, health insurance, and bonuses, but there is no focus on employee engagement. If an employee has a clear understanding of the expectations, the performance may increase to meet quotas. Transformational leaders focus on their employees' level of engagement because employee engagement is a determinant of intent to leave. Furthermore, Employees do not want to believe they cannot progress within a company. Transformational leaders

motivate employees to excel beyond what they thought they could do. Transformational leaders are inspired through helping their followers reach higher levels within the company.

The expansion of theories by researchers explains changes in employee engagement and the process of how transformational leadership impacts leadership results. Miscommunication is a crucial factor and leaders must provide clear communication to employees. Wittman (2017) stated 87% of leaders do not provide clear communication. Wittman (2017) revealed 62% of executives are not involved. Engagement should start with top leadership down to the employee level. Creating a positive culture is essential to retaining employees. Prochazka et al. (2017) investigated how followers' self-efficacy moderates the relationship between followers' engagement and transformational leadership style. Employee engagement builds a sense of belonging creating family-oriented bonds which could decrease turnover and increase loyalty. Borkowska and Czerw (2017) explored how managers and work organizational roles engaged employees. Prochazka et al. (2017) discovered the relationship between self-efficacy and transformational leadership is weak, and the relationship between engagement and self-efficacy is moderately strong. If an employee feels stagnant in a position; he or she may seek employment elsewhere. Transformational leaders encourage followers to believe in their ability to accomplish tasks which can build self esteem and strong relationships between leader and follower. Furthermore, leaders should engage employees in building relationships with coworkers.

Job Satisfaction

Furthermore, if leaders of call centers do not adopt and practice appropriate leadership strategies companies will continue to experience high attrition rates. Ensuring job satisfaction is a trait of a transformational leader. When employees are satisfied with their work the intent to leave a company may lessen. Job satisfaction is the psychological attachment that an employee has regarding their job (Pan et al., 2015). Rothfelder et al. (2013) suggested transformational leadership is the best style with which to promote employee job satisfaction. One of the most dominant elements and heavily studied predictors or dimensions in nearly all theories of employee turnover is job satisfaction (Sukriket, 2014). Paillé (2013) stated that if an employee has a negative feeling toward their job, a certain level of job dissatisfaction exists. Rizwan et al. (2014) defined organizational commitment as the ways in which leaders strives to make their employees emotionally invested in their organization, which is negatively related to voluntary and involuntary turnover. Transformational leaders are not only builders of organizations but builders of employees in building self efficacy, commitment, goals, and dreams.

Turnover rates across numerous industries could decline if leaders meet motivational factors under the influence of transformational leaders. Gul et al. (2012) stated the demeanors and actions of transformational leaders' and inspire the creativity of employees, which leads to a rise in employees' job satisfaction. Leadership style and job satisfaction influence organizational health (Korkmaz, 2007). Transformational leadership impacts employee job satisfaction (Al-Hussami, 2008). Deery et al. (2013)

conducted a study regarding high turnover rates in Indian call centers revealing job dissatisfaction and poor working conditions contribute employee intent to leave. Deery and Jago (2015) researched Medical Promotion Officers (MPO's) in the pharmaceutical industry, which is rapidly growing in Bangladesh. Deery and Jago (2015) surmised the central objectivity of the study consisted of finding out the motivation, job satisfaction, and turnover factors of MPO's. Deery and Jago (2015) further explained the turnover rate of MPOs is colossal turnover because of a lack of proper motivation and job satisfaction. Deery and Jago (2015) believed if the factors of satisfaction were determined, the turnover rate for MPOs could reduce, and motivation would increase causing a decline in employee turnover. Furthermore, salary and staff training are predictions of employee satisfaction. Employees that are satisfied with their position are likely to remain with an organization. Transformational leaders motivate and ensure employee satisfaction thereby decreasing employee turnover.

Individual satisfaction of employees may also have an effect on the overall department within organizations. Satisfied employees presume critical to the health of teams within departments which may increase the success of the goals of organizations. Liu et al. (2012) examined job satisfaction as a work unit and not individual job satisfaction. Liu et al. (2012) presumed that coworkers experiencing high job satisfaction are less likely to explore other employment options. Leaders must implement practices that promote an increased level of job satisfaction for the whole team and individuals (Liu et al., 2012). When leaders strategically align rewards employees may become

motivated, practice better behaviors, actions, and reach goal accomplishments which help advance organizations toward the set business goals defined by leaders of the company (Ehrhart, 2004). Problematic interpersonal relationships and the autocratic leadership style of managers are attributed to low job satisfaction (Pietersen & Oni, 2014). Nyberg and Sewell (2014) stated achievement in addition to reasonable pay promotes employee satisfaction, decreasing the likelihood workers will leave their current employment. Transformational leaders possess strategies to increase employee satisfaction and decrease employee dissatisfaction.

The compensation an employee receives may be a primary factor in retaining employees however compensation is not only monetary because the interaction of leaders is a value to employees also. Osibanjo et al. (2014) indicated compensation is not necessarily monetary; employers could offer non-monetary compensation (e.g., benefits, recognition, and appreciation) for services rendered by employees, which could influence employees' intent to stay. According to Sutanto and Kurniawan (2016) retaining knowledgeable employees would positively affect employee work performance. A determinant of recruitment and retention that are most crucial to influencing employees is the overall employment package. When turnover is high in an organization the employee's intention to leave is increased. Sutanto and Kurniawan (2016) noted the performance of employees was significantly affected by recruitment practices, labor relations, and employee retention. If employee turnover is high labor relations, morale, job security, and work relationships are affected. Job security, allowances and salaries,

autonomy, family-friendly environments, and intrinsic aspects of the job are factors of the overall package. Sun and Wang (2017) revealed transformational leadership might reduce voluntary employee turnover. Therefore, the organization can focus on staying competitive in unstable economies. Furthermore, sustainable and appropriate employee retention programs increase employee performance which positively affect the company and reduce costs incurred because of employee turnover.

Leaders must understand the importance of employee job satisfaction because employees may quit if they are not satisfied. Job satisfaction is a positive or pleasurable emotional state that results from the rating of one's work or work experiences' (Dugguh & Dennis, 2014). Dugguh and Dennis (2014) stated that favorable and positive attitudes towards an individual's job are indicators of job satisfaction. Previous researchers stated that essential factors of job satisfaction include leadership, benefits and salary, career development, work relationships in-service training, recognition, supervision, and work environment (Bonenberger et al., 2014). Transformational leaders understand the importance of employee job satisfaction and implement strategies to ensure their workers maintain a level of satisfaction.

If an employee feels stagnant in position and is not recognized for meeting goals the intent to leave may increase. The primary factors that significantly influence the extent to which employees remain with organizations are organizational attractiveness, organizational support, job satisfaction, and person-organization fit. Kifle (2014) indicated that the overall satisfaction of employees' depends on their wages and how

their pay ranks relative to others' because rank is determined by position which indicates high job satisfaction overall, versus low or medium overall job satisfaction. To provide a satisfying workplace effective leaders aid their subordinates in utilizing extra endeavor and effort (Bennett, 2009). Ferreira and Almeida (2015) stated employees' organizational commitment increased when leaders reward followers for excellent performance, which may reduce employee turnover. Alshammari et al. (2016) examined influences of job satisfaction and antecedents of job involvement. Namely, organizational attractiveness, pay reimbursement, and corporate support. Alshammari et al. further examined the relationship between job involvement, job satisfaction, organizational support, and person-organization fit, on employee intent to leave, and whether mediation practices affect the relationship. Transformational leaders motivate, reward, and promote employees' which may increase the employees' desire to stay with an organization.

Transformational leaders' reward their followers' which is a strategy to retain valuable employees and may decrease employee stress. Empirical studies indicate that extrinsic and intrinsic rewards can influence service employee outcomes and reduce job stress (Ross & Boles, 1994). Job stress is associated with negative work behaviors, turnover, absenteeism, and decreases employees' willingness to invest energy in their work (Griffin et al., 2010). Kang and Sung (2017) stated employees will continue with the organization when adequate opportunities are available, which indicates the opportunity to advance is a key factor in employee retention. Internal variables include issues such as perceived organizational support, supervisor support, organizational

attractiveness, and pay satisfaction. Furthermore, the external variables include job market, family-work balance, and macro-level influences that could make leaving a company easier. If leaders of organizations do not possess skills to retain employee's valuable skills possessed by an employee are lost.

Engaged employees present more likely to put effort into meeting organizational goals and commitments, thereby decreasing employee turnover because the employee may feel attached to the company. Alshammari et al. suggested employee retention consists of employee satisfaction. Jadoo et al. (2015) surmised work conditions and job satisfaction determined voluntary turnover. Abbas et al. (2014) surmised that when employees are satisfied with their job they will not only reach the performance goals but encourage others to strive to meet performance goals as well. Employees may seek alternate happy employment if he or she is no longer satisfied in their position; unless they are motivated or encouraged to progress. Therefore, leaders must understand the psychological behaviors of employees to maintain loyalty, promote job satisfaction, and retain their knowledge.

Employees leave their workplace for reasons such as lack of sufficient reward practices. Rewards and recognition of individual achievements can help enhance job satisfaction, encourage employees to do their best, promote constructive relationships, and increase morale (Wang et al., 2014). Wang et al. (2014) noted programs that motivate and reward employees are referred to as employee reward systems. Combs (2017) stated organizational leaders increase productivity and decrease attrition when employees are

recognized and rewarded. Victor and Hoole (2017) explored the relationship between organizational rewards, workplace trust, and work engagement of employees in the South Africa workplace environment and further investigated intrinsic and extrinsic rewards concerning workplace engagement and workplace trust. Business environments are competitive and volatile and companies experience challenges retaining employees. Victor and Hoole (2017) discovered a positive relationship scaling moderate-to-strong between workplace trust, organizational rewards, and work engagement wherein rewards could predict commitment and trust. Sun and Wang (2017) discovered transformational leadership directly impedes employees from developing plans to quit and indirectly builds a collaborative culture. Transformational leaders recognize achievements of their employees which can make the employee feel valued which decreases attrition.

When an employee is no longer satisfied in their position, unless motivated or encouraged to progress, the employee may seek alternate employment. Mete et al. (2016) suggested employee retention consists of employee satisfaction. Compensation packages are qualities of an organization expected to retain employees. Leblanc (2013) stated rewards and recognition, employee engagement, and training, influence job satisfaction. Tüzün et al. (2014) revealed that a .09% that index of employee job dissatisfaction could increase voluntary turnover by 39%. Michael et al. (2016) discovered compensation packages impact employee retention. When employees engage in organizational goals and commitments, there is a reduction in employee turnover because of employee satisfaction. Transformational leaders strive to encourage employees through coaching

and mentoring which may build strong relationships between the leader and follower thereby decreasing employee turnover. Hence, companies will continue to encounter financial losses spending money and time on advertising and training. Michael et al. (2016) discovered compensation packages reduce employee turnover. Transformational leaders reward and recognize employees which may motivate employees to stay with an organization. Employees that feel valued may not leave the firm.

Organizations across various sectors are affected by employee turnover and incur significant financial losses and leaders must possess the skills to teach employees to relate and adapt to the culture of an organization to decrease unwanted turnover. Hence, Thomas (2015) later grounded research using transformational leadership to explore the retention of the IT workforce within the United States as the cost of turnover is problematic and critical to organizations' overall success and productivity. In comparison, Gyanchandani (2017) investigated whether team performance suffered by practiced leadership styles in the IT sector. Gyanchandani (2017) analyzed transformational leadership style as a vital indicator of the performance of a team. Gyanchandani (2017) discovered transformational leaders make the environment creative, increase opportunities for growth, and leader support. Michael et al. (2016) discovered a relationship does exist between employee retention and job satisfaction and noted that if an employee is satisfied they will remain with an organization. Encouraging employees to embrace the organization culture and practicing supportive practices leaders

can successfully retain valuable IT staff. Organizations must target reasons employees quit to minimize the loss of valued employees.

The most valuable leadership style to retain employees is transformational leadership. If leaders engage employees, communicate, and encourage employees retention may decrease creating greater job satisfaction, and build a stronger sustainable and valuable workforce. The appeal of call centers in Malaysia is because of political conditions, quality infrastructure, stable economy, and multi-language support. However, the call center industry in this sector continued to experience high attrition and absenteeism problems. Therefore, Memon et al. (2016) felt the need to research the high levels of employee turnover in the Malaysian telecommunication industry. Memon et al. (2016) revealed the key factors of stressors were a lack of support from supervisors, low job satisfaction, and heavy workloads. Thomas (2015) discovered transformational characteristics are namely showing sensitivity to employee concerns, engaging employees, and communicating, positively encourage the ability to reduce employee turnover. Thomas (2015) posited benefits and compensation, an opportunity for promotion, and training and development are retention strategies. Career advancement is effective in decreasing turnover under reduced personal achievement and depersonalization. Malik et al. (2017) revealed transformational leaders build trust with employees that increase employee satisfaction and reflect organizational commitment. Organizational leaders depend on the growth of the business, which is dependent upon the leaders to ensure employees are performing. Leaders must understand the company

and share with employees the goals and objectives to maintain success. Furthermore, the discoveries of the researchers within the literature allow one to incorporate employee performance as a driver of employee motivation.

Burnout

Reducing burnout requires individual and organizational approaches to ensure the health and safety of employees. Call center employees are required to perform at consistent speed while providing optimal service at all times. Working under these circumstances may cause employee burnout. Burnout is described as a state of emotional and physical depletion, as a result of continued exposure to stressful working conditions (Khamisa et al., 2015). Ballard (2012) described burnout as a state of physical, mental exhaustion, or syndrome, including cynicism towards how an employee responds to continuous organizational stress. Akar (2018) indicated burnout may cause employees to experience emotional and physical deprivation caused by working for long periods of time in a stressful environment. The qualities of a transformational leader may decrease employee burnout and employee turnover.

Transformational leadership proves to enhance the quality of performance of employees which then improves the interaction with customers. To encourage better service experiences for customers firms strive to identify interventions that promote quality customer contact employee (CCE) by mitigating job stress (Elmadağ & Ellinger, 2018). Goodwin et al. (2011) stated the work of customer service employees is often referred to as emotional labor. Various strategies are used by representatives to minimize

their emotions when interacting with customers to remain within guidelines of organizational standards for quality customer care (Goodwin et al., 2011). Gill et al. (2006) investigated the influence of transformational leadership on job stress and the significance to burnout in the hospitality industry. The customer service experience within the call center industry experienced rapid growth because of business process outsourcing (BPO) and the rapid increase in information technology, with an increased emphasis on customer satisfaction, and economies of scale.

Employees are more likely to withdraw from an organization that promotes transactional leadership. A key indicator leading to voluntary turnover is dissatisfaction with leadership (Ballard, 2012). If employees believe their managers are using transformational leadership job stress is less than if the leader did not practice the transformational leadership style. The effects of transformational leadership relate to workers of restaurants, hotels/motels, nurses, CSRs and many other professions. Furthermore, Gill et al. (2006) validated methods hospitality managers can use to mitigate burnout and stress of their members by implementing techniques and methods of transformational leadership. The characteristics of a transformational leader are designed to decrease stress and burnout by teaching skills and strategies to help the employee handle the demands of the job.

Furthermore, burnout may lead to employee disengagement and depersonalization. Genly (2016) revealed burnout is destructive and worldwide to businesses and exists in all industries involving emotional exhaustion, depersonalization,

and inefficacy. Maslach et al. (2001) initially surmised engagement to be the extreme opposite of burnout, indicating three components of burnout (cynicism, lack of professional efficacy, and exhaustion, may have a negative relationship to engagement characteristics which are could present as negatively correlated to engagement involvement (dedication), energy (vigor), and efficacy (absorption), characteristics measured by the Maslach Burnout Inventory. Gordon and Lowe (2002) stated that nearly a third of employees noted they had no intent to stay with their present company for more than two years and less than half of employees were not fully engaged with their position or did they feel a sense of loyalty to their organizations. Ballard (2012) explored the relationship between leadership style, burnout and engagement, and the relationship of each to employee turnover. Transformational leadership increases engagement and decreases disengagement and burnout. Transformational leaders continuously coach and mentor their employees and build a sense of family among their teams. The ability of the transformational leader to create strong teams from individuals who feel they have a family in the workplace is an indicator that transformational leadership is the key leadership style organizations should adopt and enforce to retain employees.

Once an employee begins to exhibit signs of depersonalization, the production or quality of customer care may decrease, and the intent to leave may increase.

Depersonalization occurs when an employee starts to approach their work with a cynical and negative attitude and no longer regard their co-workers or customers from a humanistic perspective because of extreme stress levels (Ballard, 2012). Ballard (2012)

discovered leadership style, and level of engagement could be probable reasons for intention to leave. The overall findings of Ballard (2012) were that voluntary turnover is higher when an employee is experiencing burnout and a Laissez-Faire leader.

Transformational leaders use skills to help employees handle the stress of the job, which can decrease negative attitudes, exhaustion, and voluntary employment.

The intention to quit lowers when one has a high-level of engagement and guidance under the transformational leadership style. Ford et al. (2015) stated employees may become disengaged when a lack of knowledge sharing exists reflecting a lack of communication in the organization from employees to employees and from managers to employees increasing the intent to leave. When employees 'experience disengagement at work, productivity declines, they begin to experience anger, boredom, distraction, or laziness, enthusiasm is diminished, and personal relationships may suffer, (Clawson & Haskins, 2000). If leaders aspire to maintain an environment of transparency internal communication is imperative, which could promote an organization of engaged employees (Mishra et al., 2014). Choi et al. (2012) discovered a relationship exists between the support of supervisors, incentives, career advancement, and employee turnover and job burnout. A CSR's job burnout must be critically managed to reduce turnover intent by testing three levels of job burnout: limited personal growth, emotional exhaustion, and depersonalization against three variables (supervisor support, career growth, and monetary incentives). The sense of time and pressure, associated with job related activities, anxiety, and worry that can lead to hostility, strain, and depression

known as job stressors affect the ability of customer contact employees (CCE's) to provide quality customers service(Elmadağ & Ellinger, 2018).The use of supervisor support, which is a primary characteristic of transformational leadership, lessens depersonalization.

Ethical Leadership

Group engagement by ethical leaders creates a feeling of belonging and boost employees self-esteem which reduces voluntary employee turnover during frequent and impactful changes. Burns (2003) stated ethics are the principles of conduct that govern organizations or individuals and the internal and external criteria were the leaders and followers interact. Engelbrecht et al. (2005) stated the ultimate responsibility of ethical leaders is developing a sustainable and strong ethical climate in organizations. Marturano (2005) surmised that aspiring leaders should not be taught why they should act ethically instead their ability to think ethically is a more productive approach. Choi et al. (2012) revealed the actions and decisions of ethical leaders prevent harm to employees and maintain the best interest of employees. Transformational leadership differs from ethical leadership because ethical leaders concentrate on encouraging ethical behavior and communicating versus becoming a role model to employees.

The customers' first points of contact with an organization are with the frontline employees hence companies and their behavior and attitudes towards customers influence how customers perceive the firm. A clear understanding of transformational leaders includes an ethically and morally established genuine leader-follower relationship with

the goal of empowering and engaging employees (Burns, 2003). Babalola et al. (2016) conducted a multi-source study to examine how frequent change connects to ethical leadership and reduction of employee intent to quit. A moderating relationship between employee turnover and frequent change, but when ethical leadership was low, the results of turnover could increase. Lindblom et al. (2015) researched to explore the relationship between retailers' ethical leadership, frontline employee customer orientation (CO) and frontline employee job-related stress, job satisfaction, and turnover intentions. If leaders do not practice strategies to retain employees who work in a fast-paced stressful environment the workers may not provide quality customer service. When the customers' expectations are met, they will become loyal and continue to stay with the company as they are affected by quality service which leads to satisfaction towards the organization.

The attitude and performance of an employee determine customer satisfaction level and is vital to the life of an organization. The perception of the customers changes the organization's financial performance outcomes. The perceptions frontline employees have of ethical leadership are linked to employee CO. Secondly, job satisfaction employee is positively related to CO. Finally, Lindblom et al.(2015) indicated frontline employee job satisfaction has no relation to turnover intentions. The rapid changes to organizational environments such as: governmental rules, regulation, and competition, resulting in frequent changes in companies' processes and operations. The changes often cause voluntary employee turnover. Employee turnover results in organizational losses and costs because of the loss of valued workers, expenses in training and recruiting new

hires, reduced quality of services, and other costs. The authors' surmised ethical leadership improves the self-esteem of employees. Therefore, leaders of organizations namely call center must adopt and implement retention strategies such as compensation, employee engagement, rewards and recognition, advancement opportunities, training, and leadership to reduce the costs of voluntary turnover. The strategies that leaders of organizations maintain may influence employee retention positively or negatively (Combs, 2017). The call center is one of the main points of contact for customers of an organization (Ballard, 2012). Call centers are an essential mediator between customers and organizations (Li et al., 2016). Working in a fast-paced environment, servicing annoyed customers, and repeating repetitive, monotonous tasks can be stressful if management does not practice strategies to retain employees, companies will continue to encounter financial losses spending money and time on advertising and training. This literature review is an indication that if leaders adopt the transformational leadership style organizations may decrease employees' intent to leave and positively affect levels of employee engagement and burnout within the call centers. This study sought to establish that the leadership style of managers does have a relationship with employee engagement, levels of burnout, and voluntary turnover in the call center industry.

Transition

Section 1 of this study included information regarding strategies that leaders could use to mitigate voluntary employee turnover in call centers. Section 1 detailed the foundation of the study, background of the problem, problem and purpose statements,

nature of the study, research question including interview questions, operational definitions, study assumptions, limitations and delimitations, and significance of the study. Section 2 includes extensive insight, analysis, and reason of the research methodology. The purpose of Section 2 includes the following: (a) the purpose statement, (b) the role of the researcher, (c) the selected participants, (d) a detailed description of the research methodology and design, (e) the population and sampling, (f) ethical research, (g) data collection instruments and technique, (h) data organization technique, (i) data analysis, and (j) reliability and validity of the study. Section 3 contains: (a) the findings of the research study, (b) application to professional practice, (c) implications for social change, (d) recommendations for action, and (d) future areas of opportunity for additional research, (e) reflections, and (f) the conclusion.

Section 2: The Project

The focus of Section 1 included the literature review on the effects of transformational leadership in retaining employees. In section 2, I will detail the research portion of the study, restate the purpose of the study, and describe the data collection process. In section 2, I will also describe the role of the researcher, participants, and research method. Section 2 will also detail the research design, population and sampling method, data collection instrument and techniques, data organization techniques, and reliability and validity of the proposed study.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies call center leaders use to reduce voluntary employee turnover. The target population consisted of three call center leaders with successful experience in reducing voluntary employee turnover at a single call center in Southern North Carolina. The implications of this study for positive social change may involve the potential to reduce the unemployment rate. Reducing the unemployment rate is essential to social prosperity because unemployed people experience high rates of physical and psychological health problems, higher mortality rates, and undergo detrimental changes in family relationships (Wahlbeck & McDaid, 2012).

Role of the Researcher

Yin (2018) stated the researcher's role in the data collection process it to collect data, orchestrate and conduct interviews, analyze, interpret, and summarize the collected

data. The main instrument for collecting data in qualitative studies is the researcher because the researcher originates and conducts the study (Kwaye, 2018). I was the primary instrument for data collection of this study. My role as the researcher included determining the design of the study, selecting key participants, collecting, recording, organizing, analyzing the data, and maintaining confidentiality of the participants. In addition, I used a recording device as a second instrument to collect data.

According to The Belmont Report, researchers must follow the guidelines and be ethical to safeguard participants (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). The 1979 Belmont Report established the following three basic principles: (a) respect of persons, (b) beneficence, and (c) justice. I adhered to the Belmont Report (1979) by showing respect to the participants, protecting their confidentiality, and upholding any decision to decline from participating in the study.

Yin (2018) indicated the use of an interview protocol is necessary to ensure data addresses the overarching research question. When conducting interviews with the participants of the research study, the interview protocol serves as a guide (Besley et al., 2016; Kwaye, 2018). I opted to use an interview protocol (Appendix B) to avoid bias, reach data saturation and use a personal lens to view data. I collected data using semi-structured telephone interviews, using approved semi structured interview questions. Each participant responded to the same interview questions regarding the strategies used to retain their call center employees.

Combs (2017) stated a researcher should relinquish personal experiences, attitudes, and beliefs to avoid bias. The researcher's experiences with the phenomenon or topic may influence the research process (Cope, 2014; Kwaye, 2018). Dean et al. (2018) indicated that the design of a qualitative study signifies personal morals and opinions of the individual researcher and could form the means of how the data is formed which could report false and biased conclusions. Furthermore, I did not contribute my personal opinions to this study. As the researcher, my duty remained to conduct my research ethically.

Grandison (2017) revealed the researcher must remain neutral in body tone and language, and he or she must not provide personal opinions to mitigate bias. The role of the researcher is to eliminate or minimize opportunities for bias within the study (Martin, 2016). I kept my personal feelings and personal beliefs from the research process to avoid or eliminate bias. I used bracketing to diminish bias. The use of bracketing involves excepting the participants' experiences without interfering and undermining the experience of the researcher (Trepal et al., Stinchfield, & Haiyasoso, 2014). In addition, the use of open-ended questions is a technique used to achieve bracketing (Trepal et al., 2014).

Participants

A researcher conducting a qualitative study may use multiple participants in the same setting (Combs, 2017). Many research studies fail because the researcher does not achieve a sufficient number of participants, which is vital to the success of the research

study (Newington & Metcalfe, 2014). The members of the target population must satisfy the eligibility criteria to participate in a research study (Arcia, 2014). The target population for this study consisted of at least three call center leaders with successful experience in reducing voluntary employee turnover at a single call center. For this research study, eligible individuals were leaders with a minimum of 10 years experience at a call center in Southern North Carolina. The criteria for qualification were as follows: (a) be willing to participate, (b) use strategies to decrease voluntary turnover in a call center, and (c) are currently a manager in a call center in Southern North Carolina. Hussein (2015) stated researchers must enlist participants with the appropriate experience to ensure the information gathered is sufficient for the research study. Daniel (2014) suggested that a crucial step in conducting research is acquiring participants. Newington and Metcalfe (2014) further stated a researcher may have difficulty accessing some populations than others in qualitative studies. Yin (2018) reported when recruiting participants for a study, a researcher can use multiple strategies. I initially asked the human resource manager for names of prospective participants. Furthermore, I e-mailed each participant an invitation to the study. Valentine et al. (2014) stated researchers of a qualitative study could build a working relationship with participants through trust. Strong working relationships require trust (Sutton & Austin, 2015).

Yin (2018) noted that the engagement of the research process might strengthen when a positive rapport with participants is established. I contacted each participant via email and described the purpose of the study and assured the anonymity and

confidentiality of each participant throughout the study. The participants received an invitation to participate and consent form via email. Comfortable, open, genuine, trusting, and respectful relationships between participants and researchers produce quality research data (Kowal, Bubela, &). I remained respectful and honest at all times to maintain the established relationships with each participant. Seitz (2016) advised having an established honest relationship builds trust, which may help participants freely share their experiences (Seitz, 2016). The interviews were held via telephone to allow the participants the ability to respond in a natural work setting and the freedom to speak honestly and freely about their experiences.

Research Method and Design

Combs (2017) indicated the importance of selecting an appropriate research method to answer the research question. To understand the experiences of the employees or community researchers use the qualitative method (Lockett, 2018). Once the investigator selects a research method, the researcher can identify the most effective approach to answering research questions and achieving the goals of the study (Grandison, 2017). The qualitative research method was most suitable for this study with application of the single case design to explore strategies leaders of call centers use to reduce voluntary turnover.

Research Method

I chose the qualitative method for this study. Ruel (2017) suggested a researcher strives to understand the perspectives of a situation or participants by exploring firsthand

experiences to provide meaningful data when using qualitative methods. Qualitative research is the descriptive approach researchers use to explore a specific phenomenon, most often in the exploration of observed behaviors (Makrakis & Kostoulos-Makrakis, 2016; Percy et al., 2015). Grandison (2017) further stated qualitative researchers conduct participant-oriented research, which is critical when addressing the problem and purpose statements of a study. Therefore, the qualitative method was adequate for this study. Hammarberg, et al. (2016) advised variables can be isolated when general information is mandatory, and when factual data are required, the quantitative research methods are appropriate. Furthermore, researchers may choose the quantitative research method to examine relationships between variables from data calculated numerically and analyzed using a range of graphical and statistical techniques (Saunders et al., 2015). Combs (2017) declared quantitative researchers use numerical data to accept or reject a hypothesis. I did not select the quantitative method for this study because I did not examine the relationships between variables, conduct statistical analyses, or test hypotheses.

Researchers select the mixed-method approach to examine and explore a phenomenon (Hesse-Biber & Johnson, 2013). A mixed-method research methodology would require the use of both quantitative and qualitative methods (Grandison, 2017). Furthermore, when researchers collect data to conduct simultaneous qualitative and quantitative data analysis the mixed-method research is appropriate (Enosh & Ben-Ari, 2016; Yin, 2018). The mixed-method research methodology was not relevant for this

study because I did not require statistical analysis, test scores, survey responses, or other numerical data to answer the overarching research question for this qualitative study.

Research Design

I considered three research designs for this study. Researchers use a case study design to conduct an in-depth investigation of a phenomenon within the phenomenon's real-life context (Yin, 2018). A researcher can explore the occurrence of an event during a moment in time using a case study design (Borrego et al., 2009). Researchers use the case study design to explore what happened, when, or why of a phenomenon (Yin, 2018). Hence, I selected a case study design because I wanted to explore strategies that call center leaders use to reduce voluntary employee turnover.

Phenomenological and ethnographic designs were the other research designs that I considered for this study. A phenomenological design is appropriate when a researcher desires to explore the lived experiences of participants (Grandison, 2017). Marshall and Rossman (2016) stated a concern of a phenomenological researcher is to use the real life experiences of themes. Therefore, I did not select a phenomenological design because the purpose of this proposed study was not to explore participants' lived experiences.

Researchers use the ethnographic design when studying the shared behaviors, experiences, and beliefs of a group in time (Grandison, 2017). Combs (2017); Letourneau(2015); and Reich(2015) suggested that the ethnography research design involves researching and observing cultures or groups. Reich (2015) stated researchers use ethnography to explore the feelings and beliefs within a culture, which was not

relevant for this study. Lewis (2015) stated the ethnographic design enables the researcher to use culture to understand human behavior. Therefore, I did not select an ethnographic design because I did not intend to study the shared behaviors, experiences, and beliefs of a group in time.

Problems of saturation may occur in the interview process while using the qualitative research design (Fusch & Ness, 2015). Saunders et al. (2015) surmised that researchers reach data saturation when no additional data is discovered in relation to the sample population. The inability to reach data saturation may have a negative impact on the quality of the research (Kerr et al., 2010). Data saturation emerges once the qualitative researcher has obtained sufficient information from the dataset to adequately address the research question (Constantinou et al., 2017). Once the emergence of new themes becomes obsolete data saturation is reached (Yin, 2018). After I received approval for my study from IRB, I interviewed three participants from a single call center who have successfully retained employees in their call center until no new themes emerge.

Birt et al., (2016) advised to establish credibility and validity a researcher may use member checking, a technique used to confirm the data provided is accurate by asking all participants to confirm noted responses. Lockett (2018) advised member checking allows the participants to review the noted reactions and interpretation of data collected to avoid misinterpretations of the interviews. Member checking can help ensure the answers obtained through interviews are accurate (Lockett, 2018). Therefore, I asked follow-up questions to ensure quality data or data saturation. Furthermore, Owens (2014) stated a

useful source of research data are documents such as the employee handbook, code of conduct and ethics, and employee diversity policy help to achieve data saturation. In addition, I used the employee handbook for additional data.

Population and Sampling

The population for this study consisted of call center leaders with successful experience in reducing voluntary employee turnover at a single call center in Southern North Carolina. Crowe et al., (2015) stated the sample sizes of a qualitative study vary because a relationship exists between the phenomenon and the sample size under inquiry (Crowe et al., 2015; & Morse, 2015). Marshall et al. (2013) surmised the sample size would depend on the needs of the researcher. Furthermore, Yin (2018) stated qualitative research does not have a set sample size for qualitative research, and the goal is to gather sufficient data to reach the objective of the research study. In addition, a sample of more than 10 participants is not suitable for a case study (Yin, 2018). I selected a sample of three leaders in a call center for this research who have successfully implemented strategies to retain call center employees.

In qualitative research, a need exists for more recruitment and sampling strategies for a researcher to develop their study (Grandison, 2017). Sampling is one of the most contentious and challenging aspects of qualitative research (Roy et al., 2015). Yin (2018) surmised the eligibility for selecting and interviewing participants are that the individuals must possess the experience and knowledge in the area of research phenomenon. Therefore, I selected and interviewed participants who satisfied the following

qualifications: (a) leader in a call center in the southern region of the United States, (b) willing to participate, (c) over the age of 18, (d) successfully used strategies to reduce voluntary turnover.

Marshall and Rossman (2016) stated a researcher must have a plan for sampling and gathering data. The purposeful technique is suitable to obtain the sample for this study. The adequate technique for qualitative research is purposeful sampling (Boddy & Boddy, 2016). A researcher may gather information by using small sample sizes and small case amounts to identify the phenomenon through the use of purposeful sampling (Hancock et al., 2016; & Palinkas et al., 2013). I used purposeful sampling to select participants with knowledge and experience to answer the overarching research question.

A concept in qualitative research is data saturation which differs according to the sample size (Emmel, 2015). Faber and Fonseca (2014) stated data saturation is a step in the research process wherein researchers conduct multiple interviews without considering new themes or ideas. Fusch and Ness (2015) argued data saturation might help justify a sample size because no new knowledge emerges and the researcher can stop collecting data. Rohrbach et al. (2016) argued a sample size of three is sufficient if no additional ideas emerge after the third interview. Saunders et al. (2015) stated a researcher obtains data saturation when no new themes surface and the same information appear from the explored questions. I conducted interviews until no new themes emerged to ensure data saturation. This study consisted of telephone interviews including open-ended questions. When selecting an interview location and means to connect with the participants of a

qualitative study researchers must understand various factors (Barnham, 2015). The interviews occurred in the comfort of the participants' private offices. Dikko (2016) advised a comfortable setting may allow participants to speak freely about the research phenomenon. If I had not reached data saturation with the three participants, further examination of my notes for data saturation would have presented necessary. If I had not reached data saturation after reviewing my notes I would have conducted additional interviews until I reached data saturation.

Ethical Research

Consent forms are used by the researcher to ensure confidentiality and to protect the participants' rights (Swanson & Betensky, 2015). Ilac (2018) advised that before the interviewing process participants must sign the consent form in accordance with the ethical guidelines of research. The Participant Consent Form will include (a) the invitation to consent, (b) voluntary nature of the study, (c) background information, (d) procedures, (e) confidentiality, (f) questions and contact information, and (e) affirmation of consent (see Appendix C). Upon receipt of approval from the Walden University's Institutional Review Board (IRB) at Walden University; I used purposeful sampling to search for potential participants for this study. Participants completed the Walden University Consent Form for Adults which outlines the research topic and consent to participate in the study. Yin (2018) advised an essential component of the research process is practicing full disclosure with research participants.

The participants signed electronically with a reply I Consent after obtaining permission from the IRB. Walden University (n.d.) advised the IRB assesses all submissions to verify the suggested study meets compliance of all ethical expectations to include informed consent from participants, risks to participants, ethical research standards required by Walden University, ethical guidelines when working with human participants, and U.S. federal regulations. I guaranteed the participants and the company name would remain confidential to assure privacy. Participants were allowed to withdraw from participating at any time by email or telephone.

The participants expressed full understanding this research was voluntary and there was no monetary compensation. Incentives may shift the participants' willingness to proceed with the research (Mduluzi et al., 2013). Controversies may arise with the forms and levels of incentives, compensation, and to a lower extent reimbursement to research participants in resource-constrained settings (Mduluzi et al., 2013). I ensured participants I would store all collected data for five years on a password-protected flash drive in a storage cabinet in compliance with the Walden University policy. Martin (2016) asserted assigning numbers to participants to ensure confidentiality within the research process. Therefore, to ensure confidentiality the participants were labeled as (P1, P2, and P3) to safeguard their identity.

Data Collection Instruments

Throughout this study I was the principal data collection instrument. The researcher is the primary data collector in qualitative research because they see, hear, and

interpret the data (Combs, 2017). Yin (2018) stated interviews are often used as a method to collect data for qualitative research. Once approval is obtained from IRB, and I receive confirmation of consent verifying member participation, I conducted telephone interviews with the participants and each meeting consisted of audio recordings of the seven mentioned open-ended questions. Furthermore, the interview questions outlined served as a guide for the interview process(see Appendix A).

Palinkas et al. (2013) advised that a researcher may act as the primary collector of data. The researcher of a case study design must select two sources from the following: (a) interviews, (b) observations, (c) documents, (d) achieved records, and (e) physical objects (Cleary et al., 2014). The use of company documents can help the researcher to triangulate the data which can allow the researcher to gain understanding and different perspectives of participants' responses in interviews (Houghton et al., 2015; & Jury, 2018). For data triangulation, I retrieved a copy of the company employee handbook as the second source selected to collect data.

Data are different regarding the use of open-ended versus closed-ended responses (Creswell and Creswell, 2017). Researchers may use observations and interviews as forms of data, open (qualitative), or closed (quantitative) the response options could be a checklist for observation or interviews (Creswell & Creswell, 2017). Conducting interviews in qualitative research allow the researcher to understand the entire phenomenon and lived experiences of the participants which are an advantage (Grandison, 2017). The advantages of interviews in qualitative research are that meetings

provide an understanding of a phenomenon. In contrast, telephone interviews in qualitative research have disadvantages namely consumption of money and time versus online surveys and questionnaires (Grandison, 2017). However, I used telephone interviews to collect the data. I adhered to the interview protocol with all participants. The case study protocol is as follows: (a) originating and selecting the research questions, (b) choosing the cases, establishing data gathering and analysis methods, (c) data collection preparation, (d) gathering data in the field, (e) data evaluation and analysis, and (f) writing the report (Combs, 2017). Researchers may use member checking to verify the analysis of the information is accurate (Harvey, 2015). Jury (2018) noted assurance of unambiguous interpretation and clarification of the participants' responses is a benefit of member checking.

Combs (2017) confirmed the participants could verify the correctness of the researcher's interpretation of their lived experiences through member checking. Member checking is known as respondent validation, member validation, dependability checking, or informant feedback and consists of the researcher presenting interpretations of data transcripts or data interpretations to some or all participants for feedback (Varpio et al., 2017). The use of member checking allowed the respondents to correct any misinterpretations, and I revised as necessary. My goal was to provide accurate data from each participant to maintain validity and reliability within my research study.

Data Collection Technique

Yin (2018) stated for case studies a researcher must use at least two data collection techniques. Fusch and Ness (2015) advised the researcher to use various data collection techniques to increase the validity of the research in case studies. Palinkas et al., (2013) stated researchers must find the information using a valid strategy in a well-organized manner (Yin, 2018). The use of face-to-face meetings allows for insightful information and data collection from participants (Combs, 2017). However, the two data collection methodologies for this study were: (a) telephone interviews, and (b) the company handbook. Interviews are the primary means of data collection for qualitative researchers.

The participants received a copy of the questions and confirmation of the date and time of the scheduled interviews five days before the meeting. Cleary et al. (2014) indicated four types of interviews: (a) phone interviews, (b) electronic mail, (c) focus groups, and (d) face-to-face. Upon receiving confirmation of participation from the elected leaders, the discussions took place in each participant's office at the business location. The length of time requested for the interviews was 60 minutes. Moustakas (1994) advised during interviews researchers can record reactions of participants. Therefore, I used a digital recorder to retrieve the responses combined with mental note-taking of delayed responses and the employee handbook to complete the data collection technique.

According to Owens (2014), the interview process consists of the central question, open ended questions, and follow-up questions. After I transcribed the recorded

interviews, I used member checking as a means to verify and confirm the accuracy of the captured responses. Marshall and Rossman (2016) stated the participants are allowed the opportunity to add new ideas to the previous answers. Onwuegbuzie and Byers (2014) stated a process used for participants to evaluate data collection and ensure the accuracy of data findings is member checking. Member checking should happen before the analytical data process (Harvey, 2015). I conducted member checking with the participants until not further ideas emerge.

Researchers are provided the advantage to ask clarifying questions and adjust questions when needed while conducting interviews (Irvine et al. (2013).Jury (2018) noted participants' transparency and honesty about their experiences increased with the use of interviews which presented an advantage. The possibility of participants not committing to the project if conflicts of schedules arose was a disadvantage (Jury, 2018). However, I confirmed the agreed date and time of the interview two days before the scheduled meeting. Furthermore, before conducting each interview, I reminded the participants' of the importance of the data and thanked them for their willingness to participate.

Data Organization Technique

The organization of the data and practicing proper record keeping will determine an affluent study. An android galaxy and digital recorder were the selected devices to record the audio responses of the participants. The NVivo 10 software application wasthe selected software program to assist in analyzing the transcripts. The NVivo 10software

stores and imports data related to qualitative studies such as audio recordings, relevant literature, and transcripts (Woods et al., 2016). Transcribing the audio recorded interview into a Word document was my first step in the data organization process. Next, the participants received emailed copies of the transcription which ensured accuracy and allowed them the ability to note any inadequacies for correction. If the participants indicated any misinterpretations, I made the necessary corrections and uploaded the data into the NVivo 10 software. Castleberry (2014) advised that the NVivo 10 application helps the researcher identify emergent themes and match patterns and codes. Marasi et al. (2016) stated researchers could mask the identification of participants. Johnson (2015) noted that a researcher conducting qualitative research should assign a generic code to each participant. Therefore, I assigned the participants generic codes of P1, P2, and P3 to mask the participants' identity, which ensured confidentiality.

The collected data will remain stored on a password-protected USB device for 5 years in a secured safe. Inukollu et al. (2014) posited a potential for data security leaks exists when a researcher stores confidential information on big data, such as cloud storage. Inukollu et al. (2014) advised confidential information stored on big data, namely cloud storage may present potential threats of leaks of secured data. Jury (2018) stated the participants' confidential information should remain in a secured location for 5 years and then destroyed. All data will remain on a password-protected USB device along with any written data in a secured safe for five years from the end date of the study, and then destroyed to protect the participants' confidentiality.

Data Analysis

In qualitative studies, a researcher may use a semi-structured interview technique to ask interview questions for the collection of data necessary to conclude the research question (Combs, 2017). The most commonly used data collection methods are interviews and the most frequently used interview technique in qualitative research is the semi-structured format (Kallio et al., 2016). Kallio et al. (2016) further surmised versatility and flexibility are reasons the semi-structured interviews prove to be popular. Using the semi-structured approach, I used the semi-structured interview technique with each participant following the approved interview questions (see Appendix A) and the interview protocol (see Appendix B).

Hussein (2015) revealed the four primary types of triangulation are data, theory, investigator, and methodological. Hussein (2015) further stated to reach methodological triangulation the researcher should use more than one method when collecting data to provide additional comprehensive data, increase understanding, enhance validity, and conclude findings. Methodological triangulation allows the researcher to use multiple methods to study a research phenomenon and is also known as mixed-method, multi-method, or methods triangulation which is the most commonly used type of triangulation (Joslin & Müller, 2016). Methodological triangulation ensures data saturation through multiple data collection sources and provides data that is rich in depth (Fusch & Ness, 2015). For this research study, Methodological triangulation was the chosen method. The

employee handbook sufficed as an additional source of data to help meet methodological triangulation.

In the generation of grounded theory insightful and in-depth interactions with the data is a prerequisite for qualitative data interpretation (Maher et al., 2018). Yin (2018) indicated the use of the following five-step process would assist the researcher in analyzing the data (a) compiling, (b) disassembling, (c) reassembling, (d) interpreting, and (e) concluding the data obtained from interviews, along with the corporation's website, articles, and publications. When coding the data an essential step is identifying themes and patterns (Grandison, 2017). Wray (2016) stated a researcher could identify the main themes and subthemes by sorting the themes by type. Manipulating the data and searching for insights, concepts, or ideas is helpful and presents promising when analyzing and substantiating the data (Yin, 2018). Furthermore, one should disassemble the data and then reassemble which is a vital step of the data analysis process consisting of arranging data until acceptable themes emerge (Yin, 2011). Therefore, I used interviews, company documents, and compared key themes within the published literature until I reached data saturation ensuring no new information emerged.

Wray (2016) advised scholars to use the following steps to choose themes: (a) identify repetitious words, (b) scale themes down realizable themes, (c) recognize subthemes, (d) organize topics in the order of significance, and (e) connect themes to the overarching research question and conceptual framework. I listened and transcribed the audio recordings, performed member checking, verified the validity of noted participants'

responses, and imported the data into the NVivo v10 software which helped reveal themes. Researchers use the NVivo v10 software application to reveal categories of coding thematic. Thomas (2015) stated the researcher can identify patterns from the codes created by the NVivo v10 software application. Guo et al. (2013) noted the ability to merge, review, and refine the data are advantages of the NVivo v10 software application. Once I uploaded all information into the NVivov10 software application, I analyzed, encrypted, and concluded the data obtained from interviews as indicated by (Combs, 2017; Thomas, 2015). Furthermore, I followed Firouzkouhi and Zargham-Boroujeni (2015) by focusing on the published information and current literature to finalize the process of data analysis.

Reliability and Validity

Reliability and validity are essential processes of research because of the impact on the outcome and future research. Noble and Smith (2015) stated researchers conducting qualitative research are required to prove the following four primary principles to establish reliability and validity: (a) dependability, (b) credibility, (c) transferability, and (c) confirmability. Following these principles, the researcher can ensure the trustworthiness of the study. Tang (2015) revealed validity and reliability are similar because each is essential psychometric properties of research. Yin (2018) further explained the tests required in a case study must include conformability, dependability, trustworthiness, and credibility information. Member checking and ensuring data triangulation confirmed the reliability and validity of this study.

Reliability

Tang (2015) noted that the reliability of a study is the ability to replicate previous results and must remain consistent in comparison prior analysis of a given subject. Lewis(2015) stated a researcher should document each stage of data collection, data interpretation, and data analysis, to confirm the reliability of the research. Member checking is a method wherein the researcher provides the participants with the descriptions of the collected data for clarification or corrections before introducing the study to certify rigor (Loiselle et al., 2010). The participants of this study had the opportunity to review the interpretations and verify the exactness of the transcripts before analysis was complete.

Validity

Validity is the extent to which the instrument selected measure data correctly measures what is meant to be measured (Tang, 2015). Elo, Kaariainen et al. (2014) stated a researcher should also evaluate double check the trustworthiness of the data through several methods. The concepts of internal validity and reliability in quantitative research are equivalent to the credibility and dependability of qualitative research (Munn et al., 2014). Noble and Smith (2015) revealed validation of analysis requires the researcher to note the credibility, transferability, and confirmability of the study. Member checking allowed assurance of credibility, transferability, and confirmability of this study.

Credibility is imperative in qualitative research (Appelman & Sundar, 2016). Baskerville and Wood-Harper (2016) surmised credibility enables a researcher to prove

the conclusions of a study are unquestionable. Marshall and Rossman (2016) advised researchers establish credibility through reviewing concurrences and coding transcripts. The credibility of a study occurs when the researcher fully represents the phenomenon of the research (McIntosh & Morse, 2015). Providing the participants with the interpreted transcripts to review ensured the credibility of this study, known as member checking.

Transferability of a study affirms that the findings of a researcher apply across different settings (Noble & Smith, 2015). Anney (2015) stated transferability is promoted through purposeful sampling and broad descriptions to examine the reliability of the study. Pompeii (2015) indicated transferability occurs when the researcher provides a thorough explanation of the background of the study revealing important information comparable and transferable to other research. This study was related to retaining call center employees, but the findings of the study could transfer to any industry to decrease voluntary turnover.

The knowledge, skills, and bias of a researcher regarding the phenomenon exist while performing qualitative research studies (Tong & Dew, 2016). The confirmability of the study is established when the researcher reports the findings of the study based on the participants' experiences and not the researcher's viewpoints (Sutton & Austin, 2015). Nelson (2016) surmised the researcher would establish validity by demonstrating confirmable and credible research findings. I used member checking, methodological triangulation, and bias management methods to ensure confirmability.

Fusch and Ness (2015) stated when no new themes or information populate from the collected data the researcher achieves data saturation. Saunders et al. (2015) posited in qualitative research once the data is analyzed and no new information emerges the researcher obtained data saturation. Data saturation enhances the validity and credibility of a study (Fusch & Ness, 2015). Furthermore, an additional collection of data is not necessary once data saturation occurs (Morse, 2015). As noted, I used methodological triangulation and member checking to achieve data saturation.

Transition and Summary

The aim of this qualitative single case study includes a complete analysis of strategies call center leaders use to reduce voluntary employee turnover. Section 2 incorporates the introduction of the study, purpose statement, a description of the role of the researcher, clear specifics regarding the participants and sample size. Ethical standards, research method and design, data collection, data organization and analysis, and the steps of ensuring the reliability and validity of the data collected complete Section 2. Section 3 will include an introduction, the purpose statement and the overarching research question, collection of the data, present the findings professional practices may apply, implication for social change, recommendation for action and further study, reflection of the researcher, and conclusion of the research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore strategies call center leaders use to reduce voluntary employee turnover. I conducted telephone interviews to acquire data from three call center leaders who had 10 years of experience implementing strategies to retain employees, and I reviewed the employee handbook. The participants responded to six open-ended questions regarding their leadership strategies used to retain employees. I used methodological triangulation to compare information from the data sources.

I discovered that the literature and conceptual framework transformational leadership theory (TL theory) developed by Burns (1978) and later expanded by Bass in 1985 aligned with the participants' strategies. I identified four common themes that leaders of call centers could use to decrease voluntary employee turnover: training, fixed work schedules, advancement opportunities, and communication. Section 3 includes:

- The presentation of the findings.
- Application to professional practice.
- The implication for social change.

Additionally, Section 3 includes recommendations for further action, reflections, and the conclusion of the study.

Presentation of the Findings

I reviewed the company's employee handbook and conducted telephone interviews to understand the participants' strategies to decrease voluntary employee turnover. An analysis of the company handbook allowed me to understand the training process and procedures, work hours, and career advancement opportunities. The overarching research question for this single case study was: What strategies do call center leaders use to reduce voluntary employee turnover? I adhered to the interview protocol (see Appendix B) as a guide to answering the overarching research question. Participants in the study were three leaders from a single call center in Southern North Carolina. Each participant met the following criteria:

1. Ten years of experience working in the call center industry.
2. Be willing to participate.
3. Use strategies to decrease voluntary turnover in a call center.
4. Currently a manager in a call center in Southern North Carolina implementing effective leadership strategies to reduce voluntary employee turnover.

The three call center leaders responded to six open-ended interview questions. I assigned the participants generic codes of P1, P2, and P3 to mask the participants' identity, ensuring confidentiality. After receiving permission from each participant, I recorded the interviews. Each leader shared their experiences and strategies used to retain employees. The employee handbook sufficed as an additional source of data to help meet methodological triangulation. I thanked each participant for their willingness to participate in my research study. Then I transcribed my recording and completed member

Table 1

Percentage of Coverage of Themes Found Throughout Interviews

Themes	P1	P2	P3
Training	20.75%	22.55%	19.30%
Fixed Schedules	14.07%	11.30%	14.07%
Advancement Opportunities	10.91%	19.30%	10.91%
Communication	27.46%	54.29%	27.46%

Theme 1: Training

Training employees was a common strategy mentioned by the participants during the interviews. Previous researchers stated that job satisfaction's essential factors include leadership, benefits and salary, career development, work relationships, in-service training, recognition, supervision, and work environment (Bonenberger et al., 2014). Wittman (2017) revealed that investing in training and proper equipment is a method to better engagement because when employees have the appropriate tools to complete the work, they may not want to go elsewhere for employment. P1 stated, "training demonstrates their ability to be hands-on engaging in the same daily tasks required of the employees." All participants stressed the importance of training to retain employees. Ahmed et al. (2015) surmised training increases employee engagement and could reduce employee turnover if leaders develop employee training strategies.

P1 and P2 indicated that the training room is a safe location when you know you cannot hurt anyone, and it is okay to mess up. P1 said, "Once you have demonstrated proficiency in the classroom, we will move you to small short stints in the center, taking live calls. We will then return to the classroom to discuss their experience and gauge the retention of materials." When asked about the strategies used that have proven successful in reducing voluntary employee turnover, P1 stated, "The first part is training and preparing. We are training longer now in the classroom environment before moving to a "Live" environment." Transformational leadership is a style whereby a leader articulates the vision and values necessary for the organization to succeed (Westcott, 2014).

Answering the same question, P2 mentioned, "turnover had been a constant concern for us in their field. One of the most successful tools in our toolbox has been training and continuing education." Wang et al. (2017) discovered a link with developing job skills (seeking challenges, resources, and reducing demands) via adjustability, especially for workers with low-level organizational credentials. The growth, production, and overall health of employees and organizations may depend on specific leadership styles.

Responding to Question 3, P3 added, "We developed classes, certified instructors for in-house training, worked with the state on developing classes to educate better and strengthen our employees. We set training and recertification requirements." Krishnaveni and Monica (2016) further disclosed five drivers promoting employee engagement are meaningful co-worker relations, sound supervisor, job characteristics, development and

training, and recognition and rewards. Transformational leaders encourage low-level positioned employees to seek higher-level positions by encouraging training courses and mentorship. If an employee has a clear understanding of the expectations, the performance may increase to meet quotas.

Call centers are a primary source of communication for companies and customers. Properly trained employees have a high level of confidence which allows them to provide proficient customer service. Leblanc (2013) stated rewards and recognition, employee engagement, and training influence job satisfaction. A transformational leader's skills help retain employees and influence them to climb the corporate ladder, which creates a win-win situation for the company and employees.

Theme 2: Fixed Work Schedules

Fixed Work schedules emerged as the second theme generated through the data analysis process. The participants believe the fixed work schedules decrease employee stress or burnout, thereby reducing employee turnover. P1 honed in on difficulties experienced to hire employees who understand the stress of this job and understand how to handle that stress to keep from developing burnout. The description of burnout is a state of emotional and physical depletion resulting from continued exposure to stressful working conditions (Khamisa et al., 2015).

P1 stated, "To avoid stress or burnout, our employees are assigned to permit days or nights." "This has allowed them to have a normal wake and sleep pattern." Ballard (2012) described burnout as a state of physical, mental exhaustion, or syndrome,

including cynicism towards how an employee responds to continuous organizational stress. Genly (2016) revealed burnout is destructive and worldwide to businesses and exists in all industries involving emotional exhaustion, depersonalization, and inefficacy.

Niessen et al. (2017) surmised organizations would adopt strategies that create improved outcomes if the interaction between individual levels of emotional exhaustion and leadership behaviors were understood. Choi et al. (2012) discovered a relationship between supervisors' support, incentives, career advancement, employee turnover, and job burnout. Each participant reported that assigning a permanent day or night shift helps accomplish company desired expectations.

The sense of time and pressure associated with job-related activities, anxiety, and worry that can lead to hostility, strain, and depression, known as job stressors, affect customer contact employees' ability (CCE's) to provide quality customer service (Elmadağ & Ellinger, 2018). Wang et al. (2017) surmised transformational leadership would invigorate employee job skills (seeking challenges, resources, and reducing demands) by increasing employees' versatility. P2 added that the employees could only work a limited number of days in a row. "You can work no more than four days before you have to take a 24-hour break."

P3 stated, "If an employee needs to work over due to a shortage or is waiting for someone to be called in, an employee cannot work more than 16 hours in one day." "We work 12-hour shifts 7A- 7P or 7P – 7A. So the longest you can stay over is 4 hours." Akar (2018) indicated burnout might cause employees to experience emotional and

physical deprivation caused by working extended periods in a stressful environment. The qualities of a transformational leader may decrease employee burnout and employee turnover.

Most employment levels have some form of exhaustion; however, under the guidance of a transformational leader, employees are likely to stay with the company. Leaders must critically manage a CSRs' job burnout to reduce turnover intent by testing three job burnout levels: limited personal growth, emotional exhaustion, and depersonalization against three variables (supervisor support, career growth, and monetary incentives). Transformational leaders have a general concern for their followers, not just the mission of the organization. The qualities of a transformational leader may decrease employee burnout and employee turnover. Transformational leaders use skills to help employees handle the job's stress, reducing negative attitudes, exhaustion, and voluntary employment.

Theme 3: Communication

Leaders must think, act, and communicate in ways to benefit the organization and maintain valuable employees. Miscommunication is a crucial factor, and leaders must provide clear communication to employees. Wittman (2017) stated 87% of leaders do not provide clear communication. Transformational leaders practice by connecting and communicating with individuals of different backgrounds of today's diverse workforce by encouraging employees to work together in unity.

The theme of communication emerged from interview questions 1 and 4, and five. P2 stated, "listen to your employees and find out what their needs are." P3 said, "Poor communication creates bad relationships, and if you have a leader with bad communication skills, then you have bad followers." Employees are less likely to leave an organization under the guidance of transformational leadership because of characteristics such as inspiration, motivation, ability to communicate, mentorship, and fairness.

Biswas (2009) stated transformational leaders influence organizational communication because leaders communicate decisions, plans, and actions, encourage mutual trust, and persuade members to meet personal goals. Transformational leaders communicate with their employees and teams to ensure that everyone has the same knowledge and drive to reach organizational goals and commitment. P3 further stated, "Communicating effectively with employees, sharing a vision, and helping build the vision gives them a sense of ownership."

Ford et al. (2015) stated employees might become disengaged when a lack of knowledge sharing exists, reflecting a lack of communication in the organization from employees to employees and managers to employees, increasing the intent to leave. If leaders aspire to maintain an environment of transparency, internal communication is imperative, promoting an organization of engaged employees (Mishra et al., 2014). An organization's engagement initiative could improve if each employee becomes

accountable with engagement by improving team building, creating a culturally diverse community, and encouraging communication (Nazir & Islam, 2017).

P1 noted that clear definitions of our duties and expectations are also a successful tool for employee retention. Transformational leaders communicate with their employees and teams to ensure that everyone has the same knowledge and drive to reach organizational goals and commitment. Biswas (2009) stated transformational leaders influence corporate communication because leaders communicate decisions, plans, and actions, encourage mutual trust, and persuade members to meet personal goals.

P3 added, "Our hope of open communication is that employees feel a sense of connection with something that they built together and may be reluctant to leave and seek out recruits who share the same vision and ethic." Ford et al. (2015) stated employees might become disengaged when a lack of knowledge sharing exists, reflecting a lack of communication in the organization from employees to employees and managers to employees, increasing the intent to leave. Holstad et al. (2014) noted that constant communication is encouraged by transformational leaders by showing followers that they care by listening to followers' problems. Furthermore, Xiong and King (2015) stated employee engagement is vital to employee productivity, profitability, and employee morale which may decline if leaders do not use proper communication strategies. The company handbook listed communication as a core value noting the importance of communication within the organization.

Theme 4: Advancement Opportunities

I discovered the theme of advancement opportunities in Questions 1, 3, and 4 as valuable strategies to retain employees. Employees are motivated by job advancement opportunities, which is a key influential factor influencing the employee turnover rate (Oladapo, 2014). P1 said, "We now introduce them early on to the possibilities of advancement. If we do not invest early on in their career, we will lose them. You never want bodies to fill a seat. You want heart and soul." An organizational challenge that remains a significant business differentiator is engaging employees' minds and hearts (Itam & Singh, 2017).

Kang et al. (2017) proclaimed that if one wants a motivated employee, the job should be fully enriched to have an opportunity for advancement, recognition, responsibility, and stimulation. Martin (2016) revealed providing growth opportunities, understanding employees, frequent two-way communication, and competitive compensation were strategies used to retain employees. Individuals thrive when they grow at work because they experience high levels of mental function and feel vigorous.

P2 indicated, "In 2015, we developed a peer progression plan giving additional growth opportunities." "You now start as a frontline representative, and you work this position two years before being eligible to become a trainer." When the employee completes additional training hours (40), they are illegible for further advancement. Sutanto and Kurniawan (2016) stated performance might decrease if employee attrition is excessive and could cause a lack of growth for an organization.

Martin (2016) revealed providing growth opportunities, understanding employees, frequent two-way communication, and competitive compensation were strategies used to retain employees. Wittman (2017) showed that investing in training and proper equipment is a method to better engagement. When employees have the appropriate tools to complete the work, they may not want to go elsewhere for employment.

Answering Question 3, P3 further added, " we held shift meetings allowing them to ask questions and explore new adventures in communications." "A packet was put together outlining each step to take to reach their next goal, along with a timeline. Each member can request a mentor to help guide them through the process if they wish." This strategy aligns with one of the characteristics of a transformation leadership noted by Burns (1978).

Burns (1978) added that hierarchical superiors serve members as mentors, coaches, role models, and leaders. Budhwar et al. (2009) presented a broad range of circumstances that cause turnover from the stressful work environment, lack of career growth, repetitive work, and enhanced job opportunities at other locations as primary reasons for the increase of attrition rates of call centers located in India. The employee handbook described the levels of advancement opportunities through training. Transformational leaders are inspired by helping their followers reach higher levels within the company. Transformational leaders motivate their employees to remain productive and offer resources to advance career paths.

Applications to Professional Practice

This qualitative case study's results are significant for understanding the best leadership strategies to maintain knowledgeable employees, promote high performance, and ensure superior customer care. In this study, I explored effective leadership strategies call center leaders used to decrease employee turnover. The results and recommendations may guide industry leaders to improve profitability, sustain their organizations, and retain knowledgeable employees. Companies incur a substantial cost to advertise, interview, and train new candidates.

Furthermore, the leadership strategies mentioned by call center leaders provide optimal ways to improve increase employee engagement and job satisfaction. Participants believed training, flexible work shifts, communication, and advancement opportunities increase employee retention. Job satisfaction is the psychological attachment that an employee has regarding their job (Pan et al., 2015). If considered, leaders can use the findings to implement effective leadership strategies by minimizing potential gaps contributing to the professional practice in the company's underperforming areas to meet the organization's goals.

Leaders must understand the importance of implementing leadership styles suitable for their employees to maintain engaged employees. Mittal and Mittal (2016) revealed that transformational leaders could increase employee engagement and decrease their intent to leave. An engaged employee is an asset to any firm because they are more inclined to do their best to meet the organization's goals. Shirley and Hites (2015) suggested that leaders should foster energy that inspires usefulness, engagement,

improvement within the organization, and productivity. If leaders develop and implement strategies to retain employees, employee engagement and employee job satisfaction could increase, thereby decreasing voluntary employee turnover.

The findings are essential to professional practice, in which the study contained successful solutions for leaders in the call center industry. Leaders can impact their organization's overall effectiveness, ensuring adequately trained employees, allowing employees to work schedules that balance their lives and work, communicate effectively, and promote advancement opportunities within the organization. These practices may help decrease voluntary employee turnover, increase employee productivity, customer service, and a work environment filled with satisfied employees positioning the business at a competitive advantage over industry competitors.

Implications for Social Change

This qualitative single case study is essential to call center leaders who aspire to decrease voluntary employee turnover. The study's primary objective was to explore strategies that some call center leaders could use to improve employee retention. The turnover rates in call centers are relatively high because of the stressors of offering different services and addressing dissatisfied, irate customers in a fast-paced environment while providing quality customer service.

Voluntary employee turnover adversely impacts organizational efficiency, effective operations, and customer service (Hancock et al., 2013). Leaders who implement strategies to reduce voluntary turnover can increase organizations' customer

service and productivity by maintaining knowledgeable employees, thereby decreasing costs incurred to advertise, interview, and train new hires. Alatawi (2017) revealed expenses related to employee turnover range up to \$13,996 per employee, 25% to 500% of a worker's annual salary.

Therefore, reducing the unemployment rate is essential to social prosperity because unemployed people experience high physical and psychological health problems, higher mortality rates, and undergo detrimental changes in family relationships (Wahlbeck & McDaid, 2012). The findings of this qualitative sine case study may enhance the overall health of the community. Furthermore, the results may contribute to positive social change as call center leaders use the strategies to decrease voluntary turnover and increase employee retention in a call center and provide stable employment in communities.

Recommendations for Action

Call center leaders could implement the findings of my research to decrease voluntary employee turnover. Employee turnover can cause firms to lose a significant amount of money because of the financial investment made in advertising, hiring, training new employees, and losing knowledgeable employees. This study's results indicate four strategies to assist call center leaders in retaining valuable employees, including training, fixed work schedules, communication, and advancement opportunity. The implementation of these strategies may directly improve employee turnover rates in call centers.

I have three recommendations as a result of the findings of this study. My first recommendation is that leaders of call centers review this study's findings to understand better why employees leave organizations. According to Combs (2017), managers must understand the causes of turnover and refine and implement strategies to reduce knowledgeable employees' loss because of the adverse effects of voluntary employee turnover. Transformational leadership traits involve a family-based atmosphere and a sense of purpose that emerge among its members. If leaders of call centers do not have a current plan to retain employees, I suggest using the strategies revealed in this study.

Call center representatives are the primary source of contact between the customer and the company. Furthermore, call center representatives are:

- The stronghold of an organization by processing orders.
- Handling complaints and emotional outbursts.
- Providing information about services and products.

If companies adopt and implement the transformational leadership traits, voluntary turnover could reduce drastically. Therefore, the second recommendation is that leaders understand the importance of transformational leadership to retain employees in the call center. Transformational leadership traits involve a family-based atmosphere and a sense of purpose that emerge among its members. Last I recommend leaders of call centers implement the following strategies: training, fixed work schedules, effective communication, and advancement opportunities.

Dissemination of the findings of this research will occur in various forms. I will provide the participants and organization leaders a copy of the study, and scholars and academia will have access to this research via ProQuest /UMI Dissertation database. I will also share this study's results through peer-reviewed articles, leadership conferences and seminars, and training.

Recommendations for Further Research

The purpose of this qualitative single case study was to explore strategies call center leaders use to reduce voluntary employee turnover. The findings of this study extend the existing research on employee retention in the call center industry. One of the limitations of this qualitative study was that the participants did not remember all strategies they implemented to reduce involuntary employee turnover.

A person's memory is an essential function of daily life; however, it is subject to errors, distortions, and illusions affecting one's ability to remember past experiences accurately (You, 2015). Therefore, I recommend two interviews that could allow the participant to remember events they may not have thought of in the first meeting. The qualitative single case study was most appropriate for my research; however, future researchers could use a mixed-method approach.

A mixed-method approach consists of using quantitative and qualitative methods. Incorporating a quantitative method can validate the findings of my study using statistical methods. Another limitation was the restricted population that confined the results of the study to one organization. The inclusion of leaders from various organizations could offer

different results. I recommend that future researchers recruit leaders from multiple organizations within the industry. Last, this study's sample size was three, and I would further recommend recruiting more than 5 participants.

Reflections

The motivation for my research topic was my experience as a manager and call center employee. During this time, I watched valuable employees leave organizations because of leadership. I was determined to find successful strategies to decrease voluntary employee turnover, extending to other industries. Call center employees, also called customer service representatives (CSRs), are at the forefront of the company and the first communication point for clients and future clients. The turnover rates in call centers are relatively high because of the stressors of offering different services and addressing dissatisfied, irate customers in a fast-paced environment while providing quality customer service.

The doctoral journey was tedious, and many times, I did not know if I would complete this task that I set out to achieve. I went through a separation, lost my grandmother, and endured many other trials and tribulations. In many cases throughout this journey, I felt pushed to the extreme, and I did not know the strength I truly have within myself. Once I gained approval to collect my data, I knew that I would soon reach my dream.

Each participant was beneficial and patient as they had to fit me into their busy schedules. As I continued through the research process, I triangulated data sources,

adhered to the interview protocol, and used member checking to minimize my personal bias. I was aware of strategies that could help retain employees, although some of the responses added to my knowledge of retention strategies.

Completing this truly helped me understand the intricate details of scholarly writing. I have always said that I was not a writer since grade school. However, I can no longer say that I am not a writer, and I am grateful for the experience. Furthermore, I believe this study's results can help call center leaders and leaders throughout various industries understand their employees better and decrease voluntary employee turnover.

Conclusion

Developing and implementing strategies to reducing voluntary employee turnover within the call center industry is critical to sustaining organizations and maintaining productivity. However, some leaders of call centers do not utilize effective strategies to retain valuable employees. The purpose of this qualitative single case study was to explore the strategies for call center employee retention to reduce voluntary employee turnover and answer the following research question, what strategies do call center leaders use to reduce voluntary employee turnover?

Leaders from a single call center in southern North Carolina participated in semi-structured telephone interviews, and a review of companies' employee handbooks augmented the data. Four main themes emerged after collecting and analyzing the data: (a) training, (b) fixed work schedules, (c) communication, and (d) advancement opportunities. This research study's findings indicate that leaders who use retention

strategies are successful in retaining valuable employees and reducing voluntary employee turnover.

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Appendix A: Interview Questions

1. What strategies have you used that have proven successful in the reduction of voluntary employee turnover?
2. How did you measure the success of the strategies you have used to reduce voluntary employee turnover in your organization?
3. How did you develop and implement policies and values that align with strategies to reduce voluntary employee turnover in your organization?
4. How are strategies to reduce voluntary employee turnover effectively communicated throughout the organizational ranks and among stakeholders?
5. What roles does leadership play in the reduction of voluntary employee turnover in your organization?
6. What more can you add to this study regarding strategies used to reduce voluntary employee turnover?

Appendix B: Interview Protocol

1. Introduce and provide participant(s) with a brief overview about myself.
2. Provide participant(s) with a consent form.
3. Give an overview of the consent form and respond to any questions.
4. Ask for consent to record the interview.
5. Turn on audio device to start session recording.
6. Provide each participate (s) with their coding identifier: Note the date and time of the interview.
7. Start interview beginning with question #1 continuing to final question.
8. Follow up with additional information if any and retrieve collect the employee handbook.
9. End interview session; then explain member checking the participant(s).
10. Provide my contact information for additional questions or concerns.
11. Thank the participate (s) for their valued input in the study.

End Interview Protocol

Appendix C: Informed Consent Form

Please save or print this consent form for your records

My name is Tracion Flood, a Doctor of Business Administration (DBA) candidate at Walden University. You are being invited to participate in a research study to explore the strategies that some managers of call centers use to improve employee retention. I am inviting managers from your call center to participate. For this study, eligible individuals are leaders with a minimum of 10 years experience at a call center. This form is a part of the consent process which provides details of the study to help you decide if you would like to participate.

Interview Procedures: If you agree to be part of this study, you will be asked to take part in a phone interview (40-60 minutes). Transcriptions of the interviews will be analyzed as part of the study and if necessary may require a follow-up phone interview as an opportunity to clarify statements. Copies of your interview recording and transcript are available from me upon request via email.

Sample Questions:

1. What strategies have you used that have proven successful in the reduction of voluntary employee turnover?
2. How did you measure the success of the strategies you have used to reduce voluntary employee turnover in your organization?

Voluntary Nature of the Study: This study is voluntary. If you decide to join the study now, you can still change your mind later. There are no thank you gifts, compensation or reimbursement offered in your study

Risks and Benefits of Being in the Study: There are minimum risks from participating in this research. The benefits of participation include receiving insights and strategies that some managers of call centers could use to improve employee retention. I will provide each participant a summarized report of the research findings via email.

Privacy: To ensure confidentiality the participants will be labeled as (P1, P2, and P3) to safeguard their identity. Interview recordings and full transcripts will be shared with each interviewee and site leadership via email (upon request). The interview transcripts will be kept for at least 5 years, as required by Walden University.

Contacts and Questions: You may contact me at any time at (910) 233-2357, to ask any questions you might have concerning your participation. You can also contact me by email at Tracion.flood@waldenu.edu. If you want to talk privately about your rights as a participant, you can call the Research Participant Advocate at my university at 612-312-1210. Walden University's IRB approval number for this study is 01-07-21-0671563 which expires on January 6, 2022.

Statement of Consent:

If you feel you understand the study well enough to make a decision about it, please indicate your consent by replying to this email with the words "I consent".
