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Challenges Nonprofit Organization Leaders Encounter With Voluntary Employee Turnover

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Walden University
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MBA, Concordia University Chicago, 2016

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Doctoral Study Submitted in Partial Fulfillment

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Doctor of Business Administration

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Abstract

Employees within the nonprofit sector who voluntarily depart from an organization can have unfortunate financial implications. Nonprofit leaders are concerned about voluntary turnover, which can be costly due to replacing employees. Grounded in transformational leadership theory, the purpose of this qualitative multiple-case study was to explore strategies nonprofit leaders use to reduce voluntary employee turnover. The participants were three nonprofit leaders from the Houston area who have experience reducing voluntary employee turnover in the nonprofit sector. The data were collected using semi-structured interviews. Three themes were identified through thematic analysis: (a) employee retention strategies, (b) employee incentives, and (c) organizational evaluation strategies. A principal recommendation is for nonprofit leaders to incorporate incentive programs comprised of competitive compensation, SMART Goals, and professional development. The implications for positive social change include the potential to increase employee retention rates and charitable contributions to the local community.

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Dedication

The dedication of this study is to my loving parents Ronald and Toni Carr. Thank you for believing in me and supporting me on my educational journey to becoming a doctor. Thank you for the many sacrifices you have made throughout my entire life. Your unconditional love and words of encouragement and wisdom gave me the strength I needed to complete this journey. The dedication of this project also goes to my brothers Ronald II, Ryan, and my sister Tanesha for your unwavering and unconditional love and support, constant encouragement, and belief in me. To my adorable nieces and nephews, Ryan II, Ronald III, Tianna, and Serenity, thank you for the continuous joy, love, and laughter you bring into my life every day. Throughout my doctoral process, the four of you have been my motivation and inspiration to overcome the many challenges and obstacles I faced. Thank you all for believing in me and my dream of becoming a doctor. I would not have achieved this goal without your love and support! I love you with all of my heart.

Acknowledgments

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Section 1: Foundation of the Study

Background of the Problem

Voluntary employee turnover in the nonprofit sector presents significant challenges in the area of organizational sustainability and reduction in job performance (Wang & Sun, 2020). The lack of strategic planning within the nonprofit infrastructure has caused administrators in the nonprofit sector to encounter challenges in employee turnover (Smith & Phillips, 2016). Employee turnover in the nonprofit sector is an ongoing challenge leaders have encountered.

Nonprofit organizations in the United States have experienced significant productivity losses of approximately $60 billion in revenue a year because of the lack of strategic planning from an operational perspective (McKeever, 2018). Employee turnover might cost organizations nearly $223 billion in revenue over 5 years, caused by the company’s cultural influence (Holliday, 2022). The lack of professional training opportunities nonprofit leaders offer employees is a critical factor in diminishing job performance levels within the nonprofit sector. Many nonprofit leaders in the Houston area lack leadership strategies to reduce employee turnover.

Problem and Purpose

Leaders of nonprofit organizations encounter challenges concerning employee turnover (Lipscomb, 2021). Nearly 45% of nonprofit organization employees will pursue new career opportunities and jobs by the year 2025 (Strub, 2020). The general business problem is that some nonprofit organizations experience a high voluntary employee turnover, resulting in financial losses. The specific business problem is that some leaders of nonprofit organizations lack strategies to reduce voluntary employee turnover.

The objective of this qualitative multiple case study explored strategies leaders of nonprofit organizations used to reduce voluntary employee turnover. The target population comprised of three nonprofit leaders from three organizations within the Houston area with 2 or more years of experience in reducing voluntary employee turnover. Implications for positive social change included the potential reduction of voluntary employee turnover, allowing nonprofit organization leaders to save the high costs associated with employee turnover and increase revenues. Nonprofit organizations with increased revenue might translate into more charitable contributions to the local community.

Population and Sampling

Researchers use nonprobability sampling techniques to identify the characteristics of a population and the study's objective (Crossman, 2020). Purposive sampling method is a process that allows the researcher to select participants from the research population who have experience with reducing voluntary employee turnover. The population for this qualitative research study consisted of three nonprofit leaders from three different organizations in the Houston area who have implemented programs and strategies to reduce voluntary employee turnover in the nonprofit sector. The data source selected for this study consisted of one-on-one interviews with nonprofit leaders. During the interview process, the individual nonprofit leaders had an opportunity to consent to the interview process in writing before participating in the interview. During the interview process, I presented predetermined questions about the lack of strategies used by nonprofit leaders to reduce voluntary employee turnover.

Nature of the Study

Qualitative research was the method selected for this study. Researchers adopt one of the following three research methodologies for their studies: qualitative, quantitative, or mixed methods (Sanders, 2018). Qualitative researchers focus on the micro level of social interaction that composes everyday life and gathers information from non-numerical data collection processes (Crossman, 2020). Researchers use the qualitative method to explore a phenomenon's what, why, and how in its natural setting (Yin, 2017). The qualitative research method is used to explore what, why, and how of voluntary employee turnover. Quantitative researchers focus primarily on numerical data and their statistical interpretations under a reductionist, logical, and strictly objective paradigm (Aspers & Corte, 2019). Researchers use the mixed method approach to combine quantitative and qualitative methods into one study to provide a broader perspective (Center for Innovation in Research and Teaching, 2017). The quantitative and mixed method research methodologies were not suitable because the focus of this study was to understand the phenomenon rather than the differences among measurable variables and test the relationships between the subjects. Therefore, the qualitative was the most appropriate research method for my study.

Researchers use several qualitative research designs during the research process, including ethnographic, phenomenological, and case studies. The ethnographic design involves researchers' observation of participants in their real-life environment, sometimes over an extended period (Morgan-Trimmer & Wood, 2016). The ethnographic design did not constitute or support any part of the research study because I did not observe participants in their real life setting over an extended period. Researchers use phenomenological design to describe the participants' lived experiences regarding a particular phenomenon (Waters, 2017). I did not select the phenomenological design because the focus was not on the participants' lived experiences of a phenomenon.

A qualitative case study is an approach to research that facilitates a detailed analysis exploring the phenomenon within its natural context of various data sources (Center for Innovation in Research and Teaching, 2017). Researchers also use the case study design to conduct an in depth investigation of a phenomenon within the participants' environmental context and triangulate data collected to validate findings (Yin, 2017). The case study research design explored the what, how, and why of a particular phenomenon of strategies to reduce voluntary employee turnover for the case study. The case study design was the most appropriate method for this study because it allowed me to conduct research using multiple case studies to develop a more in depth understanding of the phenomena than a single case can provide.

Research Question

What successful strategies do leaders of nonprofit organizations use to reduce voluntary employee turnover?

Interview Questions

1. What strategies do you use to reduce voluntary employee turnover successfully?

2. How do your employees respond to voluntary employee turnover strategies?
3. How are strategies to reduce voluntary employee turnover communicated throughout the organizational ranks and among stakeholders?
4. What modifications do you apply to improve the effectiveness of reducing voluntary employee turnover?
5. What policies and processes are incorporated to reduce voluntary employee turnover successfully in your organization?
6. What are the critical barries to implementing strategies to reduce voluntary employee turnover in your organization?
7. How do you overcome key barriers when implementing strategies to reduce voluntary employee turnover into your business practice?
8. What additional information would you like to provide about strategies to reduce voluntary employee turnover in the nonprofit sector?

Conceptual Framework

The conceptual framework I used for this study is the transformational leadership theory. Burns (1978) developed the original transformational leadership theory. Transformational leadership theory focuses on developing followers and the contributing factors that motivate them to perform at optimum levels within the workplace (White, 2022). Transformational leadership theory applies to this study because the research participants interviewed demonstrated similar qualities, which promote positive change within an organization and encourage innovation that causes changes in the individual employees and communities. The essential components of transformational leadership are idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration (Lea, 2020). Fostering a work environment built on trust, idealized behavior, motivation, and stimulation is one way organizational leaders might use the transformational leadership approach to reduce voluntary employee turnover within a nonprofit organization. Creating personal and professional development opportunities is another way nonprofit organizations could build a strong connection with their employees and potentially reduce voluntary employee turnover.

Operational Definitions

The following terms are associated with voluntary employee turnover concerns in the nonprofit sector.

Nonprofit organization (NPO): A nonprofit organization is a tax-exempt business entity structured to further social causes and provide public benefits (Kenton, 2022).

Organizational commitment: Organizational commitment is the level of psychological attachment an individual has to an organization (Yousef, 2016).

Organizational culture: An organization's culture defines the proper way to behave within the organization (Society for Human Resource Management, 2019).

Transactional leadership: Transactional leadership is a performance based leadership style that motivates employees through rewards and punishments (White, 2022).

Transformational leadership: Transformational leaders are leaders who motivate people to go beyond normal expectations by encouraging and inspiring employees to innovate and create change to benefit the organization's future success (White, 2022).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are unexamined beliefs that are, in some cases, accepted as true or at least plausible without any verifiable evidence (Barroso, 2018). The primary assumption for this study was the issues many nonprofit organizations might encounter in the area of voluntary employee turnover and the lack of professional training. I assumed participants of the study offered truthful and unbiased responses to the interview questions and provided access to supporting public documents and data. The final assumption was the research participant population interviewed provided sufficient data and information about employee turnover in the nonprofit workforce. Insight into the issues addressed through the semistructured interview questions were designed for participants to offer validity during the research process.

Limitations

Limitations are characteristics in research design or methodology that impact or influence the interpretation of the findings in a study (Allen, 2017). The first limitation was that participants used for the interview process are restricted only to the nonprofit's executive leadership team members. Second, the nonprofit leaders who have experience managing voluntary employee turnover might be limited. The last limitation is all participants work in the Houston area.

Delimitations

Delimitations are characteristics used to limit the scope and set boundaries (Marshall & Rossman, 2016). The boundaries of this study include interview questions related to the employee turnover rate within the nonprofit sector. Participants selected are nonprofit leaders with 2 or more years of experience developing and implementing employee reduction strategies in the Houston area. Delimitations were set to ensure participants are familiar with the nonprofit employee turnover and have experience developing and implementing employee reduction strategies.

Significance of the Study

Contribution to Business Practice

This study contributes to business practice because some of the executive leaders in nonprofit organizations might not have taken full advantage of the resources available to implement strategies to improve employee engagement. The results from this research study assisted in human resource development by adding insight regarding strategies nonprofit leaders implemented to improve overall communications and strategies to strengthen employee organizational commitment and reduce voluntary employee turnover. Reducing voluntary employee turnover allows leaders of nonprofit organizations an opportunity to reduce the overall cost and use the funds in different areas within the organization.

Implications for Social Change

Social change in the philanthropic context is the action undertaken by nonprofit organizations to improve the social situation of individuals accessing services and members within the Houston area (Shier et al., 2019). Voluntary employee turnover in nonprofits might present a significant cost, reducing the performance of a nonprofit and challenging its sustainability over time (Wang & Sun, 2020). This study contributes to positive social change in the nonprofit sector's workforce, including the potential of reducing voluntary employee turnover by eliminating strategies for retaining employees and creating positive social change within the organization. Decreasing unemployment is very important because unemployed individuals experience more mental and physical health problems, higher mortality rates, and negative changes in family relationships (Wahlbeck & McDaid, 2012).

A Review of the Professional and Academic Literature

The objective of this qualitative multiple case study is to explore strategies leaders of nonprofit organizations use to reduce voluntary employee turnover. In this literature review, I explored the research findings related to the transformational leadership theory. Transformational leadership theory is a concept that focuses on the contribution leaders make to ensure subordinates operate and perform at optimum levels within the organization (White, 2022). This review of professional and academic literature is thematic, including sources and findings related to the impact of voluntary employee turnover in the nonprofit sector. For example, the literature review addresses different strategies nonprofit leaders use to reduce voluntary employee turnover and financial losses and improve job satisfaction.

The scholarly and peer reviewed articles cited in this study were accessed utilizing search engines including JPNA, ProQuest, Google Scholar, Scholar Works, ScienceDirect, Academic Search Complete, Sage Journal, and The Nonprofit Times. The literature search consisted of using the following keywords: *transformational leadership theory, transactional leadership, autocratic leadership, democratic leadership,* *facilitative leadership, laissez faire leadership, servant leadership, strategic leadership, job satisfaction, nonprofit organizational culture, nonprofit voluntary employee turnover, and reducing employee turnover.*

The content found in the literature review includes articles about challenges nonprofits leaders encounter with voluntary employee turnover. The publication used for the literature review component consists of peer-reviewed journal articles, books, and website content, totaling 171 references. Seventy-five (75.3%) of the 171 total references are peer-reviewed articles. More than 85% of the publications have been published within five years of the anticipated graduation date in 2023. Several articles contain information about business practices used within nonprofit organizations and the effect on positive social change. The reviewed articles include research demonstrating the significance of incorporating a strategic plan and the effect leadership theory, employee engagement, and job satisfaction have on reducing voluntary employee turnover.

Support of Transformational Leadership Theory

Transformational leadership is a theory that many researchers worldwide highly regard. According to Begley (2010), transformational leadership is a theory supported by nearly 30 years of research identifying the correlation between a leader's ability to create a positive organizational culture while utilizing values and morals to govern day-to-day operations. Employees who demonstrate some level of satisfaction with their jobs may also be inspired to work diligently to accomplish the goals and objectives of the organization (Vance, 2006). Nonprofit leaders who commit to gaining an understanding of the psychology and the behavioral patterns of an employee might have the ability to encourage the employees to work toward accomplishing the goals of the organization (Wang & Sun, 2021). The primary purpose of motivating factors, also known as dissatisfiers, directly affects the environment and working conditions, resulting in job dissatisfaction (Herzberg, 1959). Transformational leaders are known for their keen ability to identify a problem, empower and inspire followers to viable solutions, and delegate the responsibilities to complete the necessary task (Cherry & Susman, 2020).

Criticism of Transformational Leadership Theory

According to Khan et al. (2020), transformational leadership might not appear superior to other leadership theories such as transactional leadership. According to Bass (1985), transformational leaders use a charismatic approach, which can sometimes be misleading to followers and demonstrate an abuse of power. Another criticism widely claimed by researchers regarding transformational leadership is the role morals and ethics play in the decision-making process leading to undesirable results (Khan et al., 2020). The norm and ethical practices within an organization can be directly affected by the cultural values and behaviors of the leadership and employees (Matei & Abrudan, 2016). According to Emiroglu et al. (2017), diverse backgrounds and cultural norms significantly affect the different levels of work-related scenarios. The various aspects of workplace performance levels might vary based on the cultural background of the individual employee.

Equity theory is a practice that suggests a fair exchange occurs between parties in which the input and output of the individual's contribution are equally exchanged (Piaralal et al., 2016). Equity theory contradicts Herzberg's (1959) two-factor theory because when an employee contributes to the success of an organization and their efforts are not adequately rewarded or acknowledged, the employee might respond negatively. Narisada and Schieman (2016) suggested that when employees are not paid fair wages or do not receive proper compensation, they are more likely to demonstrate job dissatisfaction. Nevertheless, an employee who is not correctly compensated can contribute to the stressors and discomforts within the workplace, directly affecting morale and causing job dissatisfaction (Piaralal et al., 2016).

Intellectual Stimulation

Transformational leaders use intellectual stimulation to promote and encourage a creative approach to solving problems and challenges within the work environment (Ansari et al., 2007). According to Tichy and Ulrich (1984), this approach to leadership is a method implemented by organizations to develop a strategic plan of action to assist with furthering the mission. This leadership theory encourages creative and independent thinking while encouraging followers to offer a unique approach to solving critical organizational issues (Towler, 2019). Leaders who encourage followers to think outside of the box regarding problem-solving are more likely to cultivate a positive company culture and improve job satisfaction (Insala, 2020).

Individualized Consideration

Individualized consideration is a characteristic implemented by transformational leaders who express a genuine concern about the wellbeing of followers (Riggio & Tan, 2014). This individualized and personal approach is a strategy implemented by leaders to promote optimal growth and development for followers (Riggio & Tan, 2014). However, unlike intellectual stimulation, individualized consideration is not a method organizations use to encourage innovation within the organizational structure (Shafi et al., 2020). Although individualized consideration does not promote innovation, it encourages followers to live and operate to the full leadership potential. Individualized consideration may not encourage innovation, but its foresters an environment that enables support, allowing followers to live and perform to the full leadership potential (Riggio & Tan, 2014).

Motivator Factors

Nonprofit organizations implementing employee incentive programs are more likely to achieve operational goals and objectives to increase high employee morale (Smith & Phillips, 2016). From a psychological aspect, incentives and motivator factors can increase job performance and employees' positive attitude while promoting professional growth (Alfayad & Mohd Arif, 2017). Motivators can shift employees' behavior toward the organization's goals (Tracy, 2019). To achieve organizational success, leaders in nonprofit organizations should implement strategies that motivate employees to maximize job performance and reduce voluntary employee turnover rates.

Achievement

Achieving job satisfaction within the nonprofit sector requires employees to feel comfort and security within the work environment (Sanders, 2018). According to Herzberg (1959), a direct connection exists between employee achievement and job satisfaction. Accomplishing or completing a task within a work environment that has a lasting impact on the organization might make an employee feel a sense of achievement

(Chinn, 2016). Nonprofit leaders should identify methods to acknowledge and appreciate employees who accomplish assigned tasks. Job satisfaction within a nonprofit organization might be more probable within a work environment that exhibits employee appreciation and value (Slatten et al., 2021). Employees who feel a sense of inclusion and unity might be more likely to stay with an organization rather than depart because of job dissatisfaction.

Recognition

Job recognition is a tactic used by employers to reward employees who demonstrate a commitment to an organization (Merrick, 2021). Managers and executive leaders who recognize the time and effort put into a task by an employee can create a positive work environment and promote job satisfaction (Travaglianti et al., 2018). Recognition is a method of upper level management because executive leaders can reward employees for exemplary work (Foster, 2017). Employee recognition is a method implemented by employers to acknowledge employees' efforts who demonstrate exceptional job performance (Brown et al., 2005). Working in an environment that recognizes a sense of accomplishment increases employee morale and productivity, leading to company profitability (National Council of Nonprofits, 2020).

Employment Growth

The success of most nonprofit organizations relies heavily on employee participation and job performance (Vance, 2006). Increasing the level of responsibility given to an employee with some level of authority can help increase employee morale and promote company growth (Alshmemri et al., 2017). When an organization's status changes and the financial benefits and responsibilities for the employee growth, employee job satisfaction increases (Foster, 2017). Creating an environment that promotes professional development within an organization can cause increased motivation and job satisfaction (Foster, 2017).

Advancement

Promoting an employee within an organization is a way to increase job satisfaction and encourage a positive work environment (Chan et al., 2016). Several benefits come with a job promotion, such as increased wages and responsibilities, networking opportunities, and professional growth that can prepare the employee for future opportunities (Wickramasinghe, 2016). According to Chan et al. (2016), employees who have received a promotion demonstrate a certain level of loyalty and might feel obligated to remain with the organization. Workplace advancement might directly link to career adaptability and reduce employee turnover intentions (Chan et al., 2016).

Responsibility

Employees who operate with a higher level of responsibility within the workplace demonstrate a higher rate of employee satisfaction than employees who might work in a lower-level position (Shijian et al., 2017). Employees who feel no room for advancement or professional growth might leave the organization because of the lack of progress (Hurst et al., 2017). Nonprofit leaders should create opportunities to strategically align employees with job responsibilities that match the qualifications and areas of interest.

The Work

According to Holmberg et al. (2016), the primary goal of most organizational leaders is to create experiences for employees that will promote job satisfaction over dissatisfaction by using the hygiene factors to achieve goals. The level of job satisfaction for an employee can potentially rest within the daily task they are assigned. Employers who create daily tasks employees might enjoy will encourage a positive work environment and promote job satisfaction (Ireri, 2016). Creating a study for employees to gain knowledge in different areas of interest might contribute to future opportunities.

Hygiene Factors

Hygiene factors identify with company policy, employee compensation, job security, relationship with the supervisor, and the employee's working conditions (Herzberg, 1959). Hygiene factors are associated with the workplace environment and might promote some job satisfaction but on a much smaller scale (Alfayad & Mohd Arif, 2017). Hygiene factors can affect the culture and morale within the workplace, which can cause a decrease in job performance and job satisfaction (Alfayad & Mohd Arif, 2017).

Working Conditions

Physical conditions of a work environment might significantly impact employees' job performance and job satisfaction (Alshmemri et al., 2017). The condition of the work environment is the employer's sole responsibility, so when the work conditions are not up to the standards, might affect production, and the employee's job performance effectiveness might decrease. Organizations that provide favorable working conditions might see an increase in job performance (Rahman & Hasan, 2017). Working conditions for any organization should consist of a safe environment, safety precautions, temperature, tools, office space, and a ventilation system (Alshmemri et al., 2017).

Colleagues

Organizations that create environments that promote team building and employee engagement are likely to succeed (Hwang & Ramadoss, 2017). According to Alegre et al. (2016), relationships formed in a working environment might positively affect job satisfaction. Employees who have formulated relationships with coworkers are more likely to increase productivity and service positively influence colleagues (Lambert et al., 2016).

Job Security

An employee's job performance could be significantly affected by the level of job security. According to Ireri (2016), employees who are secure in a positions are more likely to have a positive experience and job satisfy action. Employees prone to seek out job security might be more likely to perform tasks that will eliminate the potential of job insecurity (Ghosh, 2017). Ireri (2016) stated that employees who make a conscious effort to contribute to an organization serves as a motivator to other employees and significantly affect job performance. Job satisfaction could play a vital role in whether an employee stays at an organization.

Company Policy and Managerial Administration

Organizations use company policies and administrative guidelines to provide employees with an organized and structured environment. The company's procedures are implemented to set expectations and hold all parties accountable for an assigned task. Employees are more willing to contribute to the organization's objectives with a company policy that demonstrates long working conditions and compensations (Ireri, 2016).

According to the article contributors Frechtling and Boo (2012), highlight the code of professional ethics and practices throughout the World Association for Public Opinion Research (WAPOR). According to the WAPOR Code of Professional Ethics and Practices, principles of ethical rules for the guidance of its members and a framework of professional standards that should be acceptable to users of research and the public at large (World Association for Public Opinion Research, 2017). The WAPOR Code includes 44 statements in five thematic areas: (a). Responsibilities of Researchers, (b). Duties of Sponsors, (c). Rules of Practice Regarding Reports and Survey Results, (d). Commitment to Informants, (e). Practice between Researchers (Frechtling & Boo, 2012).

Compensation

Compensation plays a significant role in the area of job satisfaction. According to Llanos and Bin Ahmad (2017), compensation positively affects job performance. Compensation is a method that leaders of organizations strategically use to acknowledge the hard work and dedication demonstrated by the subordinates and fulfill the operational goals (Llanos & Bin Ahmad, 2017). Singh and Mishra (2017) suggest that monetary compensation increases the organization's effectiveness and loyalty among the employees.

Supervision

Supervision in the workplace establishes the ground rules of the organization, determining whether the actions taken by an employee are just or unjust and the potential effect they could have on the organization (Alshmemri et al., 2017). Rahman and Hasan (2017) the role between the supervisor and the subordinates is contingent upon the associate's performance. The supervisor's role consists of serving in a leadership role, delegating responsibilities, and demonstrating a certain level of diplomacy when presented with challenging situations (Alshmemri et al., 2017).

Supporting for Herzberg’s Two Factor Theory

Herzberg's (1959) two-factor theory is highly regarded by many researchers. Alshmemri et al. (2017) supported Herzberg's theory by describing two forms of motivation that directly affect job performance and satisfaction: motivators and hygiene factors. According to Herzberg (1959), when a balance of both motivators and hygiene factors are combined, the results might generate job satisfaction in the workplace. Employees who demonstrate job satisfaction with a position may also be inspired to work diligently to accomplish the goals and objectives of the organization.

Nonprofit leaders who commit understanding an employee’s psychology and behavioral patterns might encourage the employees to work toward accomplishing the organization’s goals. The goal of motivating factors, also known as satisfiers, promotes job satisfaction. To compare, hygiene factors, also known as dissatisfiers, directly affect the environment and working conditions, resulting in job dissatisfaction.

Deci and Ryan (2000) also support Herzberg's (1959) two-factor theory suggesting that the self-determination theory might directly be affected by the intrinsic and extrinsic factors affect the morale within an organization. The self-determination theory derives from intrinsic motivation, which involves an employee demonstrating a high level of job performance and taking pride in work which exhibits similarities to Herzberg's two-factor theory (Manganelli et al., 2018). Employees interested in a particular project or task are more likely to complete a commission if a reward system is implemented (Manganelli et al., 2018). Extrinsic motivation suggests external rewards are effective when an employee accomplishes a task (Manganelli et al., 2018). By incorporating an external rewards system, Kim (2018) indicates this method encourages leadership behavior that promotes controlling or forcing an employee to complete a task.

Criticism of Herzberg's Two Factor Theory

Many researchers have criticized Herzberg's (1959) two factor theory. Matei and Abrudan (2016) suggested Herzberg's (1959) two factory theory is not a method provided to be helpful in all cultures, particularly the Romanian culture. The norms and ethical practices within an organization can be directly affected by the cultural values and behaviors of the employees (Matei & Abrudan, 2016). According to Emiroglu et al. (2017), diverse backgrounds and cultural norms have a significant role in the different levels of work related scenarios. The various aspects of workplace performance levels might vary based on the cultural background of the individual employee.

Herzberg (1959) suggests that poor working conditions and different factors that could negatively affect the working conditions are job dissatisfaction. According to

Al-Rafaei and Omran (1992), voluntary employee turnover might be directly linked to the psychological experiences within the work environment. Employees who experience psychological difficulties in the workplace are likely to entertain other job opportunities to escape torturous conditions. Employers are more likely to see job satisfaction when motivators and hygiene factors are in practice (Ireri, 2016).

According to Piaralal et al. (2016), equity theory is a practice that suggests a fair exchange occurs between parties in which the input and output of the individual's contribution are equally exchanged. Equity theory contradicts Herzberg (1959) two-factor theory because when an employee contributes to the success of an organization and the efforts are not adequately rewarded or acknowledged, the employee might respond negatively. Narisada and Schieman (2016) suggest when an employee is not paid fair wages or does not receive proper compensation, they are more likely to demonstrate job dissatisfaction. Nevertheless, an employee who is not adequately compensated can contribute to the stressors and discomforts within the workplace, directly affecting the morale and causing job dissatisfaction (Piaralal et al., 2016).

Leadership

This editorial from Steven Appelbaum describes the organizational outcomes of leadership and resistance to change. This research study offers a review of the body of knowledge explaining how leadership styles might address resistance to improve to achieve desired organizational outcomes. Economic conditions play a significant role in sustainability and competitiveness within an organization. As a result of the economic conditions, contributor Steven Appelbaum suggests leaders can no longer rejoice over past victories and must continue on a quest to implement positive change.

Kotter (1995) offered an eight-step research method to implement transformational leadership. During the application of this process, the first few steps are devoted to communicating about the change, assembling a change leadership team, and creating a vision. Resistance to change (RTC), can serve as a roadblock preventing leaders from accomplishing change. Leadership is a popular and debated topic in the area of organizational management. This research study, the material almost three decades ago, shows many definitions of leadership.

Four types of leadership are often referred to in the literature – transactional, transformational, laissez faire, and change oriented leadership. Laissez faire leadership is understood as "non-leadership." Transactional leadership focuses on daily transactions and accomplishing goals with and through others. Transformational leadership, in contrast, focuses on meeting organizational needs while aiming to satisfy individual needs and promoting relationship oriented behaviors. Last, change oriented leadership is described concerning the process of change rather than stemming from personality traits. According to contributor Kotter (1995), commitment in the workplace results from various factors, which leaders can leverage to affect and efficiently improve organizational commitment.

Porter (1966) defined strategy as creating a unique position involving different activities. Leskaj (2017) discussed the challenges of public organizations in strategic management. The challenges most leaders encounter refers to the threat of fulfilling the mission or implementing successful strategies for the program (Leskaj, 2017). Leskaj's objective was to identify the challenges facing the formulation of strategy, the challenges facing the implementation of strategy in public organizations, and the challenges facing the assessment of the process in public organizations (Leskaj, 2017). The research method selected for this study is qualitative research. It targets identifying the challenges organizations leaders encounter with the selection process for strategies and implementing the system and its assessment (Leskaj, 2017). Public organizations should concentrate their employment on recruiting capable and motivated specialists who have a proven track record of achievements to be promoted to higher levels of the management hierarchy (Leskaj, 2017). In addition to strategic recruiting methods, the organization's success in having a defined vision reinforced for the leadership team.

Pseudo-Transformational Leadership

The role of a Pseudo-transformational leader is very similar to the role of a transformational leader. Pseudo-transformational leadership is defined by self-serving yet highly inspirational leadership behaviors, unwillingness to encourage independent thought in subordinates, and little caring for one's subordinates (Christie et al., 2011). Like the transformational leader, the pseudo-transformational leader's primary goal is to focus and interact with leaders and subordinates with motives for personal gain (Lin et al., 2017). The pseudo-transformational leader works intentionally to shape the perspectives of their subordinates to align with their interest (Blair et al., 2017). A pseudo-transformational leader encourages their followers to exhibit favoritism and competitive nature (Blair et al., 2017). The business practices might practice unethical forms of leadership to promote their agenda (Blair et al., 2017).

Transactional Leadership

A transactional leader can set clear objectives and goals for the followers and use either punishment or rewards to encourage individual team members to cooperate with the plans (Khan et al., 2020). According to Burns (1978), transactional leadership usually does not strive for cultural change within an organization. Still, they work in the existing culture conducting a competitive transactional driven environment (Langston Education, 2017). The author of the article, Leadership, Trust, and Job Satisfaction in the Public Sector: A study of US federal employees, Hugo Asuncion, examines a leadership team's role within an organization. Data collected for this case study was obtained from the US Office of Personnel Management Federal Employee Viewpoint Survey. This survey consisted of organizational performance, leadership, employee satisfaction, compensation, and benefits. The findings of this study suggest that both transactional and transformational leadership behaviors and employee trust in leaders are positively related to employee job satisfaction. According to Khan et al. (2020), public organizations, especially those managed by transactional leaders, should focus more on developing the transformational and individualized considerations to build a more satisfied and productive workforce for serving the public. Contributor Khan et al. (2020) highlight that this study sheds some light on the direct and indirect effects of transactional and transformational leadership behaviors regarding employee job satisfaction, and certain limitations.

Asrar-ul-Haq and Anwar (2016) conducted a study focused on which leadership constructs are essential for predicting job satisfaction, affective commitment, and perceived job performance in both the for-profit and nonprofit sectors. The six leadership constructs evaluated in this article are (1) transformational, (2) transactional, (3) laissez faire, (4) consideration, (5) initiating structure, and (6) leader-member exchange (LMX) . During this research study, the researchers gathered data from seven for profit and nonprofit sectors. The six leadership constructs were tested in three leadership effectiveness criteria on an individual level: job satisfaction, affective commitment, and perceived job performance. For more than 80 years, research has been conducted to examine the many theories proposed on this subject matter. According Asrar-ul-Haq and Anwar (2016) they are researching the relative importance of leadership constructs is critical to measuring the effectiveness of leadership within an organization. Second, the leadership construct reflects the organization's fundamental principles of science and beliefs. Last, extensive systematic research has been undertaken to test the relative importance of leadership constructs.

Transformational leaders inspire their followers by providing positive and valued the based visions of the future. Transactional leaders rely on clearly defined transactions with subordinates. Laissez-Faire is the third leadership style which refers to the absence of leadership behavior. Consideration characterizes a follower-oriented leadership behavior in which the leader supports the follower on an individual basis. Theoretically, leadership theories all offer a unique approach to leadership. Still, they all serve the same purpose: to explain variance in the follower's motivation and behavior within the workplace. The initiating structure is the fifth leadership style which refers to assigning and structuring work tasks for subordinates. Last, leader-member exchange (LMX) is a positive and mutually trusting relationship between leaders and associates.

Bill Gates is the co-founder of Microsoft. In 1975 Microsoft launched the Windows operating system (Spahr, 2018). Bill Gates is known for his innovative style. During the development stages of Microsoft, Gates's management style reflected that of a transactional leader (Spahr, 2018). In an article published by St. Thomas University, contributor Spahr (2018) describes some of the leadership practices reported regarding Bill Gates. During the development of new products, Bill Gates would visit the new product teams and ask challenging questions until he was satisfied that the teams were on track and understood the goal (Spahr, 2018). The transactional style of leadership describes someone who is more task originated and driven by results. Another transactional leadership trait Gates demonstrates disciplinary power to encourage subordinates to complete the task presented to them (Ingram, 2017).

Authentic Leadership

Authentic leadership is a metaphor for professionally practical, ethically sound, and consciously reflective practices in educational administration. It alludes to a knowledge based, values informed, and skillfully executed leadership (Begley, 2010). This editorial from McCleskey-Allen describes situational, transformational, and transactional leadership and leadership development. Silva's (2016) argument is based on the theory that the study of leadership spans more than 100 years. The three seminal leadership theories are situational leadership, transformation leadership (TL) and transactional leadership. Situational leadership is a theory that proposes that effective leadership requires a rational understanding of the situation and an appropriate response (Asana, 2021). Situational leadership style is situational and task-oriented rather than people-oriented. Inconsistency, continuity, and conformity are flaws demonstrated in situational leadership (Asana, 2021). Transformational leadership (TL) has been in existence for 30 years. The premise of transformational leadership is the leader who can convince followers to transcend self-interest for the sake of the organization. Transactional leadership focuses on the exchange that occurs between leaders and followers. This leadership style practices the method of leading followers to short term relationships of interaction with the leader and ensures that both parties' benefit.

Autocratic Leadership

Autocratic leadership is also known as an authoritarian leadership style characterized by individual control over all decisions and little input from group members (Cherry & Susman, 2020). This leadership style is more dominant in their approach, potentially creating negative relationships with their employees (Fiaz et al., 2017). The autocratic leadership style places emphasis on performance, so they task driven with little to no need for support from their subordinates (Fiaz et al., 2017). During the decision-making process, autocratic leaders use unilateral tactics without gathering input from others, and they prefer to make their decisions alone (Fiaz et al., 2017). Authoritarian leaders are decision makers who can make quick and challenging decisions when needed (Chishty-Mujahid, 2016). Autocratic leaders prefer not to share their leadership responsibilities (Chishty-Mujahid, 2016).

The autocratic leadership style still can gain respect and motivate subordinates regardless of their inability to work directly with them. Authoritarian leaders implement fear and punishment to motivate their associates (Kiplangat, 2017). According to Fiaz et al. (2017), autocratic leadership encourages their employees based on performance. According to Chishty-Mujahid (2016), subordinates can still develop job satisfaction because the responsibilities are task driven.

Laissez-Faire Leadership

The Laissez-faire leadership style prefers not to be in a situation with high risks or critical organizational decisions involved (Asrar-ul-Haq & Kuchinke, 2016). This leadership style exhibits a hands-off approach with minimal interest in corporate involvement (Fiaz et al., 2017). Asrar-ul-Haq and Kuchinke (2016) state that the laissez-faire leadership style does not offer tools to assist subordinates in personal or professional development. In addition to no support in growth areas, the laissez-faire leader does not provide their employees with rewards or incentives (Asrar-ul-Haq & Kuchinke, 2016). The primary goal of a laissez-faire leader is to establish organizational goals and objectives only when they are required (Fiaz et al., 2017).

The laissez-faire leadership style is known to positively predict the motivation of employees (Fiaz et al., 2017). The positive relationship between democratic leadership and employees' motivation comes out to be insignificant, which depicts the bureaucratic and decentralized nature of the organization (Fiaz et al., 2017). The work environment in the offices of a laissez-faire leader might become a little chaotic because of the hands offs approach to leadership (Chishty-Mujahid, 2016).

Participative Leadership

Participative leadership is a style of leadership that encourages members of an organization to participate in the decision making process (Kiplangat, 2017). This form of leadership believes in establishing open lines of communication between organizational leaders and subordinates to build trusting relationships in the work environment (Kiplangat, 2017). According to Kiplagat (2017), participative leaders' encouragement of open dialogue allows leaders to form a consensus on the hardships and challenges subordinates encounter in the workplace. Through collaborative efforts, associates are encouraged by participative leaders to participate in the decision making process (Kiplangat, 2017). This leadership style fosters subordinates to participate in the decision making process and is also viewed as equal beings (Bhatti et al., 2019).

Servant Leadership

Servant leaders' primary focus is on their followers' personal and professional needs (Lapointe & Vandenberghe, 2018). According to Northouse (2016), 10 specific behaviors demonstrated by servant leaders are: a solid commitment to the growth of the people and community around them, listening, stewardship, awareness, empathy, foresight, conceptualization, and persuasion. Servant leaders devote time and efforts to creating a corporate environment that promotes professional growth and leadership development (Amah, 2017). Subordinates of servant leaders demonstrate an increased commitment to daily responsibilities and the organization's overall success (Newman et al., 2017).

Servant leaders positively influences employees, promoting job satisfaction and high-performance levels. Subordinates of a servant leader develop a strong emotional connection to the organization's missions and operate at an optimal performance level (Lapointe & Vandenberghe, 2018). Last, a servant leader might demonstrate characteristics that strongly support the organization's mission and increase a subordinate's level of commitment (Lapointe & Vandenberghe, 2018).

Charismatic Leadership

A charismatic leader is an individual who can gain the attention of other team members influencing their behavior and decision making abilities (Towler, 2019). Charismatic leadership inspires followers to share and work toward a common goal (Grabo & van Vugt, 2016). Four primary ways charismatic leaders can influence followers: increasing self-awareness and effectiveness, creating an environment that promotes unity, forward-thinking and envisioning the future, and changing the follower's view of work (Towler, 2019).

Charismatic leaders might significantly influence their followers based on the impression they can make (Towler, 2019). The leadership style of a charismatic leader promotes a positive work environment which could positively affect job satisfaction and reduce voluntary employee turnover. Followers of a charismatic leader directly benefit from behaviors and qualities, including heightened productivity and job satisfaction (Grabo & van Vugt, 2016).

Ethical Leadership

According to Brown et al. (2005), ethical leadership is "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two- way communication, reinforcement, and decision making" (Brown et al., 2005). Ethical leadership consists of six distant characteristics in this case study: honesty, justice, respect, integrity, and responsibility (Villrilli, 2021). According to Bardaracco and Ellsworth (1991), *the word integrity suggests wholeness, coherence, and a sense of moral soundness in which the core values are honesty and justice*. Leaders demonstrate exemplary moral behavior consistent with laws and codes (Dobel, 1998). Authenticity is the second ethical leadership characteristic mentioned. According to Bedi et al. (2016), authenticity is about knowing oneself and acting transparently by one's beliefs and values. Integrity and authenticity are just two of the six traits distant characteristics of the ethical leadership style of management. The ethical leadership management style promotes a socially harmonious and environmentally sustainable work environment (Bedi et al., 2016).

Cultural Influence

Worth (2018) discussed the role shared leadership has on the sustainability of a nonprofit organization. According to Worth (2018), when nonprofits implement a culture of shared leadership, the organization enhances its ability to develop resilience and adaptability in times of uncertainty and turbulence. Organizational sustainability within the nonprofit sector heavily depends on the leadership style of the top level executives and the ability carry out the organization's vision (Worth, 2018). The information highlighted in this research study often compares shared leadership to a traditional leadership style. A shared leadership style of management refers to a leader who can influence the decision-making process within a group setting (Worth, 2018). The objective of a shared leader is to assist the nonprofit in achieving its organizational goals.

Shared leadership from an organizational culture perspective can equip and encourage staff members to be a part of the decision making process. This leadership style promotes consistency and quality in carrying out the program's organizational activities. A culture of shared leadership does not come naturally to all organizations or individuals. Most nonprofits are structured with processes and defined leadership roles. Contributor Worth (2018) argued that although shared leadership is critical to an organization's success, this leadership style can also potentially hinder an organization from advancing.

According to Worth (2018), developing and maintaining a shared leadership culture must follow the philosophy and approach to organizational leadership. The active role shared leaders have within the nonprofit sector encourages leaders to be engaged in the decision making process related to hiring staff members, performance reviews, budgeting, and policy development, ensuring sustainability. The focus of this article strongly encourages and promotes the importance of creating a shared leadership within a nonprofit organization. The information provided in this article only provides one viewpoint. Worth's (2018) findings suggest the importance of incorporating shared decision-making within the nonprofit sector. The organizational culture of most nonprofit organizations varies based on the environment and leadership structure. The study presents many limitations, and the information provides resources for promoting sustainability within the nonprofit sector.

Employee Engagement

Employee engagement occurs when an employee goes the extra mile to ensure customer satisfaction (Ryba, 2021). According to Ryba (2021), a four-tier profile for employee engagement: Highly Engaged, Moderately Engaged, Barely Engaged and Disengaged. First, highly engaged employees advocate a hold the organization they work for in high regard (Ryba, 2021). Second, the moderately engaged employee respects and supports the organization's mission, but they also see opportunities for improvement (Ryba, 2021). Third, the barely engaged employees feel indifferent about the organization's performance and lack motivation, falling into the high-risk turnover category (Ryba, 2021). Last, the disengaged employees have a negative view of the employer and little to no impact to the overall productivity of the organization (Ryba, 2021).

Developing a Vision or Mission Statement to encourage employees and leaders to become the best in their class (Ryba, 2021). Establishing an internal communications system such as a website or intranet to establish open lines of communication for employees is another effective tool (Whitta, 2017). Last, organizations should focus on the leadership within the organization (Whitta, 2017). The leadership team within any organization sets the company's tone and serves as a compass for the organization's culture.

Maslach et al. (2001) provided a unique perspective regarding employee engagement. According to Maslach et al. (2001), two main concepts demonstrated in employee engagement: positive attention, which consists of the characteristic of energy, involvement, and efficacy, and negative engagement, including factors such as burnout which is caused by exhaustion, cynicism, and inefficacy. The information provided offered practical solutions for businesses worldwide.

Whitta (2017) discussed the importance of encouraging employees to have a work life balance within an organization and promoting optimal performance (Whitta, 2017). The only other tool I would suggest in employee engagement is promoting health and wellness within the workplace, including helpful solutions to reduce stress levels (Whitta, 2017). By promoting a reduced stress work environment, employers can help ensure energy levels and productivity among the employees to operate on a higher level of performance (Whitta, 2017). Although the employees mentioned in this case study are part time contractors, the culture within an organization is critical for management to demonstrate a genuine concern about the wellbeing of employees (Whitta, 2017).

For starters, by developing a system that provides feedback on employee performance, employees worldwide have a standard operating procedure to serve as an accountability mechanism to ensure customer service satisfaction. The performance management tool also provides leaders with the necessary data to properly coach and guide the employees based on their job performance. By implementing a performance management system that includes support for quick solutions, the organization has a better chance of success (Whitta, 2017).

Employee Turnover

Retention and staff turnover have been a topic of interest to researchers and managers. Belete AK (2018) investigated the influence of employee turnover the intention within the private sector. Belete AK (2018) noted the theoretical framework in this study shows variables that explain the phenomenon of turnover intention. Employee turnover within an organization can become expensive. Visible turnover costs include recruitment, reference checks, security clearance, temporary workers, relocation, formal training, and induction. The article also mentions several causes for employee turnover, such as lack of training and organizational commitment (Belete AK, 2018).

Employee turnover has significantly increased because of the lack of supervisory support, the organizational climate, employees benefit and opportunities, and organizational justice, to name a few. Leaders who believe they are being taken care of by the organization will demonstrate loyalty (Belete AK, 2018). Belete AK (2018) suggested that relationships between employee turnover and its predictors mean that the controlled variables such as age, gender, education level, tenure, and job position play a significant role in the turnover in the private sector. Contributor An (2019) examined a sample of teachers from the Florida Department of Education and the relationship between implementing high performance work practices and voluntary turnover. The Florida Department of Education system heavily relies on its employees to produce corporate products or services and fulfill the community's needs. Services offered by educational institutions are in high demand. According to An (2019), the onboarding process, which involves recruiting qualified candidates, directly affects the employee retention rate within the education system. Increased levels of voluntary turnover rates are causing concern within the education industry because of the negative effect it might have on organizational performance (An, 2019). The data collected by An from Florida School Districts from the timeframe of 2009 to 2012 targeted this specific school district because of the organization's professionalism and achievements in high student performance.

The Florida Public School Districts selected for the study consist of 67 schools. According to An (2019), the Florida Department of Education, employees are occasionally encouraged to resign rather than be fired. The districts categorize resignations as voluntary employee turnover (An, 2019). During the exit interview process, surveys are conducted by outgoing teachers and not by administrators, which includes a question that explicitly addresses whether not the severance was voluntary or involuntary (An, 2019). The study results suggested that teacher turnover rates in the Florida school district, whether voluntary, involuntary, or another, are 13.66%. In this data set, 6% of the turnover is because of other factors such as death and illness (An, 2019).

According to Rutherford and Lozano (2017), governing board structures play a pivotal role in predicting the departure decisions of university presidents. Rutherford and Lozano (2017) describe the part of the governing board in nonprofit organizations and its effect on top management turnover. The data used for this research study consisted of 123 public four-year research universities in the United States from 1993 to 2012 (Rutherford & Lozano, 2017). Throughout this body of research, as the researchers, I will determine that political conflict and change could contribute to city managers being forced out, either through voluntary departures or firing (Rutherford & Lozano, 2017).

Rutherford and Lozano's (2017) research study focused on the departure of the executive of the public and private sectors. The limitations presented in the case study demonstrate the individual organization's inability to know whether a president voluntarily or involuntarily left the organization based on the data provided (Rutherford & Lozano, 2017). Further research could also benefit from the disaggregation of high- and low-performing departures. The president may choose to leave or maybe be forced out involuntarily. The data presented provides an overview of the role governing boards play in the decision making process concerning top manager turnover (Rutherford & Lozano, 2017). Further research involving the high and low-performance levels will assist the organization in identifying underperformers.

Employee Turnover Intention

Knapp et al. (2017) examine job satisfaction and turnover intentions for employees in nonprofit organizations. The data collected for this research study comprised 196 full-time nonprofit employees across two periods. According to Knapp et al. (2017), the study determined they would take a more holistic view of nonprofit employment that examined the structural and relational variables rather than high compensation and promotion human resource practices (Knapp et al., 2017). To focus their attention on the structural and relational side of job satisfaction the researchers developed a holistic research model that examined and compared core job characteristics (structural) and perception of organizations support (POS)(relational) theories (Knapp et al., 2017).

Knapp et al.'s (2017) study revealed that POS explained significantly more variance in the dependent variables than any other measurements. The results also suggest that nonprofit employees care more about their relationship with their organization than how their daily job responsibilities are structured (Knapp et al., 2017). The results also suggest that nonprofit employees care more about relationships with an organization than how daily job responsibilities are structured (Knapp et al., 2017). Last, the researchers found that autonomy directly connects with job satisfaction and indirectly relates to turnover intentions directly connects to job satisfaction (Knapp et al., 2017). The data and information provided in the conclusion section of the survey suggested that nonprofit organization employees care more about how they are treated than their job. The finding might represent about a third of the nonprofit employees across the spectrum.

Employee Turnover Cost

Nonprofit organizations worldwide have three primary challenges: the ability to retain and engage employees, a sustainable business model, and the lack of financial resources (Hrabik, 2017). The nonprofit sector has a 19% turnover rate (Hay, 2019). On average, employees in the nonprofit industry leave their positions between 16 to 18 months after their start date (Hay, 2019). According to Bloomerang, the nonprofit organization's indirect costs every time a fundraiser position needs to be filled is $127,650 (Hay, 2019).

Hay's (2019) recent survey of 1,093 participants conducted by Bloomerang, salary and employee benefit wherein the top five reasons for voluntary employee turnover. Women make up 85% (937 females) of the nonprofit workforce earning an average salary of $56,404 per year (Hay, 2019). The average number of females within the nonprofit sector is 30 to 40 (Hay, 2019). Thirty-five percent of nonprofit employees will not work for their current organization within the next two years (Hay, 2019).

Contributor Hay (2019) states this case study provides a better understanding of the executive compensation structure within the nonprofit sector. Organizations have several factors to consider when determining the financial compensation of a nonprofit executive. An organization's size, market, subsector, organizational type, staffing level, and the agency's performance levels are a few factors incorporated to determine a nonprofit executive's compensation level. The compensation cost of individuals in the nonprofit sector consists of 65 percent to 70 percent of the total cost in the U.S. economy (Hay, 2019). The topic of nonprofit executive compensation is relatively limited research conducted in the nonprofit arena. A nonprofit executive's role and responsibility level significantly affect the organization's success. Many scholars have argued that limited incentive compensation could potentially be a valuable way to attract and retain high quality candidates.

The nonprofit sector, like the for-profit and other governmental agencies, has limited resources, the demand continues to grow. The governing board within the nonprofit arena is the decision makers related to nonprofit executive compensation. In this case study, two theories have been used to predict executive compensation within the for-profit sector (Hay, 2019). Agency theory sees the executive as an agent, serving a principal. In the nonprofit sector, the governing board would be considered the principal (Puyvelde, 2013). Organizational theory predicts that executives will act to maximize their utility, which means the opportunities pursued by the executive's objectives might not benefit the organization but will provide them individual gain (Pivoda, 2016). The data used in this case study is from the National Center for Charitable Statistics, and the Internal Revenue Service (IRS) form 990 tax returns filed by nonprofit organizations. The information provided in this case study offers valid data and presents some potential risks involved with relying on one sector when concluding compensation in the nonprofit sector.

Sustainability was first introduced into the academic and business world in the 1970s (Purvis et al., 2017). When first introduced, this new process proved slightly challenging to implement in the beginning stages of business. The method includes sustainably managing a firm's infrastructure because it directly impacts the environment. Typically, infrastructure consists of buildings, roads, and water and energy supplies. Managing sustainability from a corporate perspective involves identifying employees with a common interest in achieving the organization’s mission and goals (Pivoda, 2016).

In addition to identifying qualified and capable candidates, corporations should consider establishing a culture of trust between parties in a supply chain, which might be one of the most significant challenges (Pivoda, 2016). The overall image heavily depends on the employees who serve as an organization extension. Technological development is another critical contributor to managing sustainability within an organization. Leaders find it challenging to optimize natural resources under the current cycle of production put in place. Using technology, corporations can implement systems that assure standardization, automation, and integration to sustainable value chain operations (Pivoda, 2016). Leaders find it challenging to optimize natural resources under the current cycle of production put in place. Sustainability runs throughout the whole value chain and holds all its parts together for a business to quantify improvements in sustainability measurable (Pivoda, 2016). Challenges and risks originate outside of the organization, such as the environment, competitors, and consumers (Pivoda, 2016).

Reducing Employee Turnover

According to Branson (2017), many nonprofit organizations are experiencing challenges in voluntary employee turnover. Nearly 1 in 5 nonprofit employees voluntarily leave their jobs annually (Branson, 2017). Voluntary employee turnover among nonprofit organizations in the United States between January 2015 and December 2016 was 13%, resulting in financial losses to the U.S. nonprofit sector (Faulk et al., 2021). Gallup employees actively disengaged cost the United States $483 billion to $605 billion every yearly in lost productivity (Gallup, 2017).

Nonprofit organizations within the United States have an estimated 88% of employers who believe incorporating employee engagement programs can assist organizations with retaining employees (Branson, 2017).Voluntary employee turnover within the nonprofit sector presents a global business problem that can directly affect the overall performance of an organization and prevent them from achieving its organizational goal (Memon et al., 2016). Voluntary employee turnover in nonprofits might present a significant cost, reducing performance and challenging sustainability over time (Wang & Sun, 2020). Historically, less than 1% of nonprofit organizations' funding supports the nonprofit talent recruitment process, and less than 0.3% of the sectors $1.5 trillion annual is allocated for leadership development (Faulk et al., 2021).

According to Faulk et al. (2021), 64% of nonprofit organizations do not have a formal recruitment plan. In addition to not having a formal recruitment plan, 81% of most nonprofit organizations also lack a proper retention plan for staffing (Faulk et al., 2021). Currently, 71% of nonprofit organizations reportedly have no formal recruitment budget to assist them with recruiting viable candidates and reducing voluntary employee turnover rates (Faulk et al., 2021). The employment practices within the nonprofit sector have presented significant financial losses and a performance reduction, affecting an organization's ability to sustain and perform overtime.

Job Satisfaction

Weisberg and Dent (2016) noted frontline workers of community-based nonprofit organizations seek careers in human services to meet the needs of members of their perspective communities. Nonprofit employees risk becoming disillusioned by increasing demands for compliance, internal and external disparities in salaries, unpaid work hours, and difficulties in achieving outcomes. The research study uses Herzberg's two-factor theory as a framework. It incorporates a systematic review of literature per evidence-based research to examine the effects of applying non-monetary incentives to engage the human services workforce (Weisberg & Dent, 2016). The target demographic used for this study is on a global platform. The primary focus of this study is relevance to staff retention and job satisfaction issues.

Weisberg and Dent (2016) noted nonprofit organizations account for more than 11 million jobs in the United States. Employees entering careers in the nonprofit community expect to gain intrinsic satisfaction by contributing positively to a mission-driven cause (Weisberg & Dent, 2016). According to Weisberg and Dent this article examines promising opportunities for enhancing the workplace environment of nonprofit organizations to increase employees' satisfaction and commitment to the mission. Most nonprofit organizations rely heavily on governmental funding sources. The issues that affect these organizations that care for the most vulnerable citizens are critical to the overall success of the local communities.

Asencio (2016) examines leadership, trust, and job satisfaction in the public sector. Data collected for this case study was obtained from the US Office of Personnel Management Federal Employee Viewpoint Survey. The survey consisted of organizational performance, leadership, employee satisfaction, compensation, and benefits. Findings in this study suggest that both transactional and transformational leadership behaviors and employee trust in leaders are positively related to employee job satisfaction (Asencio, 2016). Last article points out that public organizations, especially those managed by transactional leaders, should focus more on developing the transformational and individualized considerations to build a more satisfied and productive workforce for serving the general public (Asencio, 2016).

In this study, Asencio (2016) discussed direct and indirect effects of transactional and transformational leadership behaviors regarding employee job satisfaction and limitations. According to Asencio (2016), common source biases limited the strength of the findings. Second, the survey did not adequately explore the multiple dimensions of employee trust in leaders throughout this study. Last, the leadership behaviors developed in this study suffer from different limitations because of the surveys used.

Choi (2016) clarifies the relationship between public service motivation and performance by suggesting a framework in which social networks among members link employees to public service motivation (PSM). Systematic evidence in this study relates public service motivation (PSM) to a range of individual and organizational outcomes, including job satisfaction, organizational commitment, and personal and corporate performance. The author briefly discusses the shortcomings within the case study, which suggest that individuals with high public service motivation (PSM) are sometimes dissatisfied with their jobs. The individuals with high public service motivation (PSM) show low levels of organizational commitment and accomplish the minimum task (Choi, 2016). This study suggests that the extent of the social relationships among group members and their positions within a network might vary depending on the level of public service motivation (PSM) (Choi., 2016). Second, employees with high public service motivation (PSM) are more likely to complete group tasks when they are a part of a significant network of advice relations and less likely to end jobs when in adversarial relationships (Choi, 2016).

Transition

The focus of this study is to explore the strategies some nonprofit leaders use to minimize voluntary employee turnover. In Section 1 of this qualitative multiple case study, I introduced the foundation of the study, which includes the background of the problem, and defines the purpose of the study by exploring the strategies some nonprofit leaders use to minimize voluntary employee turnover. Section 1 also has a research question, interview questions, and the conceptual framework for the study. The technical terms used in the study outlined the assumptions, limitations, delimitations, the significance of the study, and a review of the professional and academic literature. Finally, the section with a professional and academic literature review concludes.

In Section 2, I restate the purpose statement and discuss my role as the researcher, I explained the strategies used to secure research participants, determine the research design, population and sampling, ethical research data collection instruments and techniques, and analysis, reliability, and reliability and validity. I also provided a detailed account of the steps incorporated to ensure ethical research practices during the data collection, interviewing, and reporting research results. Finally, as the researcher, I discussed the reliability and validity of the study.

In Section 3, as the researcher, I provided the results of the research findings. In addition to discussing the research findings, which include the three primary themes that surface during the research process: (a) employee retention strategies, (b) employee incentives, and (c) organizational evaluation strategies. I discussed the relevance of the results to professional business practices and the implications for positive social change.

Finally, I closed with a statement reflecting on the research process, my experience, and suggestions for further research.

Section 2: The Project

Purpose Statement

The objective of this qualitative multiple case study explores strategies leaders of nonprofit organizations use to reduce voluntary employee turnover. The target population comprised of three nonprofit leaders from three organizations within the Houston area with 2 or more years of experience in reducing voluntary employee turnover. Implications for positive social change include the potential reduction of voluntary employee turnover, allowing nonprofit organization leaders to save the high costs associated with employee turnover and increase revenues. Nonprofit organizations with increased revenue might translate into more charitable contributions to the local community.

Role of the Researcher

The researcher in a qualitative study serves as the primary research instrument for the data collection process (Johnson & Christensen, 2020). During the data collection process, as the researcher, I enlisted participants from nonprofit organizations who were interested in participating in a face to face video conference and other secondary data sources. During a qualitative multiple case study, the role of the researcher involves conducting participant interviews and observations, data collection, interpreting, and analyzing data (Lester, 1999). A researcher must demonstrate a neutral and holistic approach to the phenomenon study from the research participants' perspective (Bradshaw et al., 2017). My experience as a leader in the nonprofit sector for 15 years assisted me in developing a series of appropriate interview questions for the participants. Last, as the researcher, I organized, analyzed, and interpreted the data collected based on the patterns, themes, and trends according to the research findings.

The Belmont Report states the primary responsibilities of a researcher is to ensure the anonymity and confidentiality of the research participant is protected and to adhere to the ethical guidelines outlined while administering research with human subjects (U.S. Department of Health and Human Services, 1979). In preparation for the research, I completed the National Institutes of Health web-based training course on "Protecting Human Research Participants" and earned a certificate. Once the Institutional Review Board (IRB) approved the application, I began the research process.

Yin (2017) noted researchers and participants both might demonstrate individual biases and assumptions, potentially affecting the validity of the research findings. The interview protocol consisted of semistructured interviews with open-ended questions designed to mitigate potential biases (see Appendix A). As the researcher, I applied the principles provided by the Belmont Report to mitigate personal biases. The Belmont Report states all participants are autonomous agents, and that it is necessary to impose no harm to participants and treat all participants equally (U.S. Department of Health and Human Services, 1979).

Qualitative researchers should be able to thoroughly gather review documents, conduct interviews, and participate in sample observations (Assarroudi et al., 2018). According to Stake (1995), research questions during the interview process guide researchers by providing structure to the document. During the research phase, nonprofit leaders received an invitation (see Appendix C) to participate in the interview process.

Once participants accepted the invitation, as the researcher, I scheduled and conducted the interviews and collected data; transcribed the findings, coded, analyzed and interpreted the data; and reported the findings. I obtained information from three nonprofit leaders who answered semistructured research questions. During the data collection process, I had an opportunity to observe and gather pertinent information involving live research subjects (U.S. Department of Health and Human Services, 1979).

Participants

Participants consisted of nonprofit leaders from three organizations in the Houston area who have experience reducing the employee turnover rate within their organization. Once the organizations were selected, I compiled a list of nonprofit leaders and contacted them via email to gauge their level of interest. After the invitation was accepted, I forwarded the participants a consent form and scheduled face to face video conference with the participants (see Appendix C). Maintaining confidentiality during the interview process is one of the primary strategies used by the researchers to protect the personal identity of participants (Marshall & Rossman, 2016). Demonstrating flexibility in the scheduling and location of the meeting also assisted me with establishing a solid working relationship with the research participants. I targeted nonprofit leaders in the Houston area with 2 or more years of experience reducing voluntary employee turnover during the participant selection process.

Research Method and Design

Research Method

I chose the qualitative research methodology for this study, which relates to understanding some aspects of the life and characteristics of a participant, which generates words rather than numbers for its data analysis (Yin, 2017). Using the qualitative research method allowed me to engage with the individuals involved in the study. The qualitative research method was also cost-effective during the data collection process (Schoonenboom & Johnson, 2017). The advocacy and participatory worldview associated with qualitative research methods is why I selected this approach for my doctoral study (Patton, 1999).

Quantitative research is an approach used by researchers to justify the theory or facts related to their research (Park & Park, 2016). The quantitative research method removes the personal element of the research process and focuses more on the statistical and probability approach to the research process (Zyphur & Pierides, 2017). Researchers familiar with quantitative research choose to use variables rather than formulating a connection with the participants (Park & Park, 2016). The development and data evaluation process of surveys and case studies for the quantitative research method is more expensive (Schoonenboom & Johnson, 2017). The information above highlights why the quantitative method was inappropriate for my research.

The mixed method approach to research combines qualitative and quantitative and provides a more complete and comprehensive overview of the research problem (Schoonenboom & Johnson, 2017). Mixed method research approach also involves collecting, analyzing, and integrating research methods such as experiments, surveys, focus groups, and interviews, demonstrating combined techniques from quantitative and qualitative research methods (Johnson & Christensen, 2020). I did not consider mixed method research for my study because of the complexity of the research process, and it would be too time-consuming (Schoonenboom & Johnson, 2017).

Research Design

As the researcher, I chose a multiple case study design for this study. Mills et al. (2010) described a case study as a methodological approach that uses the in-depth exploration of a specific bounded system, using multiple styles of data collection to gather information on how the procedure operates or functions systemically. Stake (1995), an expert in case study research, indicated that a case study must be bounded, so the case is a separate entity regarding time, place, or some physical boundary. Using a bounded system might be as simple as a single individual or group or challenging a neighborhood, organization, or culture. Multiple case study design, also known as a collective case design, is a method in which several instrumental bounded cases are chosen to develop a more in-depth understanding of the phenomena than a single case can provide (Mills et al., 2010). A single case study is an investigation that involves collecting in-depth data about an individual entity through several collection methods (Gallie, 2018). A single case study for this qualitative research would limit the data collection process to one person rather than multiple individuals.

Case studies are carefully chosen and designed to assist researchers with a better understanding of the issue or theory they are researching. The data collection process for a case study involves extensive data collected from multiple sources. The case study method used consisted of in-depth interviews, participant observation, oral histories, questionnaires, surveys, focus groups, documents, and records (Ainsworth, 2021). Using an interview approach to collect data required semistructured questions before addressing the participants (Schoonenboom & Johnson, 2017).

The multiple case design is a research methodology in which several instrumental, bounded cases are examined using various data collection methods. Two procedures are used in a multiple-case design: parallel and sequential (Schoonenboom & Johnson, 2017). Parallel design occurs when the case studies are selected in advance and are conducted simultaneously (Schoonenboom & Johnson, 2017). Second, the sequential design appears when the case studies follow each other. According to Mill et al. (2010), the multiple case study design is more powerful than the single case design because it provides more extensive descriptions and explanations of the phenomenon or issue. In the role as a researcher, I had to demonstrate a willingness to be open during the interview session to articulate the information through my research study accurately.

Data saturation during the research process is when no new information is discovered during data analysis, which signals to researchers that data collection might cease (Faulkner & Trotter, 2017). Saturation is a term used to signal to a researcher that further data collection for that subject will yield similar results, no new emerging themes or conclusions (Faulkner & Trotter, 2017). To reach data saturation, I continued interviews with nonprofit leaders who have successfully implemented programs to reduce voluntary employee turnover until no new data emerged.

Population and Sampling

I used a purposive sampling method to select participants from the research population who had experience reducing voluntary employee turnover. The population for this qualitative research study consisted of three nonprofit leaders of three different organizations in the Houston area who have implemented programs and strategies to reduce voluntary employee turnover in the nonprofit sector. Researchers use nonprobability sampling techniques to identify the characteristics of a population and the study's objective (Crossman, 2020).

Purposive sampling is a judgmental, selective, or subjective method used in a target sample situation (Crossman, 2020). Researchers might need to contact research subjects quickly without concerns about sampling proportionality (Crossman, 2020). During the research participant selection process, I used purposive sampling to identify participants that meet the pre-determined research criteria (Yin, 2017). Qualitative research uses a smaller sample size to support the depth of a research analysis (Vasileiou et al., 2018). Using a smaller sample group of participants involves exploring organization practices and diversity rather than statistical significance (Gallo, 2016). During the interview process, I ensured data saturation by requesting the individual participants to expand on their answers and incorporating probing questions to clarify the responses at the end of the interview. The unique experiences and expertise of the nonprofit leaders provided clarity and added value and validity as it relates to the research problem.

During the initial recruiting process, I contacted five nonprofit organizations in the Houston area. After securing participants from three nonprofit organizations, I contacted the three individual participants and extended a personal invitation to participate in the interview process. The individual nonprofit leaders had an opportunity to consent to the interview process in writing before participating in the interview. Next, I used the purposive sampling strategy to ensure that the participants represent the target population and met my research criteria for the final sample selection (Martinez-Mesa et al., 2016).

Ethical Research

In the role of a researcher, I requested all participants to sign a consent form that clearly state the objective of the research process (see Appendix C). Once the consent process was completed, I contacted participating nonprofit leaders by email to determine the best date and time to schedule their interview (see Appendix C). Research participants reserve the right to cancel or withdraw from the study during the process without penalty. All materials and recordings associated with participants who chose to withdraw have been deleted and destroyed if the request is received (Petrova et al., 2016). Research participants did not receive monetary compensation for participating. Research participants received a $5 Starbucks gift card as a demonstration of appreciation for their contribution to the research. The primary goal was to inform the participants of the significant contribution their involvement in the study will have on positivity impacting social change.

The ethical behavior and practices of a researcher are critical to the data collection results. According to Goodman-Delahunty and Howes (2016), building rapport with the participant is imperative during collaboration and can positively influence the interview process. Throughout this research process, I complied with the ethical guidelines stated in the Belmont Report (U.S. Department of Health and Human Services, 1979). The Belmont Report is a moral guide created by the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, providing protocols and guidelines for ethical practices in research involving human subjects (U.S. Department of Health and Human Services, 1979).

After receiving Walden IRB approval, the recruitment and data collection process began. The information collected during the research process will be kept on file for 5 years in a secure password protected electronic file and then destroyed. To ensure the rights of the research participants are protected throughout the entire process, I adhered to the recruitment strategies put in place to protect the participants' privacy and other identifiable information for individuals or organizations.

Data Collection Instruments

According to Yin (2017), the four principles of the data collection process for qualitative studies involve using multiple sources, including documentation, archival records, interviews, direct observations, participant observation, and physical artifacts. The data collection instrument consisted of semistructured interview process guided by open-ended questions. During my doctoral research process, I used face to face video conferences, which they refer to in the interview template (see Appendix B).

Researchers use interviews to understand individuals' thoughts, beliefs, and experiences (DeJonckheere & Vaughn, 2019). Semistructured interviews involve a dialogue between the researcher and participants guided by a flexible interview protocol and standardized questions (DeJonckheere & Vaughn, 2019). The individual semistructured interviews guided the open-ended questions which lasted approximately one hour (see Appendix A). I used the interview questions to explore the research participant's knowledge and experience within the nonprofit sector with voluntary employee turnover. During the interview, I used an iPhone 12 Pro Max digital voice recorder app and a Zoom video recorder to document the discussion and capture handwritten notes in a journal during the interview process with the participant's approval. Recording face to face video conferences allowed me to ensure the information was registered accurately (Marshall & Rossman, 2016).

Member checking is a technique that allows researchers to interpret data to present conclusions to participants, clarify their intentions, and correct potential errors (Statistics Solutions, 2020). I conducted member checking during the research participant's interview process to mitigate bias and validate the accuracy of the interpretation of the responses. During the member check-in process, I discussed the response time criteria during the interview process. After the interview process was completed, I drafted and sent an email to the individual research participants of the interview recording to ensure and validate my interpretation.

This study allowed me to analyze the functions of reliability and validity within the context of qualitative research data analysis. As a researcher, this study also enabled me to have a running log of the effects of the data collected by verifying the information through other sources such as peer-reviewed articles (Sutton, 2015). Validating and verifying all sources to prevent errors in the final results. Documenting the process allowed me an opportunity to eliminate any biases that might be present. As a researcher, I refrained from demonstrating biases and using any data that could alter the final results.

Data Collection Technique

Qualitative researchers use multiple data collection methods (Bang, 2012). For this qualitative multiple case study, I explored leadership strategies used by nonprofit organizations to reduce voluntary employee turnover. The primary resources I used for data triangulation were interviews, observations, and reviewing public information from the company's website (Yin, 2017). Specifically, the information reviewed on the individual website was minimal, which consisted of the organization's mission statements, programming, and services offered by the nonprofit organizations. Although the information gathered from the organization's website was limited, it aligned with the themes that emerged during the research process.

According to Yin (2018), data triangulation is a resource researchers use to ensure that the information collected is valid and reliable. The protocol for the data collection process in this multiple case study included interviews with three nonprofit leaders from local nonprofit organizations in the Houston area. During the research process, the semistructured interview questions assisted me as the researcher in collecting data and information to validate and understand the research findings. As the researcher, I completed several action items before beginning the data collection process. First, I started the process by identifying potential participants and three nonprofit leaders in the Houston area. Next, before starting the research process, I submitted my documents to the Walden University IRB to receive permission to conduct research for this study. IRB approved the document and issued an IRB approval number 09-26-22-0730341 for the study.

Before the research process began, I contacted three prospective participants by email. I received participants' email addresses and contact information from the local Chamber of Commerce. The individual research site nonprofit liaisons received an email containing a Letter of Consent (see Appendix C). Next, I received the electronic signatures, and the "I consent" email from all participants permitting me to conduct the research. I did not have to request additional clearance to conduct the interviews because the research participants were all owners of their organizations. After receiving the consent emails, I contacted the individual participants to schedule the date and time to complete the interviews.

The interviews were all conducted individually via zoom and in a secure and private office location selected by the individual participants. Allowing the interview participants to select a predetermined location established trust, which provided an advantage and opportunity which encouraged them to provide open, honest answers during the interview process. As the researcher, I also selected a private office space to conduct the interviews. According to Elmir et al. (2011), recommending a preselected location by the interviewee is a way to obtain the most effective data collection results from the research subject. The official interview process consisted of semistructured interview questions.

With the new rise in Covid-19 cases, the semistructured interview were held virtually via zoom. The semistructured interviews comprised of eight open-ended questions and requested information about the interviewee's organizational practices and the strategic plan they have implemented to reduce voluntary employee turnover (see Appendix A). According to Prasad (2017), when participants provide open-ended responses during the interview process, this allows researchers to gain insight into the data collected through the eyes of the participants. At the beginning of the individual interviews, I restated the participant's rights and addressed any concerns or questions the participants had.

During the overview, I repeated that the interview process is confidential and voluntary. I also reminded the participants that they had the right to withdraw from the interview at any time during the process. As a reminder, I also stated to all participants that they would not receive any compensation for their participation in the study. However, as a token of my appreciation for their contribution to the research process, participants received a $5 Starbucks gift card.

Before beginning the interview, I asked the individual participants for permission to record the interview using an iPhone 12 Pro Max Digital Voice Recorder app and the Zoom Video Recorder. I recorded the interviews with the nonprofit leaders. The recordings allowed me to accurately quote the participant and protect their identity. In addition to the interview process, I allowed time to review the organization's public website during the data collection. The information provided on the company's websites was limited regarding employee turnover. The websites did, however, provide additional information about the mission and individual programs and services offered by the respective organizations, which aided and assisted me as the researcher develop the specific themes. Reviewing the public business website allowed me to gather additional helpful information related to the organization's background and mission which is consistent with the information provided by the research participants. I did not receive clearance from IRB to request or review any additional internal documents.

According to Yin (2017), participants might experience difficulty fully articulating their thoughts during the interview process. During the research process, all participants could clearly define their processes and procedures for reducing voluntary employee turnover within the nonprofit sector. I used note taking to record relevant information, such as the keywords used by participants and the patterns and body language expressed when speaking about the individual topics. Once the interview process was completed, I thanked the individual participants. I explained the transcription process, which included the member checking process, where participants received a summary of the interview to allow them to make corrections.

While transcribing the content from the research interviews, I used the NVivo 12 transcription services to transcribe the audio and visual interviews from the recordings. The member checking process consisted of using the summarized information emailed to the participants for review and feedback based on the interpretations of the interview from transcription notes. I allowed the individual participants time to respond to the email summary. A confirmation email from the participants was received to authenticate the accuracy of the transcriptions. All of the research participants responded to the member checking process.

During the qualitative research process researchers have the flexibility to capture data from a specific targeted demographic (DeJonckheere & Vaughn, 2021). The data and information were collected directly from the three research participants face to face zoom semistructured interview questions and the company's public websites. I did not have access to internal records from the individual organizations, so I solely relayed on the information provided during the interview process and the company's public website. I did not discover or identify any disadvantages during the data collection process that indicated sample biases presented by the research participants.

During the research process, I incorporated data triangulation, member checking, and the qualitative methodological approach to validate the data collected and ensure an in depth study occurred. Once the data collection and transcription processes were completed, I emailed the individual participants a detailed account for the interview. This process is known as member checking, and it was incorporated to establish the creditability and trustworthiness of the data collected during the interview process (Moran, 2021). According to Moran (2021), member checking occurs when the researcher provides the participants with either a brief overview or a detailed account of the interview process.

I conducted member checking by importing data into the NVivo 12 software. The Nvivo 12 transcription software allowed me to have a detailed written account and recording of the interviews. To ensure the participants' confidentiality, I used a coding system instead of the names of the interview participants. The data collected during the interview will be stored on a private external hard drive in a locked, fireproof safe that only I can access. Five years from the date I received approval to conduct my study, I will destroy and permanently delete all of the content on the external hard drive to ensure the identity of the participants remain anonymous and protected.

Data Organization Technique

During the interview process, as the researcher, I used two recording devices to conduct semistructured interviews. In addition to using digital voice recording devices, I incorporated reflective journaling to ensure proper collection and organizing of the participant’s thoughts before, during, and after the interview process. The reflective journaling assisted me with identifying critical terms used by all participants, which contributed to helping me with narrowing down the terms. Incorporating reflective journaling also assisted me with reducing biases while gathering my thoughts and analyzing the data collected during the interviews (Clark & Veale, 2018). In addition to recorded interviews and reflective journaling, I also incorporated a labeling system to protect the names of the participants. For example, I will list E1 and E2 for two of the three nonprofit leaders confirmed. Establishing an environment that promotes trust and confidentiality to protect the participant’s identity was my number one priority during the data collection. The notes gathered during my reflective journaling are being stored in a secure, password-protected file. Last, I kept the hard and digital copies of the research material collected related to the research process in a safe location. I will be the only individual with access to the files. After five years, I will shred all written documents and physically destroy the hard drive.

Data Analysis

This qualitative, multiple case study aimed to identify strategies nonprofit leaders implemented to reduce voluntary employee turnover. Triangulation is one of the many types of data analysis used by researchers to investigate using questions during the data collection process (Bekhet & Zauszniewski, 2012). Researchers use the triangulation method to gather open-ended information through interviews, focus groups, and observations (Johnson & Christensen, 2020). Five types of triangulation are used during the research process: data triangulation, investigator triangulation, environmental triangulation, methodological triangulation, and theoretical triangulation (Guion, 2011). Using methodological triangulation in a research study helped establish validity and trustworthiness by providing a thorough understanding of the phenomenon (Guion, 2011). Abdalla et al. (2018) stated that researchers could use a combination of data sources when incorporating triangulation methodology.

According to Nyhagen et al. (2021), the methodological triangulation method assists with establishing the credibility of the data collected during the research process. Methodological triangulation is the most appropriate data analysis process for the research design in this study because it allows the researcher to use various data sources to examine and explore emerging themes and the findings' consistency. During the research process, the methodological triangulation approach assisted the researcher with identifying issues that may arise during the interview and data collection process

(Nyhagen et al., 2021). The patterns demonstrated during this specific research process did not present any issues during the research process. The individual nonprofit leaders demonstrated the ability to clearly articulate the methods they have used throughout their tenure to assist them with reducing voluntary employee turnover.

Once the interviews were completed, I reviewed the notes and transcriptions from the interviews and the company's public website to assist with finalizing the data. During the data transcription process, I reviewed the information and identified recurring patterns presented across the board for all participants (Yin, 2017). The patterns and themes that emerged during the data collection process were consistent with this study's conceptual framework, transformational leadership. The first theme discovered during the research process was employee retention strategies. Employee retention strategies align with the transformational leadership style of management by encouraging personal and professional development within organizations (Tian et al., 2020). The second theme to emerge during the research process was employee incentives. Employee incentives programs are just one of the many strategies' organizations have incorporated into transformational leadership practices to enhance employee performance (Amin et al., 2016). Organizational evaluation strategy is the third theme to emerge during the research process. According to Kiplangat (2017), organizations that establish an effective communications plan are more likely to build a trusting work environment.

The Nvivo12 software assisted me with matching themes and highlighting interviews provided by the participants. I used the NVivo 12 software system to help organize the confidential files. Using the NVivo 12 software program allowed me to input qualitative data into the system and analyze the information. Nvivo12 software is an excellent tool for data coding in qualitative research (Yin, 2017). In addition to data coding, the NVivo software allowed me, as the researcher, to assign data to different categories (Penna, 2020).

Reliability and Validity

Reliability

The role reliability, validity, and dependability play concerning qualitative research might challenge the nature of the findings (Saunders et al., 2019). Reliability measures whether or not the instruments used during the research study consistently measure the intended action (Biddix, 2017). During the qualitative research process, researchers use two methods, triangulation and member checking to find data and resources that are reliable and valid to justify the outcome of the case study (Marshall & Rossman, 2016). According to Saunders et al. (2019), researchers from a reliability and dependability standpoint might have participant errors, participant biases, and researcher errors. Achieving dependability while conducting research occurs when other researchers can conduct and audit the data collected and the findings are consistent with the original data and can be repeated (Statistics Solutions, 2017). As the researcher, I addressed dependability during the research process by meticulously collecting, interpreting, analyzing, and reporting my research findings. After the first data set was completed, I repeated the analysis process to ensure the actual results are accurate.

Validity

Establishing credibility in qualitative research is determined by the degree to which the researcher represents the research participants' true nature and the findings' believability (Lincoln & Guba, 1985). The four aspects qualitative researchers use to establish credibility during data collection, which includes prolonged engagement, triangulation, persistent observation, and member checking (Korstjens & Moser, 2017). During the data collection process, credibility requires the researcher to use such methods and spend time with the participants to understand their individual experiences (Lincoln & Guba, 1985). Through strategies such as triangulation, the researcher might enhance the richness of their research findings by conducting in-depth interviews and requesting documents relevant to the study to increase the credibility and validity of the research findings (Noble & Heale, 2019).

Transferability is a method in which the phenomenon or findings suggest in one study are applicable or valuable in future research (Lincoln & Guba, 1985). Transferability allows researchers to narrow their research base and enable the data to connect the different elements within the study (Bridges, 1993). In qualitative research, transferability refers to data that can be generalized or transferred to another context or setting (Trochim, 2020). As the researcher, I provided detailed documentation and a vivid account of my research process to ensure other researchers and scholars might find the future data collected valuable and applicable in different settings.

Confirmability involves the researcher's ability to demonstrate neutrality by representing the participant's responses and not the biases or perspectives of the researcher (Korstjens & Moser, 2017). Establishing a data collection and analysis might demonstrate confirmability and validity during the research process (White et al., 2012). I understand the importance of keeping a written account of the research participants' personal feelings, biases, and insightful tools. The validity and reliability of the data collected during a qualitative research process are critical to the project's success.

Data saturation occurs when the research data might become repetitive, making it difficult for new concepts and themes to emerge (Yin, 2017). To ensure data saturation, I had research participants thoroughly examine all questions to ensure no new themes or concepts emerged. During the recruiting process, it was vital to the research process to vet and qualify the participants before research process (Fessenden, 2021). Last, to ensure data saturation, I had to focus on the data collected in my role as the researcher.

Transition and Summary

This study's findings focused on the strategies necessary to ensure organizational sustainability and the reduction of voluntary employee turnover within nonprofit organizations. In Section 2, I discussed my role by restating the purpose of the qualitative multiple case study and examining my role as the researcher, the criteria for the participants, the research method, and the research design used for the population sampling in this study. Section 2 included this study's data collection, organization, analysis, reliability, and validity. Section 3 includes detailed information about the findings of the study results and professional practices. Last, Section 3 discusses the effect the results have on social change and recommendations for areas for further research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

This qualitative multiple case study explores the strategies nonprofit organizations' leadership use to reduce voluntary employee turnover. During the interview process, I collected triangulated data during the face-to-face interviews with nonprofit leaders using semistructured interview questions and reviewing the company's public website information. On the company's public website, I had an opportunity to review the organization's mission, programming, and services offered.

The findings of the study suggest methods that nonprofit leaders used to increase employee morale and to decrease voluntary employee turnover within the nonprofit sector. Taking notes during the interview process assisted me with recording pertinent information about both the organization and the individual participant's body language and comfort level during the interview process. The Nvivo 12 software allowed me to code the data, analyze the findings, and identify emerging themes within the study.

Leaders of nonprofit organizations must implement effective leadership strategies to achieve and establish a substantial business model to carry out their mission in the nonprofit sector. This section describes the findings of my research experience and how it relates to professional practices within the nonprofit sector. Three themes have emerged from the data analysis process: (a) employee retention strategies, (b) employee incentives, and (c) organizational evaluation strategies.

Presentation of the Findings

The primary research question that guided this study was: What strategies do leaders of nonprofit organizations use to reduce voluntary employee turnover? I conducted face-to-face interviews via Zoom with the participants selected, which lasted less than 30 minutes. I completed the member checking process by emailing the individual participants a two page summary of their individual semistructed interview. Data saturation was achieved once the third interview was completed because I did not receive any new information about the strategies used to reduce volunatary employee turnover. The interview critera for the individuals selected required the three nonprofit participants to have 2 or more years of experience developing and implementing employee reduction strategies within the nonprofit sector in the Houston area.

During the data transcription process, I identified the participants as Participant 1 (PT1), Participant 2 (PT2), and Participant 3 (PT3) to protect their identity in the study. All participants are nonprofit leaders with 2 or more years of experience implementing strategies to reduce voluntary employee turnover in the nonprofit sector. The participants all successfully answered the eight interview questions. I gathered information about the organizations through the individual company's public websites and identified themes during the data analysis process. Three themes emerged during the data analysis process: (a) employee retention strategies, (b) employee incentives, and (c) organizational evaluation strategies. Leaders of nonprofit organizations can successfully sustain their business model despite the rise in voluntary employee turnover rates. The findings showed leadership strategies used to boost company morale and increase job performance within the workplace in the nonprofit sector. I had an opportunity to gain valuable insight and an in-depth understanding through the data gathered from the face to face semistructured interviews, public business websites, and notes taken on how nonprofit leaders successfully applied leadership strategies. The following is an analysis of the themes that emerged from the data analysis.

Theme 1: Employee Retention Strategies

Transformational leadership is a management style that encourages leaders to communicate and lead programs and initiatives through emotional intelligence to transform an organization and reduce employee retention (Ross, 2021). Leaders within a nonprofit organization have a significant role in maintaining and moving the organization's mission forward in the communities they serve (Forbes Council Members, 2022). Nonprofit organizations that have implemented employee retention practices have changed the culture of the work environment, which can directly impact the sustainability and productivity of the organization. Mitigating high employee turnover rates allows nonprofit organizations to create a sustainable business model that reinforces the organization’s mission and encourages a positive outcome. Establishing creditability within the community is one of the many benefits organizations can use to attract and retain top level candidates. Employee retention strategies can assist nonprofit leaders with reducing voluntary employee turnover and fostering a sense of employee engagement within the workplace.

Nonprofit employee retention strategies are resources organizations use to create a community and culture of unity. A nonprofit organization’s success is built by fostering and creating an environment that encourages inclusivity and promotes personal and professional growth (Forbes Council Members, 2022). Implementing employee retention strategies within the nonprofit sector is critical to the organization's success. To combat voluntary employee turnover, nonprofit organizations must incorporate a strategic recruiting plan of action to attract and retain suitable candidates (Ibrisevic, 2021). According to Nonprofit HR (2016), 84% of nonprofit organizations reported needing a formal recruitment strategic plan. Historically, less than 1% of nonprofit funding is allocated toward talent recruitment (Brew, 2022). Nonprofit organizations that invest funding towards retention strategies are more likely to get a maximum return in reducing voluntary employee turnover.

Interview and Supporting Data Contribution

The data collected during the research process allowed me an opportunity to discover the correlation between employee retention strategies and the transformational leadership style of management. During the research process, data triangulation occurred through multiple data collection methods, including face-to-face Zoom interviews with research participants and public information from the individual organization websites (Bhandari, 2022). Understanding the various communication and leadership styles used to reduce employee retention strategies has proven effective based on the feedback received from the research participants. For example, all three organizations have systems incorporated that encourage and promote constant communication between the leadership and team members. The supporting data used to assist me with identifying the theme for employee retention strategies emerged from the one-on-one conversations with the individual research participants and the information gathered from their public websites, which focus on the organization's mission. The mission of all three organizations is service-driven, encouraging unity internally and in the community. According to Ross (2021), transformational leaders have the ability to connect and appeal to their employees and achieve organizational goals.

All three participants in this study understood the potential positive impact implementing retention strategies could have on nonprofit organizations. PT1 explained, "the goal is to retain employees, so you don't have to keep retraining the people over and over and over again." PT3 added,

> Well, my number one strategy is the filtering process when we bring on new candidates to join our organization. We want to know their passion and level for our core work. So, for instance, one of our core points is food apartheid. We often ask questions like, are you interested in knowing more about food apartheid? Do you know what food apartheid is? Do you know what food insecurity is? We like to gauge their vantage point and learn their position on the subject.

PT2 noted a series of questions about retention strategists, job satisfaction, competitive pay rates, the work environment, and things the organization can do to serve as a better business model. The various retention methods used by nonprofit organizations can also promote considerable growth within the business structure. PT1 indicated their organization is more efficient since incorporating the new voluntary employee turnover retention strategies. PT2 noted a series of questions about retention strategists, job satisfaction, competitive pay rates, the work environment, and things the organization can do to serve as a better business model.

The three participants identified that retention strategies allow nonprofit organizations an opportunity to establish a rapport with their leadership team and employees while using various methods to develop open lines of communication. The study conducted by Deloitte (2016) showed that 44% of millennials are expected to quit their organization within the next 2 years. Creating a formalized employee retention plan will assist nonprofit organizations with identifying trends and minimizing voluntary employee turnover (Ibrisevic, 2021). PT1 stated “having systems and processes to retain employees is helpful because retention in nonprofit organizations is challenging. Having retention strategies in place has been beneficial and has helped our organization with better retention rates. In this business, you sometimes lose some. That’s just the nature of the business. The strategies have assisted us with becoming more efficient and able to secure our team members.” PT3 noted,

> During the onboarding process, we share our website link along with a 25-page overview about our company and our mission. We also share a promo video that pulls on the heartstrings. So, everyone is usually moved. Honestly, that's usually how they feel. They’re excited to solve a problem, and we have not received any complaints because the strategies are not invasive. So, it’s an easy process for them to adapt to. Our policies and strategies are pretty simple. We don’t have a long list of rules or requirements other than safety for the community we serve. Implementing strategies for us means increasing our vetting process. Our

> organization uses scenarios to reinforce the implementation process. We usually work with many psychology partnerships and community therapists, and we've incorporated many tactics and tools to draw in the right people to be in our organization.

PT3 explored how nonprofit organizations cultivate a culture of trust within the work environment to reduce voluntary employee turnover. An organization's culture typically matches its employees' personalities and work styles (Ibrisevic, 2021). PT3 stated,

> Our number one strategy for employee retention is transparency. I think a lot of organizations, just because we work with charitable cases and cases of the heart, we need to be more transparent about all of the duties required of a staff member and just lay out your expectations of each role within the company. Because first and foremost, the nonprofit is a company still governed. So being honest about your expectations of me as a co-founder is critical to lay it all out, so we have like a roadmap of everyone's responsibilities and make sure that they understand that from the beginning, and no surprises. The number one reason people will walk off or leave a position is if they thought it would be a lesser workload or they felt it would be a different workload or the different expectations of deliverables. So being transparent is my number one answer to retention strategies.

Nonprofit owners use leadership strategies and business practices to create a culture and environment that supports personal and professional growth for their employees. Participants of this study also use employee retention strategies to build a culture of trust. Table 1 depicts the frequency of responses referencing employee retention strategies.

All of the research participants included recruitment strategies to attract and retain experienced candidates.

Table 1

Participants' Responses Referencing Employee Retention Strategies

Participants	References
Participant 1	8
Participant 2	2
Participant 3	9

Nonprofit organizations use leadership and employee retention strategies to decrease voluntary employee turnover rates. When leaders of nonprofit organizations begin to lead with intention, they are more likely to impact their followers significantly (Ibrisevic, 2021). Leading with intention primarily focuses on three critical areas in the workplace: (a) employee compensation, (b) employee performance/mental health, and (c) a culture of unity (Ibrisevic, 2021). A structured approach to employee retention is critical to ensuring that a nonprofit organization has the tools to successfully run and operate a business and have a competitive advantage.

Findings

The theme of this study aligns with the findings of the NonprofitHub (2021), which states the absence of employee retention strategies can negatively affect the nonprofit organization's sustainability. However, having them in place can have a positive impact because it will reduce voluntary employee turnover and contribute to the organization's overall sustainability (NonprofitHub, 2021). According to NonprofitHub, employees in the nonprofit sector are the most valuable asset to the organization because they play a critical role in carrying out the organization's mission. Several of the issues faced by nonprofit organizations that have not incorporated the transformational leadership style of management and employee incentive programs are lacking in the areas of (a) employee productivity, (b) efficiency, and (c) motivation (Ross, 2021).

Theme 2: Employee Incentives

Nonprofit organizations who have adopted a transformational leadership style are more likely to be open to implementing incentive programs to assist leaders with that establishing a rapport with their employees and building a successful foundation (Ross, 2021). Developing an employee incentive strategic plan is an excellent starting point for achieving ultimate success in reducing voluntary employee turnover. According to Downs (2021), businesses use employee incentive programs to increase job performance and decrease voluntary employee turnover in the nonprofit sector. Owners of nonprofit organizations can reach a larger employee demographic if employee incentive strategies are implemented systemwide rather than in individual departments. An employee incentive program can boost job performance from a 25% to a 44% participation rate (Downs, 2021).

One component within a nonprofit organization's business structure is employee incentive programs, which serve as a communication channel using rewards and incentives to reinforce the goals and mission of the organization. While employee incentive programs assist with shaping the culture of the nonprofit, they also contribute to the overall business model by contributing to the sustainability and financial performance of the organization. Nonprofit organizations serve as a staple in local communities providing the necessary supplies and resources during the post-pandemic era. In 2020, nonprofit organizations employed nearly 12.3 million people, with an annual spending of $826 billion for salaries, benefits, and payroll taxes every year (National Council of Nonprofits, 2020). Unfortunately, without the proper staff force, nonprofits would not be able to complete the task and services offered by the organization.

The latest economic trends post-pandemic has caused many nonprofit organizations to become mission focused. This sudden shift in perspectives has forced nonprofit leaders to reevaluate and implement strategies, policies, and procedures to meet the demand of the current economic climate (Waters, 2022). Post-pandemic nonprofit organizations have a broader impact on local communities and the economy by creating a surge in job opportunities and increasing economic activity (National Council of Nonprofits, 2020). Despite the many barriers and limitations nonprofits may face with financial funding, voluntary employee turnover, and lack of resources, nonprofit organizations have still been able to carry out their missions thanks to their volunteers and staff members. The various types of nonprofit organizations include: (a) 501c3 Charitable Organizations, (b) 501c4 Civic and Social Welfare Organizations, (c) 501c5 Labor Unions, (d) 501c6 Chambers of Commerce, (e) 501c7 Social and Recreational Clubs, and (f) 501K Childcare Related Organizations (Foundation List, 2022). Through employee incentive programs, the various types of nonprofit organizations can customize the rewards to fit the needs of their specific industry and offer a competitive compensation package.

Interview and Supporting Data Contribution

The employee incentive programs formulated by the research participants implemented programs that encourage creativity, innovation, and empowerment. The transformational leadership style of management demonstrated by all participants supported the employee incentive theme that surfaced during the research process. Data triangulation occurred during the research process when the interviews transcribed were cross-referenced with the information from the individual organization websites (Bhandari, 2022). Some common themes surfaced in the employee incentive program section: competitive compensation, SMART Goals, and professional development. According to Kristenson (2019), establishing SMART Goals is an excellent way for nonprofit organizations to overcome the many challenges and obstacles they may face.

The three participants identified the need for incorporating employee incentive strategies to reduce voluntary employee turnover rates within the nonprofit sector. Various trends emerged during the research process, and the responses are referenced in Table 2.

Table 2

Participants' Responses Referencing Employee Incentives

Participants	References
Participant 1	3
Participant 2	6
Participant 3	3

Nonprofit organizations incentive strategies can consist of something as simple as offering employee's competitive compensation. Table 2 represents the frequency of the employee incentives strategies mentioned by all of the participants during the data collection process.

PT2 noted,

> As an organization we try our best to offer a competitive pay. We look at what the other organizations in this area or that are like within a 10 mile radius. See what like they're offering their employees for those particular positions, and we try to stay within it or exceed it. For example, one year we offer more professional development opportunities because a few employees stated lack of training in one particular area, so we were able to bring a consulting firm in to do some professional development.

PT1 mentioned,

> Our organization has a reward based system. We host an annual gala to publicly recognize the achievements of our staff members and community volunteers. In addition to the annual event, we also host team building workshops and brown bag lunches to allow our employees to connect outside of the day-to-day operations. We take pride in empowering not only individuals in the community, but our employees as well. Without out the support of our board members and staff we would not be able to carry out our mission as an organization.

PT2 added, “Most employees have a set of goals they would like to accomplish. If there are any goals they are trying to meet and they need assistance, as an organization, we try our best to help them achieve their goals and guide them through the process. We usually discuss goal setting during our one-on-one and evaluations that we do.” Nonprofit organizations use SMART goals, which means they create methods to assist the organization or student with setting measurable strategic goals (Kristenson, 2019). Leaders of nonprofit organizations who implement the SMART method are more likely to see results because of the measurable goals (Kristenson, 2019).

During the data collection process, several employee barriers surfaced in the research data. PT1 noted that, “as an organization, we typically face internal barriers with personality clashes. We take pride in delivering outstanding customer service both internally and externally. Typically, when a problem arises, our leadership team will address the situation one-on-one.”

PT1 stated, “employees all have different approaches to completing their tasks. As an organization, we have incorporated policies and procedures to ensure our mission is fulfilled. However, we do encourage innovation and individuality in the workplace. The approach in which they take is not so much our concern. Our organization is more concerned about getting the job done. We can’t change a person’s personality. Instead, we try to offer training courses to help them learn more about the different personality traits and behaviors and how to adjust and work together.”

PT3 added, "our critical barriers are usually a lack of understanding. The lack of empathy people express to the communities we serve. Just having that empathy and understanding goes a mighty long way. Individuals with no idea what our community residents experienced growing up in underserved communities." PT3 also noted something as simple as having a grocery store in your local community. Nonprofit organizations that directly serve underprivileged communities' generosity tremendously impact society. (Redjebov, 2022).

Findings

The findings revealed that all study participants had incorporated employee incentive programs to assist them with successfully reducing voluntary employee turnover. Employee incentive programs are an excellent way to distinguish an organization and position them with a competitive advantage. To differentiate themselves from other organizations, nonprofit leaders can incorporate incentive compensation practices, establish measurable business goals and offer professional development training programs (Sodahl, 2019). In addition to the employee incentive programs, the findings also revealed several internal and external barriers that nonprofit organizations face. Identifying organizational limitations and barriers also plays a significant role in the development process of employee incentive programs. Understanding the barriers within the community and organizations' infrastructure can assist nonprofit organizations with identifying common indicators and measuring the overall effectiveness of the programs incorporated (Gregory & Howard, 2009). Establishing employee incentive programs is a reward base system transformational leaders often incorporate into their business practices to increase employee morale and meet organizational goals (Ross, 2021). The information gathered from the individual organization's public websites and during the journaling process helped identify the themes that emerged throughout the research process. In addition to assisting with aligning the organization's mission and business structure, the information found on the website provided me, as the researcher, a better understanding of the day to day transformational leadership practices that have been implemented in the organizations.

Theme 3: Organizational Evaluation Strategies

Cultivating an environment built on trust is one of the many benefits of the transformational leadership management style (White, 2022). Transformational leadership style of management allows an organization to create a culture that motivates and inspires its employees to operate at optimum levels (White, 2022). The organizational evaluation strategies implemented by the individual nonprofit organizations are consistent with a work environment that implements and supports the characteristics of a transformational leader. Establishing a process that promotes open lines of communication during the review and evaluation process is a method all of the research participants expressed had a positive impact on reducing voluntary employee turnover. Whether the information was distributed one on one or system wide, all participants expressed how well the information is received by employees when adequately communicated. Creating an environment built on trust is just one of the many transformational leadership strategies expressed during the research process that aligns with the organizational evaluation process.

Monthly, quarterly or annual assessments are among the many ways a nonprofit organization can gauge its performance levels internally and externally. Evaluations also allowed organizations to determine what programs are operating successfully and what is not working. The results of the organizational assessment allow nonprofit organization to continuously improve and support business sustainability (Rosso, 2017). Ultimately, an organization's success heavily depends on the overall performance levels of the people they employ and the communities they serve. By conducting organizational evaluations, organizations will gain valuable knowledge and insight into their business structure and position them to have a competitive advantage in their prospective industry. The day-to-day operations of an organization play a critical role in the overall success of the business. Although business leaders cannot fully know the extent of their impact or influence over the programs they implement and their subordinates, the organizational evaluation is an excellent resource that can assist leaders with gauging the business's overall success. Nonprofit organizations that conduct evaluations are more likely to broaden their reach in local communities and extend their time in business.

Interview and Supporting Data Contribution

Nonprofit organizations can use helpful resources like (a) survey monkey, (b) constant contact, (c) google forms, and (d) form assembly to assist them with crafting evaluations and surveys for their business. According to Waters (2022), nonprofit communities across the United States rely on technology to assist them with significantly impacting community causes. The new digital survey formats listed allows nonprofit organizations to gather relevant information from employees to help the leadership team member successfully implement organizational strategies.

During the research process, organizational evaluation strategies is one of the three themes that surfaced during the research. Establishing a strategic plan of action to achieve ultimate success is one of the many traits repeated by the research participants during the interview process. Transformational leadership is a management style that can cast an organization's vision and motivate others to buy into the idea (Ross, 2021). I examined the nonprofit annual reports on public websites and compared the notes I took during the interview process to achieve methodological triangulation. Methodological triangulation in qualitative research involves using more than one method to study a phenomenon (Bekhet & Zauszniewski, 2012). The themes and patterns demonstrated in both data collection methods further support the findings of this study.

PT1 noted, as an organization, we conduct a quarterly assessment to test the climate of the work environment. Data collection during the survey process is necessary for nonprofit organizations to understand the trends that could contribute to voluntary employee turnover.

Table 3

Participants' Responses Referencing Organizational Evaluation Strategies

Participants	References
Participant 1	8
Participant 2	7
Participant 3	7

PT1 noted,

The questions we propose in our survey are: How are you feeling? How are things going? What do we need to adjust as an organization? We like to inquire and hear firsthand from the employee if we need to realign or recalibrate our current policies to make our organization more efficient and to serve the mission of the organization efficiently. As the organization's co-founder, it is essential to remember that when you have employees who serve you, you are also responsible for serving them.

PT1 and PT2 emphasized, “We conduct surveys both annually and our staff members generally provide 100% participation.” PT3 noted, we have a quarterly survey with

> employees and volunteers. We ask them for feedback. What do you think about the program? What do you think about how our organization communicates? It's like on a scale of one to 10, and they're usually about 15 questions we ask. The surveys are anonymous. We don't make them put down their name or anything like that so they can speak freely. This allows us to get the feedback that we need as an organization.

Findings

The study’s findings reveal that although nonprofit organizations face challenges and barriers, the strategies presented in this document still allows them to migrate the problems before they are unmanageable. Creating opportunities for employees to engage in open dialogue with the leadership will enable the organization to identify troubled areas before the situation is out of control. PT1 “noted implementing new strategies in our organization is like creating a rhythm. Just like playing a new instrument in the beginning, it sounds noisy. Creating a rhythm and flow is the hardest part. Generally, it takes about 90 days to implement a new strategy. After about 90 days, we begin to create a rhythm and a flow, and we start to play together more like a symphony.” Nonprofit organizations that take advantage of the resource presented will have an opportunity not only to create an open line of communication with their employees, but they will also have the ability to capture data that will assist them with improving their overall business model. Establishing clearly defined goals and strategies is one of the transformational leaders are able to inspire employees to partake in the evolution of the organization (White, 2022).

Applications to Professional Practice

Nonprofit organizations serve as a pillar of strength in local communities by providing resources and services to promote economic growth (Murray, 2018). The results of this study can assist current and future nonprofit leaders in understanding the most effective way to implement business and leadership strategies to gain maximum results. The results of this study may boost organizational engagement within existing nonprofit organizations and encourage business growth across the board. Currently, the public perception of most nonprofit organizations is that they are smaller business models with underpaid staff members with business practices that are not comparable to private business entities (Murray, 2018). My interpretation of nonprofit organizations based on the research questions presented in this study revealed three themes: (a) employee retention strategies, (b) employee incentives, and (c) organizational evaluation strategies. The findings from this research revealed that incorporating leadership strategies within the nonprofit sector is critical to the retention rates and overall mission of the organization to achieve (a) increased employee morale, (b) demonstrates a culture built on trust, (c) promotes community engagement and (d) encourages financial growth.

The three themes generated in this study support a sustainable business model and encourage professional growth for leadership and subordinates. According to Eisenstein (2021), the core characteristics of a person with a transformational leadership style leads by integrity and inspiration. The specific business problem was that some leaders of nonprofit organizations lacked strategies to reduce voluntary employee turnover. Burns (1978) transformational leadership theory was the conceptual framework that assisted with successfully aligning the findings of this study. Nonprofit organizations' leaders should understand their vital role in the overall success of the organizational structure.

The participants for this study all exhibited owning and operating a successful nonprofit organization that incorporates leadership strategies and an employee retention model in place for two more years. Research found that implementing leadership strategies are cost effective solutions that can reduce voluntary employee turnover and increase the organization's overall morale. This study shows a direct coalition between different leadership styles and their impact on voluntary employee turnover and retention strategies (Aldarmaki & Kasim, 2019). Nonprofit organizational benefits are limitless when the proper leadership structure is incorporated. Incorporating proper leadership strategies with nonprofit organizations helps improve the processes and procedures within the business structure, improving overall communication within the organization and with stakeholders. Reducing voluntary turnover within a nonprofit organization's infrastructure can be highly effective and should be a consistent business practice to increase employee retention rates. Leadership strategies are effective for any organizational structure. Nonprofit organizations will experience a significant increase in the area of financial growth when the proper leadership and employee retention strategies are incorporated into their business structure.

Employee retention is critical to the success of a nonprofit organization's mission and understanding of the social and economic landscape within their service area.

Nonprofit leaders and stakeholders must understand the importance of creating a work environment and culture that promotes employee growth both personally and professionally. As demonstrated throughout this research study, nonprofit leaders can collaborate with their employees and design business practices that encourage employee engagement and achieve the overall goals and mission of the organization. Through professional training and development programs, nonprofit organizational leaders can improve policies and procedures and reduce voluntary employee turnover. By mastering leadership strategies, nonprofit organizations have a greater likelihood of achieving overall business success. Leaders of nonprofit organizations can implement strategies that can elevate and improve the overall performance within the organization (Eisenstein, 2021). Gaining an understanding of the latest trends within the nonprofit sector is another helpful way nonprofit leaders can encourage and promote innovation within their organizations. Nonprofit organizations that choose not to incorporate leadership strategies to reduce voluntary employee turnover are less likely to not only meet their organization goals but fail to thrive in the nonprofit sector.

Implications for Social Change

Voluntary employee turnover within the nonprofit sector negatively contributes to the organization's overall performance. According to the Bureau of Labor Statistics (2022), voluntary employee turnover, on average, costs $13,996 to replace one employee, which can significantly impact the financial budget of any nonprofit organization. Nonprofit leaders may use the results of this study to increase their knowledge base regarding reducing voluntary employee turnover and creating a sustainable and profitable business model. Implementing effective leadership strategies can positively impact the workforce within the nonprofit business structure. The findings may assist nonprofit organizations in improving community relations, reducing voluntary employee turnover rates, increasing job performance, and increasing financial revenue.

Based on the study findings, it is suitable to conclude that a significant need for leadership and business strategies in the nonprofit sector. Leaders can promote and encourage social engagement internally and externally to secure the future position of nonprofit organizations in local communities. By developing effective leadership strategies, nonprofit leaders can incorporate incentives to promote team building and staff and community engagement. Implementing effective leadership strategies to reduce voluntary employee turnover could result in positive social change in business operations and financial growth. The results of this study identified several methods nonprofit leaders could contribute to positive social change (a) competitive wages, (b) professional development, (c) increased financial growth (d) social and economic improvements (Smith, 2019).

Recommendations for Action

Incorporating leadership strategies into the nonprofit business structure will be a valuable asset to the organization's overall success. According to Eisenstein (2021), transformational leadership is a style of management that encourages leading subordinates through inspiration and integrity. I researched nonprofit organizations with 2 or more years of experience successfully implementing employee retention strategies and building a sustainable business model. Implementation of the findings from this study is relevant to nonprofit organizations and leaders in the Houston area. Incorporating the leadership strategies presented in this study may assist nonprofit organizations in gaining a competitive advantage and establishing a profitable and sustainable business model. Upon completing this study, I recommend that nonprofit organizations (a) incorporate a recruiting strategy that will assist with identifying qualified candidates, (b) develop a system-wide training module designed to ensure employees can align their personal and professional ambitions with the organization's goals and mission (c) incorporating leadership strategies to assist with maintaining open lines of communications throughout the organization (d) developing and implementation to ensure employees are being adequately compensated and incentive programs are designed to offer a competitive advantage and (e) conduct quarterly and annual surveys to ensure the organization's strategic plan is aligned with the overall mission and vision of the organization.

The first recommendation is to incorporate a recruiting strategy that will assist with identifying qualified candidates. Nonprofit organizations should follow a well-crafted recruiting guide to operate at optimum levels. Recruiting strategies will provide a blueprint to guide them in successfully recruiting and retaining suitable candidates for various positions within their organization. A recruiting plan could cultivate a business culture that promotes innovation and community connection. The second recommendation is to develop a system-wide training module designed to ensure employees can align their personal and professional ambitions with the organization's goals and mission. Nonprofit organizations should use training sessions to encourage open lines of communication, re-enforce the company's goals and mission, team building exercises, and leadership development. By investing in training programs, nonprofit organizations could significantly decrease voluntary employee turnover rates and increase profit margins. The third recommendation is to incorporate leadership strategies to assist with maintaining open lines of communication throughout the organization. Establishing clear communication channels through incorporating leadership strategies can inspire active company-wide participation.

Another recommendation involves developing and implementing employee incentive plans. Through incentive programs, nonprofit organizations will have an opportunity to receive recognition, rewards and increase overall job satisfaction. Offering fair competitive advantages and fair wages provided to employees is also an excellent incentive that could boost morale. Lastly, conducting quarterly and annual organization-wide evaluations is another way to align the overall mission and vision of the organization. Conducting system-wide surveys can assist organizations with identifying potential issues both internally and externally. Nonprofit organizations can use the results of surveys and company evaluations to assist with creating a well-crafted strategic plan for future use. The strategies suggested will provide nonprofit organizations with innovative processes and procedures to further expand the organization's mission.

Recommendations for Further Research

The qualitative research for this study involved exploring leadership strategies that nonprofit organizations use to reduce voluntary employee turnover. The findings of this study revealed implementing effective leadership strategies allowed nonprofit organizations to develop a sustainable business model and incorporate (a) employee retention n strategies, (b) employee incentives, and (c) organizational evaluation strategies. Three common themes emerged from this study, using data from interviews with three nonprofit leaders in the Houston area. The three limitations found in my study consist of (a) interview participants are only leaders from nonprofit organizations (b) a limited number of leaders who have direct experience managing voluntary employee turnover, and (c) the geographical location of the participants is limited to the Houston area. The sample population of this study comprised three nonprofit leaders who have successfully implemented strategies to improve employee relations and eliminate voluntary employee turnover. Recruiting nonprofit leaders with experience in reducing voluntary employee turnover allows researchers to present a well rounded perspective on the subject matter and encourage future research. Based on this study's population and geographical limitations, is a need for future research to provide an accurate answer to this research problem. Specifically, researchers should identify other important factors contributing to voluntary employee turnover and its impact on the organization's overall sustainability. Further studies can identify other territories and regions to broaden the geographical pool for the data collection process.

Reflections

I conducted a qualitative, multiple case study to explore nonprofit organizations' leadership strategies to reduce voluntary employee turnover. While performing this study on nonprofit leadership styles, I discovered the specific business problem is that some nonprofit organizations lack strategies to reduce voluntary employee turnover. I understand the mission of nonprofit organizations and the importance of retaining employees, incorporating leadership strategies, and developing a sustainable business model. During the research process, I had the opportunity to converse with individuals with knowledge and experience in the nonprofit sector and gained valuable insight. The final results of this study can assist nonprofit organization leaders from all experience levels in understanding the most effective leadership and business strategies to position them for success. While conducting the research interviews, I had no expectations or biases from participants regarding how they responded to the interview questions. I work in the nonprofit industry, so I understand organizations' tremendous impact on the nonprofit sector. Nonprofit organizations play an immense effect in the areas of social and economic development in communities in the Houston area. My reflection on the study includes a deeper understanding of nonprofit organizations' commitment to their local communities.

Conducting this research has been a challenging experience. However, it was worth the time and effort I put into it. My family and close friends have contributed tremendously to my success in the program. The valuable relationships gained during my time at Walden University served as a vital support system that has helped me throughout my journey. My experience at Walden has allowed me to explore different career paths after graduation. The knowledge, wisdom, and leadership skills I have gained as a nonprofit executive during this research process are invaluable. My professional point of view on the study's findings confirmed the vital role leadership strategies play within the nonprofit sector in assisting organizations with developing a sustainable business model.

I look forward to assisting nonprofit organizations with developing leadership strategies to reduce voluntary employee turnover. I was honored and privileged to interview three extraordinary nonprofit leaders who are passionate and knowledgeable about their prospective industries. I am hopeful nonprofit organization leaders will find the resources within my study findings to help them further their mission.

Conclusion

This qualitative multiple case study explores nonprofit business strategies for retaining employees in the Houston area. All research participants demonstrated a direct connection between implementing effective leadership strategies and successfully retaining employees. The competitive landscape provided a greater understanding of the effective leadership strategies that nonprofit organization leaders can implement to increase productivity, and job performance levels, decrease financial losses, and effectively carry out the mission of the organizations.

I interviewed three nonprofit participants with 2 or more years of experience developing and implementing employee reduction strategies using a semistructured interview. I used the Nvivo 12 software during the data analysis process to code and analyze the data. Three themes emerged during the data analysis process: (a) employee retention strategies, (b) employee incentives, and (c) organizational evaluation strategies. The nonprofit sector has experienced tremendous challenges with voluntary employee turnover, with an alarming 22% of job seekers expressing job dissatisfaction and the lack of employee engagement within the nonprofit sector (Strub, 2020). By developing an innovative approach to implementing leadership and business strategies, nonprofit organizations have a greater chance of attracting viable candidates and increasing long term employee retention rates.

Nonprofit organizations that have not effectively adopted and implemented sustainable leadership and business practices have a more remarkable change of experiencing high voluntary employee turnover and encountering significant financial losses. The findings of this study contributed to the foundational framework for nonprofit organizations by providing knowledge and insights by identifying critical issues in staff retention and job satisfaction. I recommend that nonprofit organization leaders and stakeholders better understand the importance of implementing business strategies to attract candidates whose knowledge, skill and abilities aligns with the mission and vision of the organization by utilizing the recommendations and findings discovered during this research process.

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Appendix A: Research and Interview Questions

Research Question

The primary research question that will guide this study is: what strategies do leaders of nonprofit organizations use to reduce voluntary employee turnover?

Interview Questions

The focus of my interview questions will identify strategies nonprofit leader might use to reduce voluntary employee turnover. The questions I will use to interview nonprofit leaders for this propose study are as follows:

1. What strategies do you use to successfully reduce voluntary employee turnover?
2. How do your employees respond to voluntarry employee turnover strategies?
3. How are strategies to reduce voluntary employee turnover communicated throughout the organizational ranks and among stakeholders?
4. What modifications do you apply to improve the effectiveness of reducing voluntary employee turnover?
5. What policies and processes are used to reduce voluntary employee turnover successfully in your organization?
6. What are the key barries to implementing strategies to reduce voluntary employee turnover in your organization?
7. How do you overcome key barriers when implementing strategies to reduce voluntary employee turnover into your business practice?
8. What additional information would you like to provide about strategies to reduce voluntary employee turnover in the nonprofit sector?

Appendix B: Interview Protocol

Participant Code: _________ **Interview Date:** ________________

Research Question: The primary research question that will guide this study is: what strategies do leaders of nonprofit organizations use to reduce voluntary employee turnover?

Interview Purpose: In this study, the interview will contain eight open-ended questions and additional follow-up questions to determine nonprofit strategies used to reduce voluntary employee turnover.

Interview Mode:

Face-to Face____________ Video Conferencing_______________

Telephone______________ Other (please specify) _____________

Participant Selection Process:

- Participants were contacted either by telephone or e-mail.
- A list of potential participants to be acquired and selected from the nonprofit sector.
- Participants will receive a copy of the informed consent form upon agreement to participate.
- Participants were instructed to confirm their participation by replying to the e-mail, “I consent.”

Demographic Questions:

- How long have you been with the existing organization?
- How many years of business leadership experience do you have?

- What is the highest level of education you have obtained?

Interview Setting

- Interviews to take place in a private setting desired by the participant.
- The research will review the terms of the consent form and give the participant the opportunity to ask any questions.
- Researcher reminds each participant that participation in the interview is voluntary and confidential.
- Participants receive reminders there is no compensation, and they may withdraw at any time.

Recording the Interview:

- The researcher reminds each participant of the recording and receives confirmation.
- The researcher alerts each participant that a journal is a secondary way of capturing notes from the interview and to mitigate bias.

After the Interview:

- A thank-you note is sent to each participant one day after the interview along, with an e-mail.
- Each participant's recorded interview will be transcribed by the interviewer and a copy sent to participants for feedback.
- Member checking will occur for accuracy by contacting each participant by email or telephone for review of interpretation to responses.

- Identify the need for follow-up questions or for a second interview after the translation of data occurs.
- Collection of electronic data to be stored with password encryption, and nonelectronic data is to be stored in a home-locked safe for a minimum of 5 years before discarding all transcripts.