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Effective Strategies to Reduce Voluntary Employee Turnover Intentions in the Retail Sector

Connie Latoyia Owens
Walden University

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Walden University

College of Management and Technology

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Connie L. Owens

has been found to be complete and satisfactory in all respects,
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Walden University
2022

Abstract

Effective Strategies to Reduce Voluntary Employee Turnover Intentions in the Retail

Sector

by

Connie L. Owens

MS, Keller Graduate School of Management 2012

BS, University of Illinois at Urbana-Champaign, 2009

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2022

Abstract

Voluntary employee turnover is a complex business problem that hurts organizations' productivity and profits. High employee turnover rates require retail business leaders to implement strategies to help prevent employees from leaving their jobs. Grounded in transformational leadership theory, the purpose of this qualitative multiple-case study was to explore leadership strategies retail store managers use to reduce voluntary employee turnover. The participants included six retail managers from two mid-to-large retail food organizations in Chicago who successfully reduced voluntary employee turnover. Semistructured interviews and public company information were used for data collection. Data were analyzed using Yin's five-step method. Four themes were revealed: (a) leadership, (b) work environment, (c) rewards and recognition, and (d) training. A key recommendation for retail store managers is implementing a retention program that promotes a healthy work environment, monitors performance trends, and allows leaders to adopt supportive leadership styles. The implications for positive social change include the potential to minimize stress on the organization and other employees who inherit the work when coworkers leave. The local community may benefit because employees staying with their jobs supports their income stability, reduces the stress of job hunting, and causes less tension among family members and the community.

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Dedication

This doctoral study is dedicated to my family and friends. To my son, Christian, I love you more than words can describe. You are my joy, legacy, the greatest gift, and motivation. I want you always to remember to keep God first, follow your dreams, and never give up. Mom, this is for you. You were my biggest cheerleader. Although you are no longer on this Earth, I can still feel your presence and I can still feel your support. The life tools you gave me have helped me tremendously. I love you. To my dad, I used to think that following in your footsteps as a professional kickboxer was my goal, but instead, I chose to follow the wisdom, knowledge, and talks that you instilled in me. Thank you for encouraging me to grow further mentally and understand that knowledge is the greatest teacher. To Grandma Josie, Auntie Annette, Auntie Denise, Mae Mae, and Auntie Dorothy, thank you for standing in the gap. I love you. To my siblings (M7: Shantae J., Kevin, Deonna, Yolondta, Monica, and Rimari + Martina), I love you all, and I am so grateful God loaned you all to me. To my tribe: Bobby, Charity, Lacey, Xavier, the R.I.C.H. Clique, Camilla, Stephaughn, Momma Stephanie J., Dana, Liz, Rahvi, Vicky, Aliyah, Karen, my 1507 roommates: Eryka, Dr. Porshe' Garner, and Brittney, Dr. Tameika, Chericka, Courtney, Brittanie, Lakeisha, Tabitha, Tennille, Michelle, Mylisha, Tierra, Domini, Kendra, Shianne, Mr. and Mrs. Meeks, Tonyael, Jerome, Sylvester, and Cameron, I love you all. Thank you for your unwavering support and love. You are some of my greatest blessings. Most importantly, I am nothing without God.

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Section 1: Foundation of the Study

Small businesses are important because they provide opportunities for business owners and develop jobs. Small businesses were the foundation for job increase in the United States and played a significant role in the economy (U.S. Bureau of Labor Statistics, 2019). In 2019, 30.7 million small businesses employed 47.3% of the private sector (U.S. Small Business Administration, 2019). Small businesses are the backbone of the economy. Voluntary employee turnover is proven to impact business sustainability significantly, as employee turnover causes the organization to experience increased financial costs (Sandhya & Sulphey, 2020). Since small business are essential to the economy, small businesses must utilize the necessary tools to achieve and maintain financial sustainability.

Background of the Problem

Small businesses create job opportunities for the communities. However, due to financial and leadership struggles, most small businesses remain open for no more than 5 years. Small businesses employed 47% of employees of the private workforce in 2017 and created 1.6 million jobs in 2019 (U.S. Small Business Administration, 2020). Small businesses are significant to the U.S. economy because they create a substantial number of jobs in the labor market (U.S. Bureau of Labor Statistics, 2019). Small businesses are comprised of 500 or fewer employees (U.S. Small Business Administration, 2020). Reducing voluntary employee turnover is important for leaders of small businesses to reduce costs and enhance performance levels (Al-Suraihi et al., 2021). Leaders must understand the factors that influence voluntary employee turnover, which might help to

sustain organizational stability. The U.S. Bureau of Labor (2019) reported voluntary employee separations as the number of quits initiated by the employee willing or ability to leave a job. Voluntary employee turnover had a small change by 5.6 million in January 2019. The quit ratio in the United States was 2.3% of the total separation from organizations. The total number of volunteer employee turnover in the private workforce remained the same and increased by 19,000 in the government sector. Small business owners constituted 99.9% of the U.S. establishments, employed 47% of the private sector employees, and generated 33.3% of the United States' 1.3 trillion in total exports (U.S. Small Business Administration, 2020). Voluntary separations had a small decreased to 4.3 million and total quits increased to 47.8 million in 2021 (U.S. Bureau of Labor Statistics, 2022). Losing an employee can cost the organization 1.5–2 times the employee's salary (Heinz, 2022). Voluntary employee turnover is an expense and maintaining a competitive work environment significantly increases organizational sustainability (Society for Human Resource Management 2021). Small businesses should focus on retention strategies as losing an employee can be detrimental to the organization.

Leaders should not only focus on attracting employees, but also retaining employees to reduce costs and improve sales. Research has indicated that 25% of employees are employed with an organization for less than 1 year, and 33% of employees stay with an organization for less than 2 years (Rollag et al., 2005). Turnover prevention strategies are necessary to protect organizational sustainability. Negative outcomes due to employees' experience can reduce job satisfaction and lead to incurred turnover costs and financial instability for the employee and organization (Choper et al., 2021). Choper et al.

(2021) indicated why employees leave and methods for decreasing quantities of turnover in the retail industry. Managers who are successful in retaining employees spend less time than replacing them.

Problem and Purpose

Losing an employee is expensive because of replacement costs, decline in productivity, and morale corruption (Tracey & Hinkin, 2008). Turnover costs associated with talented employees are costly (Narayanan et al., 2019). In May 2019, approximately 3.6% (66.9 million) of U.S. employees resigned from their employers (U.S. Department of Labor, 2019). The general business problem was that turnover negatively affects productivity and organizational profits. The specific business problem was that some retail store managers lack strategies to reduce voluntary employee turnover. The purpose of this qualitative multiple case study was to explore the strategies that retail store managers use to reduce voluntary employee turnover.

Population and Sampling

The study included six retail leaders—three leaders from each of two different retail food organizations in Chicago with a minimum of 5 years of experience implementing retention strategies to reduce voluntary employee turnover. The organizations selected employ 50–500 employees. Recruiting and maintaining participants is essential to the success and effectiveness of the research study (Raymond et al., 2018). In this study, I included the use of purposeful sampling to choose retail business leaders. Purposeful sampling is used to identify and select information related to the phenomenon and purposeful criterion sampling helps to choose cases that meet the

predetermined criterion of importance (Patton, 2002). Purposeful criterion sampling can help researchers obtain information about the retail business leaders through a web-based search containing information that will answer the research question. I used the Zoom videoconferencing platform (<https://zoom.us>) to conduct virtual interviews with the participants.

The knowledge and experiences of the participants are vital to the research study. The selection of the sample size is contingent on the criterion that is explored (Boddy, 2016). To establish rapport with the selected participants, I emailed an introduction letter to introduce myself, the purpose of the research, and their role in the study. I obtained the participants' willingness to participate and ensured that they understood that their participation was voluntary. Establishing trust, respect, and thorough communication between the researcher and participant is important (Raymond et al., 2018). I established and maintained a high level of trust, adhered to the ethical standards, and displayed integrity by being open and honest, being professional throughout the study process, and following through with commitments.

Nature of the Study

The three research methodologies are qualitative, quantitative, and mixed. The research method chosen for this study is qualitative. Researchers use a qualitative method to help answer the *what*, *how*, or *why* questions by exploring the experiences of participants and securing significant awareness into real-life circumstances (Olubiyi et al., 2019). The qualitative method is best suited to explore strategies by exploring strategies that are used to reduce employee turnover. Researchers use a quantitative

method to examine the relationships among variables through hypotheses testing (King et al., 2019). I did not plan on identifying specific variables or testing a hypothesis; therefore, the quantitative method was not the best choice. The mixed-method research method integrates quantitative and qualitative data collection techniques (Plano Clark, 2019). Researchers use mixed-method research to explain how quantitative and qualitative data collection works together (Piccioli, 2019). The quantitative portion of the mixed-method negates the mixed-method research method as a viable choice for my study. My study did not include testing of a hypothesis found in the quantitative portion of the mixed-method; therefore, the mixed-method was not the best choice.

Three qualitative research designs were considered for this study: case study, ethnography, and phenomenology. A researcher uses a case study to explore a contemporary phenomenon within real-life context with multiple sources of evidence are used (Yin, 2018). Single case study sources include direct observations, open-ended question interviews, and physical artifacts (Alpi & Evans, 2019). Researchers use multiple case studies to compare and contrast data from two or more cases (Yin, 2018). The most appropriate method to obtain rich data on participants' experiences was the multiple case study research design. Ethnography is the study of the daily lives of a group of people and their culture; an exploration of subjectivity and meaning-making (Fetterman, 2015). Anthropological methods, data collection methods, and human interactions are focal points in ethnography (Fetterman, 2015). I did not intend to study the daily lives of people or cultures or examine anthropological concepts; therefore, the ethnographic design was not the best choice. In phenomenological research, researchers

focus on individuals' beliefs, opinions, perceptions, and comprehension of occurrences with phenomena (Errasti-Ibarrondo et al., 2018). Phenomenology is evaluated by the participant's specificity and vividness (Topcu & Hirst, 2020). The phenomenology research design was not the best choice because I did not plan on exploring the personal meanings of experiencing a phenomenon, but rather their experience with strategies to reduce voluntary employee turnover.

Research Question

What strategies do some retail store managers use to reduce voluntary employee turnover?

Interview Questions

1. What strategies do you use to reduce voluntary employee turnover?
2. What principal barriers did you experience when implementing strategies to reduce voluntary employee turnover?
3. How did you address the principal barriers when implementing strategies to reduce voluntary employee turnover?
4. What role do leaders play in your strategies to reduce voluntary employee turnover?
5. How does your organization assess the effectiveness of its strategies to reduce voluntary employee turnover?
6. What additional information would you like to share about your organization's strategies to reduce voluntary employee turnover?

Conceptual Framework

The conceptual framework for my study was transformational leadership theory, developed by James McGregor Burns in 1978. Transformational leaders motivate employees to focus on the needs of the organization, which leads to positive effects for both the organization and the individual (Barbinta et al., 2017). Burns used the framework to provide an account based on the argument that leaders are capable of encouraging followers to transform expectations, understanding, and desire to work toward common goals. In 1985, Bernard Bass created an improved and cultivated version of transformational leadership framework (Burnes et al., 2018). Bass (1985) stated that the goal of the transformational leadership framework is to motivate followers to seek beyond their self interests and work towards a collective identity within the organization. The transformational leadership framework is comprised of four components: (a) the idealized influence, (b) the inspirational motivation, (c) intellectual stimulation, and (d) individualized appreciation (Barbinta et al., 2017). Monje et al. (2019) stated that the transformational leadership framework can assist retail managers in being effective leaders to catalyze the success of the company through its employees. Transformational leaders communicate a clear vision that inspires followers and creates trust. In addition to their personal interests, followers are motivated to foster organizational goals and performance (Monje et al., 2019). The implementation of transformational leadership theory can help leaders reduce voluntary employee turnover by providing a clear vision that inspires employees to follow.

Operational Definitions

Employee turnover: Employee turnover is associated with an employee's voluntary or involuntary resignation from a company (Rubenstein et al., 2019).

Involuntary turnover: Employees who leave their employers due to extrinsic or intrinsic circumstances, usually by the choice of the employer (Gerbası & Parker, 2016).

Turnover intention: Turnover intention refers to employees' discontent and apparent determination to resign from the organization (Li et al., 2019).

Voluntary turnover: Employees who voluntarily resign from their employers as a personal decision (Gerbası & Parker, 2016).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are situations or circumstances that the researcher speculates to be accurate, but cannot be proven (Schoenung & Dikova, 2016). One assumption for this study was that participants would respond to the interview questions accurately and honestly. The second assumption was that the retail store managers would provide essential components in retention strategies. The final assumption was that the data collected would help answer the research question.

Limitations

Limitations relate to potential weaknesses of the study in which the researcher is unable to control (Theofanidis & Fountouki, 2018). Although the participants were volunteers, there was a possibility that some individuals might withdraw from the process, requiring me to recruit additional participants to avoid affecting sample size and

results. The results obtained from the participants may not apply to the retail industry nationwide. The last limitation was that the accuracy and quality of the data rely upon the truthfulness and experience of the participants.

Delimitations

Delimitations are associated with boundaries of the study that limit the scope of the research (Theofanidis & Fountouki, 2018). The first delimitation in this study was the geographic boundary for the participants; organizations are in the state of Illinois. The geographical area may have influenced the interviewees' backgrounds, knowledge, and viewpoints. A second delimitation was the participant sample size; six retail leaders who had successful strategies to reduce employee turnover were chosen. A final delimitation of this case study was the type of company. Leaders from the retail sector participated and leaders from other industries were not invited to participate.

Significance of the Study

Contribution to Business Practice

The findings from the study may contribute to positive business practice through the discovery of effective strategies to reduce voluntary employee turnover. The recommendations from the study may also have a positive impact on retail businesses by providing retail store managers with strategies to preserve their business by reducing voluntary employee turnover costs.

Implications for Social Change

Voluntary employee turnover is costly for organizations. The findings from this study may lead to positive social change by maintaining current workforce, which would

result in less stress on the organization and other employees who inherit the work when coworkers leave. The stress from work transfers to the employees' personal lives, family, and interactions in their communities. The findings of the study may affect the local community because by reducing turnover, employees have income stability, less use of unemployment benefits, and less stress of job hunting, which creates tension among family members.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore the strategies that retail store managers use to reduce voluntary employee turnover. A literature review helps to identify various knowledge gaps and potential research contributions (Graulich et al., 2021).

The literature reviewed for this study consists of peer-reviewed articles and doctoral studies/dissertations relating to the topics of retail businesses, managers, and retail employees in the state of Illinois. The research is comprised of 282 references, including 253 (93%) scholarly peer-reviewed articles, one (0.35%) non-peer-reviewed article, eight (2.84%) government websites, and 10 (3.54%) books. The literature review itself contains 197 references, of which 151 (77%) were published within the 2018–2022 period. The databases used to formulate the literature review included ProQuest Central, ABI/INFORM Collection, Emerald Insight, Sage Journals, Science Direct, Business Source Complete, scholarly peer-reviewed journals, and Walden University online library resources to access peer-reviewed journal articles. I examined multiple journal articles related to transformational leadership, small business, and voluntary employee turnover. I

reviewed scholarly content that focused on the effects of leadership within the context of small organizations. Key terms used were *employee turnover*, *employee satisfaction*, *transformational leadership*, *Herzberg two factor leadership theory*, *charismatic leadership*, *contingency theory*, *transactional theory*, *leadership*, *person-organization fit theory*, *leader-member exchange theory*, *turnover model*, and *voluntary employee turnover*.

The literature review includes the background of transformational leadership theory and an overview of other theories that have similarities and differences to the conceptual framework. The literature review also includes job satisfaction, workplace culture, job security, and employee intentions to leave or stay.

Transformational Leadership Theory

Transformational leaders build trust and empower employees to seek beyond self-interests and work towards a shared vision. Bass (1985) asserted that transformational leadership inspires followers to go beyond expectations. Muchiri and McMurray (2015) described transformational leadership as an effective form of leadership because transformational leaders influence both the organizational attitude and behaviors and the overall effectiveness of the business. Transformational leadership theory is a relationship between leaders and followers, in which followers transform into leaders and leaders exhibit morality (Li et al., 2022). Transformational leaders seek to accomplish high results when using one or more of the four dimensions: (a) idealized influence, (b) inspiring motivation, (c) intellectual stimulation, and (d) individualized consideration

(Ozgenel, 2020). Transformational leaders conceptually inspire, build, and influence employees through intellectual invigoration.

Leaders who motivate their followers can encourage them to accomplish goals and become visionaries. Transformational leadership is a motivational model that motivates followers by engaging them in the decision-making process (Asbari, 2020; Kunnanatt, 2016). Visionary leaders respond to changes and needs of the organization quickly (Kunnanatt, 2016). These leaders monitor focus on the external environment and develop plans to engage the employees in the overall success of the organization (Kunnanatt, 2016).

The two characteristics identified in transformational leadership theory are intellectual stimulation and problem solving through innovation (Yehuda, 2018). Intellectual stimulation includes the leader's ability to sacrifice personal interests to satisfy the interests of others (Yehuda, 2018). The second characteristic involves solving problems by encouraging innovation where mistakes are considered a part of the learning process (Yehuda, 2018). Transformational leaders challenge their followers by encouraging them to engage in critical thinking and problem solving to enhance the organization. A transformational leader encourages followers to ask questions, is open to criticism, is held accountable, which supports full transparency (Yehuda, 2018).

Leaders are risk takers and are willing to take on ownership of the actions of their followers (Hanna et al., 2019). Alongside their followers, transformational leaders trust their instincts to obtain the necessary information to meet the organization's needs. There is empirical evidence of transformational leadership and correlation amongst

performance, employee engagement, satisfaction, and turnover (Siangchokyoo et al., 2020). Transformational leaders can help reduce voluntary employee turnover by ensuring that the employees feel a sense of responsibility in helping to achieve the goals within the organization.

Individualized Consideration

Leaders can coach their followers through the transformational leadership model, motivating employees to complete their own goals and the organization's goals. Individualized consideration involves the leader providing their undivided attention to their followers, which increases the followers' perception of value (Seitz & Owens, 2020). Individualized consideration encourages thorough communication between individuals which helps followers familiarize themselves with their leader (Martinez-Corcoles et al., 2020). A leader of individualized consideration acts as a support system by listening to followers' emotional needs and concerns (Koveshnikov & Ehrnrooth, 2018; Reza, 2019). These leaders possess soft control where monitoring of their followers is restrained allowing the followers to complete tasks independently and checking in to be of assistance (Zhao & Xie, 2020). Leaders promote followers' personal development through nurturing and caring characteristics (Zhao & Xie, 2020). Transformational leaders can help employees focus on a shared vision rather than enforcing the leader's own vision to lead (Jeong, 2021). A leader's individualized consideration is known to reduce occupational stress, increase job satisfaction and perceptual commitment to the organization (Kwon et al., 2019). Transformational leadership promotes positive work environments, which is significant in creating meaningful working relationships.

Idealized Influence

Leaders build trust with followers by adopting a core set of principles and values that encapsulates the willingness to take risks. Idealized influence is distinguished by the leader's robust awareness of mission (Afshari, 2022). Idealized influence leaders aim to motivate followers to incorporate the leader's vision and mission, increasing the effectiveness in empowering followers' self-beliefs for preparing their identity within the organization (Koveshnikov & Ehrnrooth, 2018). Idealized influence leaders achieve behaviors that embody collective identity, increasing the followers' collective identities (Zdaniuk & Bobocel, 2015). Followers easily trust leaders who are role models to make good decisions.

Inspirational Motivation

Leaders who inspire followers to complete tasks can push them to complete challenging tasks. Inspirational motivation leaders inspire their followers by appealing and persuading visions while activating aspiration and confidence that these goals can be accomplished (Schuesslbauer et al., 2018). Leaders who model inspirational motivation behavior require change-orientation and group-focused, promoting group identity and encouraging followers to place great effort in their work (Jiang et al., 2018). Inspirational motivation entails the communication of a shared vision, which enhances the motivation and eagerness of followers. Bass (1993) argued that inspirational motivation leaders motivate followers to work collaboratively in accomplishing a common goal to meet or exceed expectations. Leaders develop clear strategies to help communicate the vision to

the followers (Langat et al. 2019). Leaders who exhibit clear strategies and positive spirits can motivate followers to work towards the organization's common goals.

Intellectual Stimulation

Transformational leaders encourage followers to think creatively with the use of intellectual stimulation. A leader's intellectual stimulation behavior challenges followers to tackle problems by engaging in creative thinking (Seitz & Owens, 2020).

Transformational leaders can influence followers to commit to doing what is morally right as opposed to what is popular (Fourie & Hohne, 2019). Followers can trust leaders dedicated to implementing and carrying out visions that will help them bring change to the organization. Thuan (2020) stated that intellectual stimulation is the key component of the follower's individual creativity. Leaders motivate followers by challenging the status quo, thinking intellectually, and restructuring the system (Thuan, 2020). A follower's creativity is encouraging as creativeness allows the opportunity to share valuable and new ideas to make necessary enhancements to products and services (Shafi et al., 2020). A leader's ability to instill creative mindsets within their followers can help followers feel included in the decision-making process.

Additionally, transformational leaders contribute to the overall success of the organization (Farahnak et al., 2020; Nohe & Hertel, 2017). Leadership is considered one of the most critical issues for effectively managing employees. Transformational leaders help to implement integrity and perform effectively and contribute to employee engagement (Sahu et al., 2018). Transformational leaders create trust by engaging in model acts, which followers translate as involving risk and personal sacrifice (Nohe &

Hertel, 2017). Leaders must solve problems in a way that benefits both the employees and the organization. Leaders who exercise transformational leadership can contribute to followers' feedback-seeking behavior (Alrowwad & Abualoush, 2020). Transformational leaders can assist with reducing voluntary employee turnover by modeling behaviors that inspire employees to go beyond their self-interests.

Transformational leaders promote organizational change by increasing followers' self-esteem and minimizing voluntary employee turnover rates. Transformational leaders promote a positive workforce, which is essential in developing meaningful working relationships (Alrowwad & Abualoush, 2020). Effelsberg et al. (2014) stated that transformational leaders shift followers' perspective from an individual to a collective mindset. Employees who feel respected and valued will most likely have a positive outlook about their manager and organization (Ali & Anwar, 2020). When leaders focus on their followers, they adapt to a climate of justice (Stein et al., 2020). Transformational leaders focus on intangible qualities such as vision, shared values, and ideas (Alrowwad & Abualoush, 2020). These leaders possess the ability to inspire followers to solve complex job tasks and share development of human capital, which influences the follower's individual and innovative behaviors (Lui & Huang, 2020). Transformational leaders communicate vision, cultivate team building, possess high-level performance projections, contribute intellectual stimulation and individualized consideration. Implementing transformational principles can establish positive change in organizations as the principles may expose the qualities of a good leader.

Organizational Equilibrium Model

Employees who are not satisfied with their jobs leave their organization. March and Simon (1985) introduced the first model of turnover, called organizational equilibrium model, which targets why employees left organizations, also known as the perceived desirability of movement and perceived ease of movement. In the organizational equilibrium theory, March and Simon concluded that employees participate in the organization if compensation is equal to or exceeds the employees' desires and they are satisfied in the job (March & Simon, 1958).

March and Simon separated employees' decision-making behaviors into decisions to perform and decisions to participate (Lim & Parker, 2020). Decision-making behaviors are based on decisions to perform or decisions to participate and are influenced by the individual's values (Arciniega et al., 2019). The general concept of organizational equilibrium indicates that those who contribute to the organization's existence can affect the organization when individuals choose to leave (Tosi, 2008). Organizational equilibrium is affected by the perceived desirability to leave a job and the perceived ease of movement from the organization (Tosi, 2008). Employees leave their organizations voluntarily when a change in their environment causes them to feel unhappy.

Perceived Desirability

The organization is affected greatly when an employee chooses to leave an organization based on dissatisfaction. The perceived desirability of leaving an employer is related to the employee's satisfaction with work and the interest to transfer to another role internally (Zheng et al., 2010). Employees who are satisfied in their current positions

are less likely to transition outside of their organization and department (Zheng et al., 2010). Still, when the employee is not happy, they tend to find interest in internal transfers, dependent upon the organizations' size (Makarius et al., 2017). Employees who are unhappy in their current roles experience a withdrawal process, which shifts to a desire to a better position. Mobley et al. (1978) asserted that turnover occurs when employees become less satisfied and less committed, therefore undergoing a process of withdrawal both psychologically and behaviorally before they choose to resign from their organizations. Dissatisfied employees are more prone than satisfied employees to quit their employers (Mobley et al., 1978). Unhappy employees may result in increased voluntary employee turnover.

Perceived Ease of Movement

Employees who become dissatisfied with their jobs find interest in other opportunities. Perceived ease of movement is a factor in assessing the employee's perception of availability of better job opportunities (Wu & Chi, 2020). The perceived ease of movement is more significant when the employee has a greater chance of finding a better job, and if there is no desire to leave the perceived of movement does not exist (Wu & Chi, 2020). Employees desire to leave is related to dissatisfaction in the organization. Also, Tan et al. (2020) discovered that organizations could help lower employee's desires to leave by increasing incentives and consider the probability of internal turnover prior to deciding on external turnover. Organizations play a significant role with increasing employee retention.

Organizations should focus on why employees choose to stay at their jobs.

Employees stay at their jobs because they are happy and are more likely to contribute to their organization's production and overall success (Bromiley et al., 2019). The most common way to measure employees' perceived desires of movement is through their satisfaction with pay, promotional opportunities, leadership, coworkers, and the work itself (Bromiley et al., 2019). Transformational leaders have proven to help reduce turnover intention and enhance the employee's desires to stay with their organizations (H. Tian et al., 2020). Like the organizational equilibrium model, transformational leaders can help organizations facilitate employee engagement, which can promote social bonds with employees and their job responsibilities. Transformational leaders can create a supportive work environment that addresses professional development and growth.

Intermediate Linkage Model

Employee job satisfaction is linked to an organization's overall performance and competitiveness. Mobley (1977) argued that the intermediate linkage model is used to evaluate and explain the process for a dissatisfied employee who decides to leave their organization. Mobley proposed that there is a connection between unhappy employees and their resignation. Turnover intention is caused by unsatisfied employees (Pratama et al., 2022). Employees who are unsatisfied in their jobs are likely to leave their employer. The withdrawal process begins when the employee becomes dissatisfied with their job (Mobley, 1977). Employees exhibit behaviors to disengage themselves from their employer.

An employee's attitude is connected to job satisfaction. Job dissatisfaction leads to the employee searching for other employment (Hom et al., 1984). High levels of employee dissatisfaction lead to increased turnover rates (Olivares et al., 2020). If other external job opportunities exist with the same or higher salary; the employee will most likely quit their jobs (William et al., 1979). A significant contribution to the model proposed that job attitudes are directly connected to withdrawal perceptions (William et al., 1979). Mobley (1977) asserted that the intention to leave follows the search for other jobs. In contrast, transformational leaders motivate employees by leading by example, which helps to reduce turnover intention (Yucel, 2021). The intermediate linkage model focuses on why employees are dissatisfied with their jobs, whereas transformational leadership qualities focus on how leaders can motivate followers with their actions. Transformational leaders allow the employees to be a part of the decision-making process, leading to more empowered employees.

Turnover Model

Employees who value their coworkers and supervisors stay with their organizations. Steers and Mowday (1979) created the turnover model, which focused on an employee's decision to leave or stay in their organization. Steers and Mowday suggested that the job performance levels influence an individual's affective responses to job tasks and organization. The turnover model explains why employees choose to leave their organizations. Affective responses could result in a change in the situation, motivating employees to stay or leave their organization (Chung & Lee, 2021; Porter et al., 1974). Employees who leave their organizations more likely leave after they found a

different job (Yukongdi & Shrestha, 2020; Kaufmann et al., 2022). Employees who stay with companies for a long time may not necessarily receive promotions and wage increases but pleasant expressions, including friendships from colleagues or supervisors (Self et al., 2022). Positive coworker relationships are a solid connection to why dissatisfied employees stay with their employers.

Unlike the transformational leadership theory, the turnover model does not focus directly on how the leader affects the employee's intention to leave but focuses on how followers support one another and the organization's goals. Transformational leaders help to promote an environment to motivate employees (Manas-Rodriguez, 2020). Employees choose to stay with their companies until something happens that causes them to leave.

Unfolding Model

Employees do not randomly consider leaving their jobs unless there is a situation that prompts them to evaluate their job. In 1994, Thomas Lee and Terrence Mitchell introduced the unfolding model, representing four possible decision paths that lead to voluntary employee turnover. They asserted that the unfolding model suggested paths determining why employees leave (Lee et al., 1999). The unfolding model is based on the image theory created by Lee Beach in 1990 to conceptualize the turnover decisions made by employees (Kulik et al., 2012). Turnover intentions may occur because of one of the four decision paths, and to manage voluntary employee turnover, leaders must understand why employees leave or stay (Ng et al., 2019). The four decision paths are initiated by shock, which involves a shaking event that causes the employee to shift their career goals

and images (Lee et al., 2017). The unfolding model is an approach that outlines the different stages employees encounter when deciding to leave their organizations.

The image theory stated that individuals are constantly faced with decisions or options that could result in behavioral changes; however, they continue in the current job (Lee et al., 1999). The two-step process includes a screening and any other alternatives (Lee et al., 2017). The screening confirms if there is new information available or options to integrate into the employee's mind (Chien & Lee, 2018). If there is more than one alternative available, a profitability test is conducted to select the best optimization choice (Wang & Engelhard, 2019). However, transformational leadership theory incorporates the employees in the decision-making process, providing a sense of responsibility and inclusion (Kaymacki et al., 2022). Transformational leaders ensure that employees seek beyond their self-interests and work towards organizational goals.

Decision Path 1

Employees are affected by a shift that disrupts their experience. The decision path starts with a personal or organizational event, which is defined as a shock (Kulik et al., 2012). The shock causes the employee to start seeking prior decision-making from memory, referred to as a script (Chien & Lee, 2018). If the decision was appropriate in the past, then the script is activated. However, if there is no script, then the employee begins thinking of other decision paths (Chien & Lee, 2018). Employees create a plan to leave their employers.

Decision Path 2

Employees leave their jobs because of a shock that causes dissatisfaction. During the second decision path, shock occurs, but there is no action plan for the shock, which captures the employee in further thought (Lee et al., 1999). The employee examines how the shock incorporates in their images (Kulik et al., 2012). If the shock is not compatible with any of the images, the employee will leave the organization, but the employee will stay if the image is consistent (Wang & Engelhard, 2019). Decision path two occurs typically because of a negative organizational shock (Wang & Engelhard, 2019). The employee seeks beyond the dissatisfaction within the job and quickly finds ways to leave the job.

Decision Path 3

Shock is influenced by either a negative or positive work experience. Similar to decision path two, shock induces a search for a script (Wang & Engelhard, 2019). The path can be positive or negative and normally associated with an unexpected job offer (Lee & Mitchell, 1994). The employee examines the similarities and suitability of the imageries, and then the employee seeks the alternative if the organization is a better fit (Lee et al., 1999). In this path, the employee will compare new job opportunities and their current positions (Lee et al., 2017).

Decision Path 4

Employees choose to leave their employers because they are dissatisfied. Decision path four is associated with job dissatisfaction (Wang & Engelhard, 2019). Employees will search for better opportunities if unsatisfied with their current employer.

There is a change in the organization or the employee's satisfaction with the job (Lee et al., 1999). This path leads to the employee resigning with the employer for better work conditions, work-life balance, or pay (Lee et al., 1999). Employees who decide to leave their employers are no longer seeking to assist with the organizational goals.

In the unfolding model, employees can experience various paths in the decision-making process when leaving or staying in an organization. These experiences are considered shocks and can lead to voluntary employee turnover, and if the employee decides to leave, their resignation can cause shock to the other employees (Wang & Engelhard, 2019). Employees who decide to go or stay can be due to personal reasons, including their ambitions, goals, and circumstances (Lee et al., 2017). Yitong et al. (2020) found that managers should not only focus on annual survey results, but also conduct pulse surveys to help implement proactive techniques to reduce voluntary employee turnover. The unfolding model focused on employees' decisions and how it leads to voluntary employee turnover. In contrast, transformational leaders emphasize the individual needs of the employees, which leads to empowering employees to work towards the greater good of the organization.

Herzberg Two-Factor Leadership Theory

Leaders must understand their employees' motives and needs to understand how they behave at work. Herzberg et al. (1959) introduced the Herzberg two-factor theory, which explains business issues related to the employees' commitment to stay with their organizations. Transformational leadership theory cannot be explained without

acknowledging Herzberg's two-factor leadership theory because transformational leaders help to influence follower's interests and actions.

Herzberg's two-factor leadership theory may assist organizations with reducing voluntary employee turnover by reassessing activities that cause employees to feel dissatisfied. Herzberg et al. (1959) presented a set of motivation and hygiene factors that could have impact on job satisfaction and job dissatisfaction. Herzberg et al. (1959) asserted that the absence of hygiene factors leads to employees being dissatisfied with their jobs and not performing well. Researchers utilize the Herzberg two-factor theory to conclude strategies used to reduce high levels of voluntary employee turnover. The Herzberg two factor leadership theory is used when examining motivation, work and identifying inconsistencies between an employee's scope of responsibility and the power to influence their work environment (Holmberg et al., 2016). The methods will help employees feel motivated to perform well, reduce unhappy employees and help organizations retain employees. The relationship between motivation and hygiene factors can cause inconsistent workplace dynamics. Most employees are not motivated by responsibilities; but to a greater extent by the motivators, which have a lasting impact (Mehrad, 2020). Employees will work harder when motivator factors are present.

Motivators

Employees who are satisfied in their jobs are more motivated to stay with their employers. Motivators are factors that can encourage employees to work harder (Alrawahi et al., 2020). Motivator factors include achievement, recognition, work, responsibility, and growth (Herzberg, 1974). Motivating factors are extrinsic and intrinsic

factors that include attainment, promotion, prosperity, and work (Herzberg, 1974).

Employee motivators depends on their personalities and extraverts emphasize on motivators such as achievement and recognition at work then other characteristics when choosing a job (Hur, 2018). The lack of motivators directly impacts employee job satisfaction.

Employee recognition motivates the employee to continue working hard towards organizational goals. Employees are motivated through a sense of achievement and recognition, which causes the employee to feel proud of completing challenging tasks, and whether the work is impressive, is evaluated (Alrawahi et al., 2020). The employee also feels a sense of independence when (a) their employers do not engage in micromanagement behaviors, (b) workplace advancement is available, and (c) new skills can be attained (Alrawahi et al., 2020). Job satisfaction is a significant factor that can increase work motivation because employees perform well when they are more satisfied at work (Hur, 2018). To encourage employees, leaders must first understand what motivates them (Fisher, 2009). An employee's intrinsic motivation is associated with their perspectives, religious beliefs, and political preferences (Hazra et al., 2014). Motivators are formulated to energize an employee to produce quality work and enjoy the work performed (McPhail et al., 2015). Transformational leaders can motivate employees to consider the greater good; beyond individual interests (Brown et al., 2020). Transformational leaders can help reduce voluntary employee turnover by ensuring employees are focusing on their personal goals, and the organization's goals.

Hygiene Factors

Poor hygiene factors may lead to employee dissatisfaction. Motivators will not work without hygiene factors as they are necessary for a job to ensure an adequate level of satisfaction (Herzberg et al., 1959). Hygiene factors exist to avoid unmotivated employees (Alrawahi et al., 2020). Herzberg (1974) argued that hygiene factors could increase job satisfaction and others that can cause dissatisfaction. Hygiene factors includes salaries, wages and benefits, quality of supervision, job security, working conditions and work-life balance (Holmberg et al., 2016). Leaders can focus on methods to eliminate conditions that dissatisfy employees and identify ways to keep employees satisfied (Fisher, 2009; Hutagalung et al., 2020). Job dissatisfactions related to hygiene factors also included company policies, job security, and status (Dasgupta et al., 2014). Employees become dissatisfied in their roles because they do not feel supported by their employers. Dissatisfied are unmotivated and no longer in aligned with the organization's goals. The quality of the job tasks and supervisors are critical hygiene factors because the lack of quality can create job dissatisfaction (Dasgupta et al., 2014). Also, low retention is connected to job dissatisfaction related to unfavorable compensation, lack of work-life balance, and unstimulating work (Hutagalung et al., 2020; Tamunomiebi & Oyibo, 2020). Employees who perform well and display positive behavior are satisfied in their jobs.

Organizations should provide employees with good wages, benefits, and a conducive work environment to decrease voluntary employee turnover. Transformational leaders can be most effective in increasing employee satisfaction because they understand their employees' needs, which results in high performance of the employees and the

organization. Fisher (2009) asserted that transformational leaders are dependent on their followers to confirm that their leadership qualities are successful. Transformational leaders influence employees by communicating effectively and by empowering employees. Transformational leaders inspire employee dedication and performance, which can assist with reducing voluntary employee turnover.

Person-Organization Fit Theory

A good person-organization fit theory can produce high performance levels and job satisfaction. The person-organization fit theory was created by Benjamin Schneider in 1987 (Schneider, 1987). The person-organization fit theory model is an essential tool used for recruiters when hiring candidates to ensure their fit to the organization (Jehanzeb, 2020). Leaders of the person-organization fit theory focus on value compatibility between an employee and an employer (Kim et al., 2019). In addition, organizational culture correlates to shared values and beliefs shared by members of an organization, which helps an organization conduct business (Treviño et al., 2020). In the person-organization fit theory, leaders examine the employee's beliefs and values to determine if they are an excellent fit for the organization (Edwards & Billsberry, 2020). Person organization fit transpires when the organization responds positively to the followers' expectations and agrees with its values and (Akkaya & Serin, 2020). Organizations play a significant role in addressing employees' needs to ensure that goals are met, and employees are happy.

Compatibility between the employer and employee is essential because compatible relationships can increase a positive environment, leading to greater

performance and productivity. Person-organization fit theory is understood when the employee's values and attitudes align with the organization and when the employee can bring in unique attributes that strengthen the organization (Naz et al., 2020; Uqwu et al., 2020). Employees' behavior is critical to managing organizational change effectively, and the organization's interaction and an increased amount of incompatibility could lead to uninterested and unmotivated employees (Islam et al., 2020). Person-organization fit strongly affects the employee's intent to leave their organization because job dissatisfaction is associated with their working conditions, ultimately affecting their performance (Islam et al., 2020). The incompatibility between the employer and employee increases chances for voluntary employee turnover. A mismatch between an employee and employer may result in adverse outcomes such as increased costs for the organization, the employee's motivation to complete job duties, and employee turnover (Schwepker, 2019). Transformational leadership fosters a correlation between the employee and the organizational values, strengthening an existing match between the employee and organizational environment.

Contingency Theory of Leadership

Effectiveness leadership is contingent on the leader's ability to adapt to particular situations. Fielder (1964) introduced the contingency theory as an effective leadership model that involves the leader's personality and how their leadership styles correlate to a specific situation. The contingency theory applies directly to a leadership position and the employee/employer relationship (Popp & Hadwich, 2018; Ujunwa, 2022). The leader's character influences the follower's actions.

Employees are the most effective when placed with influential leaders. The contingency theory expresses the leader's desire to change the behavior based on a logical understanding of the issue and adopt a leadership style appropriate for resolution, which causes the leader to set the direction to follow by creating a vision (Vidal et al., 2017). Leaders become concerned with the followers' ideas and how they can contribute to align and encourage them to achieve goals collectively (Vidal et al., 2017). Using the contingency theory, a leader must first identify a leadership style is predetermined and measured using a scale called "least preferred worker" (Vidal et al., 2017). The least preferred worker is used to consider a person the participant least enjoyed working with; this person can be from an employer or educational field (Vidal et al., 2017). High scores reveal that the participant is motivated, and low scores indicate those who are task-oriented (Fiedler, 1964). The participant rates how they feel about the person for each factor, tally up the score to determine if they are a relationship-oriented leader (high score resulting in highly preferred) or a task-oriented leader (low score resulting in least preferred; Oc, 2018). Leaders will need to change their leadership style based on the current situation.

Leadership is the foundation for resolving issues. Fielder stated that the most effective method to resolve situations is to change the leader (Oc, 2018). Oh and Chhinzer (2020) suggested that managers should communicate voluntary employee leaves to their employees to ensure accurate information is relayed and help employees stray away from insecurities from the leaves and potential desires to leave the organization as well. Human resource department leaders should work to familiarize

themselves with their employees, the work environment, and specific job attributes related to employee turnover (Gae et al., 2019). Like transformational leadership theory, contingency theory of leadership is a practical approach to organizational leadership based on the work environment and situation (Nekhili et al., 2018). The contingency theory of leadership relies on the success of the leader and how they handle situations. Transformational leaders lead based on their visual characteristics of vision, while leaders who follow the contingency model lead based on the case (Nekhili et al., 2018). Leaders are most effective when they can align with their followers' needs.

Job Embeddedness Theory

An employee's perspective of their employer and work environment creates the foundation of job embeddedness theory. Mitchell and Lee (2001) introduced job embeddedness theory to identify why people stay with their jobs. Someone who is deeply embedded will have strong attachments, while the opposite would be right for someone weakly embedded. Even though the level of embeddedness can be the same, the connections' content could vary significantly as the leader may possess strong and close attachments (Mitchell & Lee, 2001). Employees who strongly connect to their employers are less likely to leave. Voluntary employee turnover occurs through a conscious thought process that climaxes in an individual's desire to stay or leave (Alpi et al., 2019). Job embeddedness represents the employee's investments contributed to on and off the job specifically, linking the employee's interactions within the organization, outside of the organization, and the potential sacrifices made if the employee chooses to leave their job were directly related to employee turnover (Zimmerman et al., 2019). Mitchell and Lee

categorized these dimensions of job embeddedness as links, fit, and sacrifice (Rubenstein et al., 2020). The three dimensions are connected to reasons why employees will voluntarily resign from their employee.

Link

Links can be on the job and off the job experiences. Mitchell and Lee (2001) defined links as the formal or informal connections an individual shares with other individuals or groups both on and off the job. Links are described as webs of attachments to friends, family, community groups and teams, which is considered a strong link as to why employees choose to stay on a job (Chan et al., 2019). Leaving a job can cause employees to leave coworkers, work assignments, teams, mentors, and groups that are important and valuable. Employees become emotionally attached and loyal to their coworkers. Also, relationships off the job are likely to impact an employee's desire to leave or stay with organization, including family, children, and spouses (Zimmerman et al., 2019). Links can pressure an employee to stay and think about a job change that can directly or indirectly cause damage to one's relationships (Chan et al., 2019). The connections that employees have with one another are meaningful experiences attached to the employee.

Fit

Employees who are a good fit for the company may influence an employee's decision to stay longer with their employers. Mitchell and Lee (2001) defined fit as an individual's compatibility with their work and non-work environments. Employees' overall emotional fit will ultimately determine if they will leave or stay (Hussain &

Deery, 2018). On the job fit relates to an individual's compatibility with their work environments such as an employee's skills matching the job requirements or a person's values mirrors the organizational values (Halvorsen et al., 2015). Generally, employees who contribute to the organization enjoy the job responsibilities. Off the job fit can result when an individual's community provides opportunities to pursue their goals and interests (Halvorsen et al., 2015). Factors of community links may be related to intrinsic value; for example, someone who feels safe in their neighborhood will influence their decision to stay with their organization (Afsar et al., 2016). Employees who feel cared for are more likely to stay with their employers.

Sacrifice

Links can break when the employee must choose to make sacrifices. The depth of sacrifice is meant to capture the items that an individual must give up when leaving a job, which is perceived as psychological benefits that are currently available or available in the future (Mitchell & Lee, 2001). Sacrifices may include perceived costs of leaving their job, loss of workers, benefits, and stability (Alpi et al., 2019). Sacrifice is an intervening mechanism that shapes relationship bonds resulting in a person's desire to stay within a community (Gonzalez et al., 2018). Ultimately, Employees tend to stay with their organizations when they feel at home and leaving would be a sacrifice because of the lost relationships. Employees with high levels of job embeddedness may be satisfied with employment, which may enhance job performance. Leaders can use strategies to reduce voluntary employee turnover by understanding the influence of job embeddedness.

Leader Member Exchange Theory

Leader-member exchange (LMX) theory provides perception into how successful organizational leaders-follower mediate to transformative behaviors. In 1975, Dansereau, Graen, and Haga defined LMX theory as the quality of the exchange relationship between the employee and their manager (Patnaik & Dubey, 2019). LMX was originally called vertical dyad linkage theory, which was discovered in role theory, implying that employees' direct supervisors' actions were directly linked to their organizational achievements (Gottfredson et al., 2020). Role theory allows leaders to provide support, attention, time enabling the employee to produce quality work, a positive attitude, and a lack of job issues (Gottfredson et al., 2020). Also, role theory helps the employee focus on the job tasks, which can help ensure the organization's success. In addition, LMX is rooted in dyadic theory, resulting in a two-way relationship between the leader and the follower (Patnaik & Dubey, 2019). A two-way relationship allows for each member to communicate and work together to achieve goals effectively.

Leader compatibility is essential. Shin and Park (2021) found that effective leadership occurs when the leader and follower can create a relationship exposing access to various benefits of the relationship. Leaders who model the LMX theory utilize leadership approaches within group-members, while supervision methods are reserved for out-group members (Patnaik & Dubey, 2019). In-group members received more significant support, influence, and attention from their leaders. In-group members feel obligated to commit their loyalty to other members, resulting in providing preference and favoritism in the decision-making process (Terpstra-Tong et al., 2020). In-group

members function as assistants delegating higher job tasks and are more likely to access information shared by their leaders.

Employees whom their leaders favor fall into the out-group category. Out-group members were not likely favored by the leader and did not receive help, did not participate in the decision-making process, and typically performed their jobs and went home (Patnaik & Dubey, 2019). Out-group members are more prone to be associated with negativity, hostility, threat, and fear (Terpstra-Tong et al., 2020). Aligned with the in-group and out-group perspectives, LMX theory holds that leaders create converted relationships with each employee and integrate them into ingroups or outgroups (Terpstra-Tong et al., 2020). Transformational leaders may have less success with creating LMX quality with their employees. Leaders may focus on different means of relationship-building instead of concentrating on their transformational style because a team of high interdependence may set their own vision and performance expectations (Wong & Berntzen, 2019). Unlike transformational leaders, leaders who follow the leader-member theory can form strong trust and respect with some employees and not others.

Vroom's Expectancy Theory

Employees involved in the decision-making process related to their job functions choose responsibilities that motivate them the most. Vroom (1964) created the expectancy theory, which suggests that behavior is influenced by anticipated outcome. Vroom (1964) found that people act a certain way based on the expected result of the action. For example, employees are willing to work harder if they believe their efforts

will receive rewards. The expectancy theory has two components: (a) instrumentality, and valence (Monday, 2020). Expectancy is the individual's idea that their effort will lead to the intended performance goals. The individual's belief is based on their past experiences, confidence, and feelings regarding performance measures. Instrumentality is the belief that a person will obtain the desired outcome once the performance goal is achieved (Chopra, 2019). The desired effect can be associated with increased pay, promotional opportunities, or a sense of accomplishment (Monday, 2020). Valence is the perceived value the employee places on a specific outcome. The expectancy theory can help leaders understand how employees are motivated and what incentives motivate employees to work hard (Chopra, 2019). Individuals are motivated to accomplish goals if they believe that there is a positive relationship between their efforts and performance. The employees believe that if the outcome is positive, the reward is favorable. But transformational leaders inspire and motivate employees to look beyond their self-interests, possess team player mentality to achieve organizational goals.

Voluntary Employee Turnover

Employees tend to leave their jobs due to dissatisfaction. Employees become dissatisfied with their tasks due to stress levels, triggering negative workplace behavior (Riana Gede, 2019). Voluntary employee turnover happens when an employee decides to leave a job and ends up working voluntarily (Jannat et al., 2020; An, 2019; Conroy et al., 2021). Employees who want to leave their organization, have the intention to quit (An, 2019). As a result, organizations are confronted with high costs such as financial costs,

recruiting, and replacing employees who left, and hiring and training new employees (Jannat et al., 2020).

Turnover is costly. There is an annual loss of approximately \$11 billion related to voluntary and involuntary employee turnover, and the average cost per employee who leaves is 150% of their yearly compensation package (Jannat et al., 2020; Lyons & Bandura, 2019). High levels of turnover are costly in terms of recruiting, selection, and socialization of the new employee, but also impact the image of the organization (Guha & Chakrabarti, 2016). Turnover can cause adverse effects on the organization. Employee turnover can cause a rise in indirect costs, such as the absence of seasoned employees to serve as mentors for newer employees (Jannat et al., 2020). Employee turnover is impacted by job satisfaction and their level of organizational commitment (Ramlawati, 2020). Employees who unsatisfied in their jobs will cause a shift in the organizational environment and overall performance.

Employers can help reduce voluntary employee turnover by addressing what causes employees to leave. Several factors related to turnover are dissatisfaction, low income, decreased organizational commitment, and the leader's behavior (Ibrahim Alzamel et al., 2020). Employees are a critical asset for carrying out the goals of the organization and their departure from the organization can negatively affect the business (Ramlawati, 2020). The commitment of employees to their employers may decrease turnover intention and employees are prone to stay with an organization when they are satisfied with their work life. The organization's responsibility is to ensure that its employees are mentally healthy within the workplace (Rudolph & Thomas, 2020).

Employers can reduce voluntary employee turnover by adopting practices that emulate trust, job security, and engagement, which are approaches to avoid losing their high-performing employees to other companies (Davis et al., 2015). Employee satisfaction is critical to the organization's growth and development.

Turnover affects the employee and the employer. The effects of turnover may risk an employee's loss, including the employee's self-interest to voluntary leave (Guha & Chakrabarti, 2015). Social and economic conditions are significant to the decision to stay or leave (Ramlawati, 2020). Guha and Chakrabarti (2015) found that organizations that face high turnover rate are usually facing competition in the industry. However, satisfied employees may still leave to work for another company presenting a better offer (Guha & Chakrabarti 2015). Unsatisfied employees may see a competitor as a better opportunity. But satisfied employees stay longer and help their company by reducing employee turnover and improving its goals. (Ingsih et al.,2022). Employees are likely to leave their current organizations when they believe they can seek better working conditions (Bartock, 2019). Employees who leave for better work conditions will likely be motivated to help their new employer achieve goals. High turnover can create staffing and planning challenges; however, some turnover is inevitable and can be considered desirable (Carleton et al., 2018). Organizations must understand turnover intentions to resolve issues that control the phenomenon (S. Singh & Sant, 2021). Personal choice such as job satisfaction, leadership, workplace culture, benefits and pay are the main reasons employees choose to leave their jobs (Corbin, 2020). Employee dissatisfaction is a critical component of voluntary turnover rates and can directly affect remaining

employees, resulting in them feeling burned out due to increased job demands (Ingsih et al., 2022). Increased job satisfaction measures can help reduce voluntary employee turnover.

Job Satisfaction

Job satisfaction plays a critical role in employees choosing to stay or leave their organizations. An employee's job satisfaction or dissatisfaction determines the motivation behind whether an employee will leave or stay with their employer (Guha & Chakrabarti, 2015). Higher job satisfaction levels help to reduce staffing turnover (Ingsih et al., 2022). Job satisfaction is directly linked to turnover intentions; employers influence voluntary employee turnover through employees' satisfaction with their jobs (Ingsih et al., 2022). Employees who are dissatisfied with their jobs and are not engaged is costly to an organization and predictor of turnover intention (Ingsih et al., 2022). Organizations should adopt methods to evaluate, address and resolve employee issues. Staffing capacity, workplace advancement, low levels of autonomy and workloads are contributions to employee satisfaction (Shepherd et al., 2020). The leader's behavior can impact employee's satisfaction which can influence employee turnover (Reina et al., 2018). Additionally, positive work outcomes are influenced by better jobs whereas bad jobs are associated with negative outcomes (Sajjadiani et al., 2019). Employees' satisfaction and motivation to work is dependent upon the type of rewards received for work performed and working conditions (Hur, 2018). Employee recognition is critical in understanding what makes employees happy because employees want credit for their hard work and dedication.

There are several key factors to job satisfaction. Job satisfaction is influenced by demographics, work skills, work environment and personality values such as wages, work safety and work environment (Romadhoni et al., 2020). Job satisfaction is essential for organizations because it is correlated to how well employees perform, which becomes the criteria for organizational commitment (Romadhoni et al., 2020). Organizational commitment is the main component of the intention to leave (Soleman et al., 2019, Benkarim & Imbeau, 2021). The more employees are satisfied, the stronger the organizational commitment (Soleman et al., 2019). The stronger the organizational commitment, the longer the employee will stay with their employers, which helps other employees feel motivated. Increased organizational profitability is directly linked to employee satisfaction (N. Singh et al., 2015). There is a relationship between satisfied employees because happy employees are influenced by their leader's positive work environment (Romadhoni et al., 2020). Positive leaders produce positive followers.

Job Security

Employees who feel secure in their jobs are less likely to not seek jobs outside of their employers. When jobs are available, and the economy is on the rise, employees will perform their jobs without fear or anxiety, which leads to positive behaviors and performances (Guha & Chakrabati, 2015). However, the employee's mindset shifts when fear replaces faith in their employers. Job scarcity and high unemployment rates present employee anxiety and worry about retaining their jobs, leading to negative behaviors and unsuccessful job performance (Guha & Chakrabarti, 2015). Hur and Perry (2020) asserted that job insecurity can affect an employee's attitudes and behaviors, resulting in

their overall commitment to the organization, satisfaction, productivity, resistance to change and turnover. Mussagulova et al. (2019) stated that threats to an employee's job status diminishes intrinsic motivation and decreases workers' morale. Uncertainty sets in the employee's mind due to the fear of job loss.

High turnover is due to the lack of trust in the organization. Moreover, job insecurity creates a notion that a broken organization-employee relationship, and employees with high job insecurity believe that the organization has failed to fulfill commitments (Teng et al., 2020). Organizations with high job insecurity levels lack learning resources and are unlikely to invest in their employees, resulting in temporary relationships between the employee and the organization (Teng et al., 2020). The lack of trust between the employee and the organization does not help the organization excel. Job insecurity creates stress to employees who are dependent on their jobs then contributes to increased levels of turnover intentions (Balz & Schuller, 2021; Metin Camgoz et al., 2016). The lack of trust enables turnover.

Workplace Culture

The work environment is tied to job satisfaction. The daily work environment is a core factor in determining an employee's desire to leave and, overall job satisfaction, include (a) coworker satisfaction, (b) supervisor satisfaction, and (c) satisfaction with the work itself are essential components of the employees' work culture and daily work experiences (Zimmerman et al., 2019). Employees spend most of their time at their jobs, so the organization fosters a positive work environment. Zimmerman et al. (2019) discovered that job duties and work relationships are the most significant aspects of

employees' work lives since they are tasks encountered daily. Priowidodo (2019) stated that the seven primary characteristics of the culture of an organization are: a) innovation and risk-taking that innovation and the degree of courage to take risks, b) attention to detail, the attention to things that are deep or special, c) outcome orientation, where the management pays attention to outcomes related to achieving results, d) people orientation, leaders observing the consequences related to people, e) team orientation, involves the majority of the work performed as a team versus individuals, f) aggressiveness, individuals or employees competitive behavior, and g) stability, the level of stability within an organization. The success of the culture is a collective produced by the leaders in the organization.

Successful employee development is the responsibility of the leaders. Leaders who do not recognize and develop employees will find it difficult understanding why employees can serve in future job roles (Lin et al., 2021). Also, employees who choose to stay and contribute to the organization rely on the involvement of the leaders' abilities to create and maintain work-life balance (Deery & Jago, 2015; Sanrhanam et al., 2021). Ashmore and Gilson (2015) found that revamping the organizational culture is necessary to meet their employees' needs. Employers that take the time to understand the needs of their employees can help increase employee satisfaction. Voluntary employee turnover can hinder the organization's mission. Organizations with leaders who reward their employees for quality work will have lower employee turnover, but leaders can face employee attrition when employees are not recognized for quality work (Lam & Liu, 2014). Employee retention is closely related to how an organization employs tactics to

reduce employee turnover (Hoffman & Tadelis, 2021). Organizations can help to retain employees by addressing issues that cause the employee to leave their organization voluntarily.

Leadership

Influential leaders can help their employees grow. Transformational behaviors are critical to match the organizational and followers' values by clearly articulating the vision and ideas (Chen et al., 2020). Leaders are significant to organizational performance. An individual who aspires to become a leader should understand a more problematic aspect of the leadership role and the need to assess each level (Bennis & Thomas, 2020).

Employees feel comfortable sharing the same values and beliefs as the leaders, which may result in a psychological connection producing a more significant work environment and commitment (Schwepker, 2019). Also, the psychological connection helps the employee contribute to their working environment, which may decrease voluntary employee turnover.

The demand for talented employees connects to the employee's commitment to the organization because increased levels of employee engagement can encourage employee retention and satisfied employees. Organizations can increase their hiring pool to combat turnover intention (Jehanzeb, 2020; Shi et al., 2021). Followers who observe their leader's exemplary actions recognize what values are sustainable in an organization and often emulate their actions by emphasizing those values (Chen et al., 2020). Leaders are considerate of their followers' needs which helps establish trust and collaborative relationships. Moreover, leaders can play an essential role in influencing the followers'

perception of person-organization fit. Leaders influence followers to effectively accomplish a shared objective (Shafique & Loo-See Beh, 2017). Leaders are the focal point of an organization, add balance between management and employees, and are responsible for 70% of their employee engagement levels, so organizations must ensure that every team has an effective leader (Patnaik & Dubey, 2019). Effective leadership helps to alleviate leadership incompatibility and unsatisfied employees.

Influential leaders exhibit a leadership style. Transactional, transformational, visionary, democratic, situational are styles of leadership (Malik et al., 2016). Effective leadership requires the leader's ability to model characteristics of risk taking, recognition, teamwork, and the implementation of a shared vision (Mustafa, 2020; Lin et al., 2021). A successful leader must be visionary and transformational (Kunnanatt, 2016; Parilla & Santos Jr, 2022). Visionary and transformational leaders are role models who, through character, lead by example. An empowering leader embodies employee autonomy which is critical in promoting employee creativity (Klijn et al., 2022; G. Tian & Zhang, 2020). A leadership style contains guidance and motivational contents and serves as a bi-dimensional leadership intervention tool (Kunnanatt, 2016; London & Sherman, 2021). Therefore, the relationship between a leader and follower should transcend into a transactional exchange where the focus is accomplishing the goals and values of the organization (Suryani & Parwita, 2021). Leaders and followers work together to address and fulfill the organization's needs.

Charismatic Leadership

Some leaders can use charm and communication skills to connect with their followers effectively. In 1947, Max Weber defined charismatic leadership as leaders who use norms to create a strong emotional relationship with their followers (Weber, 1978). Charismatic leaders are leaders that transform followers' needs, values, aspirations, and preferences from self-interests to collective interests (Hansen et al., 2020). Followers of charismatic leaders possess group identity and leaders can inspire, stimulate, and individualized their followers resulting in a sense of achievement motivation (Hansen et al., 2020). Charismatic leaders can persuade followers to contribute significantly to the organization while maintaining high levels of trust and satisfaction. The success of a charismatic leader is dependent upon their personality and actions and not through process (Wieser et al., 2021). The leader focuses to ensure that an essential need is met (Behr, 2021). The leader is understood as effective and possesses strong devotion and positive attitudes.

Moreover, charismatic leaders are persuasive. Leaders who are charismatic rely on the heroism and exceptional character of an individual person, which is not accessible to everyone (Yue, 2021). Charismatic leaders possess specific characteristics. The unique characteristics of the followers allow leaders to assign tasks based on individual assessments, which helps to create a sense of authority for followers (Yue, 2021). Charismatic leaders can assess followers based on current goal expectations and then transform the responsibilities in ways that allow the followers to engage in greater roles that enhances the needs of the organization (Hansen et al., 2020). Charismatic leaders are

aware that possessing a personality trait of charisma is an important mechanism for transforming the followers' beliefs based on the given circumstances (Peck & Hogue, 2018). Charismatic leaders use their powers to help persuade followers based on needs.

Charismatic leaders are motivated by their commitment to creating change. Charismatic leaders assess environmental resources and constraints affecting their ability to enforce change within the organization (Conger & Kanungo, 1987). Charismatic leaders can help to ensure that resilience in the workplace can positively affect affective commitment to change where the impact of the leader influences work ethic (Mangundjaya & AMIR, 2021). Goals are articulated through six behavioral dimensions: strategic vision and articulation, sensitivity to the environment, sensitivity to followers needs, challenging the status quo, unconventional behavior, and personal risk (Tuan, 2020). Charismatic leaders effectively communicate the vision and are inspiring. Consequently, leaders verbally illustrate positive images of the future vision and negative images of the status quo and communicate their motivation to lead through their convictions, credibility, and self-confidence (Men et al., 2020). Charismatic leaders create an exclusive and transparent environment that helps motivate followers to stay in their jobs.

Hence, charismatic leaders are relatable and engaging. Charismatics can portray themselves as ordinary people who focus on obeying the wishes of the people and convey more positive emotion which is linked to follower mood (Men et al., 2020). Empathy is a pivotal aspect of charismatic leadership (Zhao et al., 2021). Charismatic leaders possess a strong tendency to display a natural response to their followers' needs and emotions. The

leaders understand and address the issues that are important to their followers (Zhao et al., 2021). Also, leaders of charismatic leadership possess self-sacrifice where they are willing to incur personal costs to preserve personal beliefs and values (Xu et al., 2022). These leaders are seen as change and innovation agents displaying characteristics focused on the implementation of positive, social change (Zhao et al., 2021). Charismatic leaders focus on their qualities to motivate followers to achieve goals, which helps to improve productivity and trust.

Transactional Leadership

In addition, transactional leadership happens through an exchange. Bass (1985) introduced both transactional and transformational leadership theories. Transactional leadership occurs when a leader takes the initiative to communicate with others to exchange something valued (Kuhnert & Lewis, 1987; Changar & Atan, 2021). Transactional leaders engage their followers in a mutual exchange where each party is rewarded and acknowledged (Ma & Jiang, 2018). Followers require structure and rely on obtaining a reward for their work. The effectiveness of transactional leadership is contingent on the leader's ability to meet and address their followers' expectations, emphasizing building good relationships between the leader and follower (Ugwu et al., 2020). Transactional leadership is an incentive-based exchange used to motivate employees to get the job done and is associated with the followers' moral values (Sobaih et al., 2020). Employees who are not self-motivated may benefit highly from a transactional leader.

Transactional leaders appeal to their followers' self-interests. Leaders who use transactional leadership offer contingent rewards related to leadership practices, such as motivating followers to complete assignments through offering incentives and employee opportunities (Bian et al., 2019). Transactional leaders prefer to avoid risk and focus on time constraints and efficiency, and they maintain control by preferring process over substance (Jia et al., 2018). Leaders choose to promote high productivity through rewards and punishments. The primary goal of using contingent rewards is to implement a process through which employees anticipate their efforts to increase performance which leads to rewards (Nielsen et al., 2019). The communication and clarity between the leader and follower as work is performed through an exchange. Verbal and material rewards serve as positive recognition, which leads to the contribution of competence and enhances intrinsic motivation (Nielsen et al., 2019). Intrinsic motivation is defined as the interest and enjoyment of work for one's own sake, and intrinsically motivated leaders can inspire followers to mirror the leaders' behaviors and find happiness in work (Ugwu et al., 2020). Like transformational leadership, transactional leadership seeks to motivate employees to work towards the organization's common goals. However, instead of offering contingent rewards, transformational leaders encourage employees through the leader's actions.

Servant Leadership

Leaders who serve their employees are servant leaders. In 1979, Robert Greenleaf coined the phrase servant leadership and related the concept's effectiveness to the leader's ability to serve (Brown et al., 2020). Servant leadership rejects the notion that

leaders are superior to other organizational members (Chi et al., 2020) Employees feel appreciated and respected, which leads to high employee engagement. Servant leadership puts the leader's presence secondary to resources and support available to followers without the perceived acknowledgment (Brown et al., 2020). Servant leaders are encouraged by the desire to serve than to lead and based on the idea that service to the followers is at the core of effective leadership (Ghalavi & Nastiezaie, 2020). Like transformational leaders, servant leaders embody the qualities of vision, trustworthiness, and caring for others (Dryburgh, 2020). In contrast, servant leadership focuses on employee needs, while transformational leadership focuses on mission rather than people (Brown et al., 2020). Servant leaders respect others' perspectives even if the view goes against the organizational policy (Chi et al., 2020). Servant leaders promote trust by allowing the employees to feel equal and essential.

Employees are supported thoroughly by servant leaders who help them to succeed, providing them with opportunities to increase their skills. Servant leaders promotes and support employees' professional growth, and employees perform organizational tasks better when they can grow professionally (Mulongo, 2020). Servant leaders' existence helps maintain high levels of employee satisfaction, which enhancing employee retention (Mulongo, 2020). Employees are more likely to feel motivated to achieve goals through servant leadership because servant leaders focus on the employees' needs before their needs. Servant leadership emphasizes motivational and aspirational aspects that recognize followers' need for psychological support and belonging to help reduce workplace challenges (Aboramadan et al., 2020). Servant leaders are effective

communicators who serve to ensure their followers are self-confident and motivated to reach their full potential (Aboramadan et al., 2020). Moreover, the encouraging behavior of servant leaders allows interaction with employees to be transparent and forthcoming, and the employees can express how they feel about any aspect of the organization (Chi et al., 2020). A servant leader is concerned with their followers' well-being and professional development.

Spiritual Leadership

Spiritual leaders work to develop motivated employees through faith in the vision. Fry (2005) defined spiritual leadership as a causal leadership theory for organizational transformation developed to create an intrinsically motivated and learning work environment. The purpose of spiritual leadership is to establish a vision and value compatibility across the strategic, empowered team to foster increased organizational commitment and productivity (Riana, 2021). Spiritual leaders and their followers clearly understand the vision and are likely to perform better. Under spiritual leadership, followers experience purpose in their lives, have a sense of making an impact, and they feel appreciation and understood (Fry et al., 2005). Spiritual leaders and their followers possess a high regard for themselves, their past, and quality relationship with others, which helps create a sense that life is meaningful, providing an essence of growth and self-realization (Fry et al., 2005).

Transparency and active communication are critical components of spiritual leadership. Spiritual leaders are visionaries who are transparent in standards and procedures to ensure that the employees are connected to the leader's goals (Usman et al.,

2021). The leader can establish trust and maintain a positive work environment through active communication and ensuring that they are meeting the employee's needs to perform well. Spiritual leaders speak to their followers' hearts (Anser et al., 2021). Spiritual leadership is necessary for the transformation and continued success of an organization (Fry, 2005). Transformational leaders can help to promote their followers through their vision and personality. Transformational leaders inspire followers by leading by example.

Transition

In Section 1, the background of the problem, the problem statement, the purpose statement, the nature of the study, and the conceptual framework were introduced. Section 1 included the terms and provide assumptions, limitations, and delimitations of the research and how the findings can contribute to social change and business implementations. The review of professional and academic literature comprised critical thinking and synthesis of peer-reviewed books and peer-reviewed journals. The review of literature consisted of ideas related to employee engagement, voluntary employee turnover, leadership, work culture, job satisfaction, transformational leadership, and other theories considered. Section 2 includes a restatement of the purpose of the study, the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instruments, data collection technique, data analysis, and reliability and validity. Section 3 is a presentation of the study findings, application to professional practice, implications for social change, recommendations for action, recommendations for future research, my reflections, and a conclusion.

Section 2: The Project

Section 2 starts with a restatement of the purpose of the study, my role as researcher, the participant criteria, and the research method and design used for this study. Section 2 also includes the population and sampling method, ethical research procedures, overview of data collection instruments, the techniques for how the data were collected, organized, and analyzed, and how I achieved reliability and validity.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that retail store managers use to reduce voluntary employee turnover. The target population consists of six retail leaders from two mid-to-large retail food organizations in Chicago with successful strategies to reduce voluntary employee turnover. The implications for social change include the potential to reduce turnover which increases employment stability locally and in the community. Stable employment equates to a steady income, which may increase communities' tax revenues and reduce the need for government unemployment payments.

Role of the Researcher

As the researcher, I was the research instrument for this study responsible for designing the study, researching the topic, collecting, and analyzing the data, and reporting the findings. The role of the researcher is to provide a detailed and accurate data collection procedure while exhibiting ethical standards (Goico, 2021). Yin (2018) argued that the researcher must maintain fairness and reliability of the research design. The participants should agree to (a) partake in the research, (b) acknowledge that their

participation is voluntary, and (c) understand that their participation is confidential. I established rapport with participants, explained the process, the purpose of the research, and informed the participants that I would not disclose their identity and participation. Qualitative research is comprised of lived, observed phenomena in a specific context with selected individuals, rather than a generalized population (Johnson et al., 2020; Clark & Veale, 2018). I followed the guidelines outlined in the *Belmont Report* that include (a) respect for persons, which incorporates acknowledging the perspectives of the participants and to protect those with decreased autonomy, (b) beneficence, which ensures that individuals are treated ethically, treated with respect and that their well-being is protected, and (c) justice, which requires that all participants are treated equally (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 2022). Accuracy, confidentiality, and respect are important factors in ensuring successful research.

As the researcher, I acknowledged the facts communicated, the truths expressed, and that I understood the importance of the participant's viewpoint. Utilizing my 10 years of professional interviewing experience, I conducted interviews using Zoom (<https://zoom.us>). A researcher can reduce bias by utilizing a structured process called bracketing to prevent predetermined conceptions about the subject under review (Preston et al., 2020). Bracketing was used while collecting data during the research study. Bracketing involves eliminating any personal experience or perspective (Weatherford & Maitra, 2019). Prior to conducting research, I documented my bias on my laptop. I ensured that my thoughts and beliefs did not interfere with each participant's beliefs.

Participants

The participants were six retail leaders from two retail food organizations in Chicago, Illinois, with a minimum of 5 years of experience implementing retention strategies and between 500 employees or less. Identifying participants is important for a successful case study (Yin 2018). I used the strategy of identifying participants to obtain eligible participants through personal and professional relationships with retail business leaders in Chicago. A researcher should know the population they choose to sample (Raymond et al., 2018). The sample population that I chose for this study included retail business leaders operating small retail organizations in Chicago that successfully reduced voluntary employee turnover. The selected participants consisted of leaders who have achieved a turnover over rate 50% less than the national retail turnover rate.

The selection of participants consisted of owners and managers from retail businesses. The participants had the opportunity to ask questions freely. The virtual interviews were scheduled at the convenience of each participant. Each participant was provided a copy of their informed consent form, including the nondisclosure and information related to the destruction of confidential information. I conducted member checking to reduce bias to ensure that answers provided by participants did not reflect any personal bias. Member checking included the interviewing process, the interpretation of the participants' experiences and confirming what was interpreted with the participants. To reduce potential bias, I used multiple sources such as company documents like employee records, participants' observations, and interview transcripts to support the participants' perspectives regarding methods to reduce voluntary employee

turnover in the retail food industry. Member checking can help to validate saturation of data received from the participants (Livari, 2018).

I contacted retail business leaders in Chicago whose names are publicly accessible on the internet. I reached out to the local Chamber of Commerce to obtain a record of fast-food and fine dining restaurants in my study's geographic area. Retail store managers who were not owners of their organizations would have needed to consent to a cooperation agreement to permit contacting participants and asking them to volunteer to participate in the study. The potential participants received an introduction email and the criteria for participating in the study. Before conducting the interviews, I reviewed the informed consent form with each participant. I asked that the participants acknowledge their consent as voluntary participants in the study by responding to the email with "I consent." After gaining access to the participants, I developed a working relationship with each participant by providing detailed information on the interviewing process and the purpose of the study. Also, I focused on building trust with the potential participants by ensuring effective communication. After receiving approval from the Walden University Institutional Review Board (IRB), I contacted the potential participants.

Research Method and Design

Research Method

Qualitative research was appropriate for this study because it involves exploring retention strategies used by retail business leaders of small businesses to reduce voluntary employee turnover. In contrast, the quantitative research method is used to analyze data using numerical values and statistics (Yue & Xu, 2019). Quantitative researchers use data

to test hypothesis and assumptions between dependent and independent variables (Bloomfield & Fisher, 2019). I did not test a hypothesis, so I did not use quantitative data collection tools. The mixed methods research design incorporates qualitative and quantitative research methods. Mixed method research is considered the best solution when the research problem requires simultaneous use of both quantitative and qualitative methods (Sahin & Ozturk, 2019). I did not use the mixed method approach because the quantitative aspect of this method was unnecessary for this study. Qualitative researchers are interested in understanding of phenomena from the participant's perspective (Merriam & Grenier, 2019). Researchers who use a qualitative research method can question an unbiased conception of reality and suggest further research to enhance understanding of the phenomena (Camic, 2021). Therefore, qualitative research was the appropriate method for exploring retail business leaders' strategies to reduce voluntary employee turnover. A qualitative research method allows the researcher to acquire thorough information about retention strategies used by managers, both positive and negative experiences.

Research Design

Ethnography, phenomenology, and multiple case study are among the research designs used for qualitative studies. Researchers use ethnography to study individuals' environment, and data is collected through lived experience and culture (Celikoglu et al., 2017). The ethnographic design was not selected for my study because I did not intend to study people or cultures' daily lives. In phenomenological research, researchers seek to understand the human experience through examination and exploration (Henriques et al.,

2021). The researcher observes the individuals from a close and personal perspective (Alfakhri et al., 2018). The phenomenological research design was not the best choice because I did not plan on exploring the interrelationships of a phenomenon. A case study design allows for exploration of the evolution of a phenomenon, a situation, or an individual's experience (Yin, 2018). Researchers can use a case study design to explore a comprehensive and holistic view of a phenomenon and be considered a valuable research method (Nilmanat & Kurniawan, 2021). Single and multiple case studies should be regarded as variations within the same methodology and not as separate entities (Anderson et al., 2014). The multiple case study design allows the use of more than one case to verify information related to the phenomenon (Anderson et al., 2014). I selected a multiple case study because the components of *what*, *how*, and *why* through multiple cases will provide clarity when exploring the phenomenon. A multiple case study is used to explore various sources of information (Halkias et al., 2019). The most appropriate method to obtain rich data on participants' experiences was the multiple case study research design.

Through the multiple case study research design, I achieved data saturation. Data saturation is reached when adequate data from the sample size has been collected and no new information is generated that creates a new understanding of the research study (Aguboshim, 2021). The sample size in this study provided the necessary information to conclude, and any other collection would not have provided valuable insights.

Population and Sampling

The study included six retail leaders from two different retail food organizations in Chicago who had a minimum of 5 years of experience implementing retention strategies to reduce voluntary employee turnover and who supervised between 50-500 employees. Recruiting and maintaining participants is essential to the success and effectiveness of the research study (Raymond et al., 2018). In qualitative sampling, the researcher's goal is to ensure that all forms of the data observations are relevant for the study to ensure information richness and the possibility of viewing the perspectives from different angles (Busetto et al., 2020). I used company documents and websites as secondary data sources.

In this study, I used purposeful sampling to choose retail business leaders. Purposeful sampling is used to identify and select information related to the phenomenon and purposeful criterion sampling helps to choose cases that meet the predetermined criterion (Benoot, et al., 2016). Researchers can use purposeful criterion sampling to obtain information about the retail business leaders by selecting of information-rich cases containing information that will answer the research question. The interview consisted of six open-ended interview questions (see Appendix A) related to a discussion about the participants' experiences. I used Zoom to conduct virtual interviews with the participants.

Sample size sufficiency is critical to ensure that researchers produce and maintaining high-quality work research work. Qualitative researchers should thoroughly evaluate their sample size to provide data sufficiency (Vasileiou et al., 2018). I chose six participants as the sample size to ensure consistency with published literature regarding

case study research (Hennink & Kaiser, 2020). Adequate sample sizes ensure the quality of the data observed.

The knowledge and experiences of the participants are vital to the research study. To establish rapport with the selected participants, I emailed an introduction letter to introduce myself, the purpose of the research, and their role in the study. I obtained the participant's willingness to participate and ensured that they understood that their participation was voluntary. Establishing trust, respect and thorough communication between the researcher and participant is important (Raymond et al., 2018). I established and maintained a high level of trust, adhered to the ethical standards, and displayed integrity by being open and honest, being professional throughout the study process, and following through with commitments. The participants had the opportunity to ask questions freely. The virtual interviews were scheduled at the convenience of each participant. Each participant was provided a copy of their informed consent form, including the nondisclosure related to proprietary information and information related to the destruction of confidential information. I conducted member checking to reduce bias to ensure that answers provided by participants did not reflect any personal bias. Member checking included the interviewing process, the interpretation of the participants' experiences and confirming what was interpreted with the participants. To reduce potential bias, I used multiple sources such as company documents like employee records, and interview transcripts to support the participants' perspectives regarding methods to reduce voluntary employee turnover in the retail food industry. Member

checking helps to validate saturation of data received from the participants (Livari, 2018).

Member checking allows the researcher to confirm the credibility of the results.

Ethical Research

Ethical research is an essential component in the data collection process. I am accountable for ensuring trust, providing the confidentiality, addressing any ethical concerns and the participants' human rights. As a researcher, I ensured that the interview setting allowed the participants to share information without any privacy concerns by using a password for those invited and ensuring that documents are shared only through encrypted e-mail exchange. Informed consent allows for a collaborative process between the researcher and participants to ensure that participants are involved in the decision-making process based on their circumstances (Xu et al., 2020). The consent forms included the purpose of the study, my role as a researcher, a description of the interview, interview date and time, the expectations of the participants and the researcher, accessibility to the data and data confidentiality. Participants were able to address concerns at any time during the process.

During the initial contact, I introduced myself to the participants. Next, I provided information to the potential participants that met the criteria for the qualitative case study. Each participant was aware of the option to withdraw from the interviewing process at any time by informing me of their preference to withdraw. Participants were informed that participation in the study is strictly voluntary, and incentives would not be provided. Zoom was used to conduct virtual interviews with the participants. I used information encryption to ensure confidentiality and secure the documentation to a file that identifies

each participant. I protected the privacy of each participant by coding their files by numbers and the organization. Alphanumeric codes P1, P2, and so forth were used for the participant and their organization. I will store the data for 5 years in a secured and locked location in my home office to protect the participants' information. I am the only individual with access to the data. After 5 years, I will destroy the stored data by shredding any paper documents and destroying the electronic data. The final doctoral manuscript includes the Walden IRB approval number, 10-25-22-0530751, which expires on October 24, 2023.

Data Collection Instruments

I was the primary data collection instrument and semistructured interviews were the primary data collection tool in this study. The use of semistructured interviews will allow the participants to answer open-ended questions utilizing the selected interviewing technique for the study (Husband, 2020). Semistructured interviews are the most effective method to collect data utilizing open-ended questions in qualitative research (Dejonckheere & Vaughn, 2019). However, semistructured interviews present disadvantages as well. Some participants may be difficult to engage or reluctant to share sensitive information. The other disadvantages include the failure to provide an organized interview guide and ask follow-up questions (Dejonckheere & Vaughn, 2019).

I served as the primary data collection instrument and was responsible for confirming that there was correlation between the research question and the interviewing questions. Each interview session lasted approximately 60 minutes. I used video conferencing software such as Zoom to conduct the interviews. I reviewed the company's

website to become familiar with the mission, vision, historical facts, and current trends. The information collected from the company was used to verify data through triangulation. A researcher uses triangulation to join multiple sources through numerous measures of reliable phenomenon (Yin, 2015). I asked questions to obtain answers related to strategies used for voluntary employee turnover. Interviews are the primary source to understand and explore experiences of each participant (Saarijärvi & Bratt, 2021). The interviews were scheduled based on the participants' convenience. I used an audio recording for the interviews along with notetaking. Also, I used company documents related to employee turnover as a source of evidence. Each participant was asked the same questions to ensure consistency in the data (see Appendix A). Jiménez, and Orozco (2021) noted that using an interview protocol provides the interviewer with a guide for what to say before the interview. The use of an interview protocol (see Appendix B) allowed me to introduce myself and the purpose of the interview, confirm the participants' consent, review interview questions, and provide a closing statement. I used member checking to confirm the validity and reliability of the data collected for the research study. Researchers can use member checking to reduce errors during the data collection process (Candela, 2019). After each interview, I provided each participant with a written summary of my interpretations of their responses. Participants were able to confirm and validate the interview summary.

Data Collection Technique

The data collection process should include detailed field procedures, accessibility to the interviewees, structured schedules that includes deadlines and arrangements for

unplanned situations. The interviews were held virtually via Zoom. The semistructured interviews included six questions (see Appendix A). The advantage of using semistructured interviews is that it allows the researcher to ask pre-set questions and explore new emerging questions during the interview. Verifying the accuracy of data collected before finalizing the study allow the participants to communicate a distinctive voice to their perspectives (Fusch & Fusch, 2015). The disadvantage of using semistructured interviews is the possibility of the interview lasting for 1 hour and requiring a lengthier transcription. As the primary researcher, I asked probing questions and follow up questions for clarity. Follow up meetings were scheduled for member checking with each participant to ensure that I captured their responses correctly. Each participant received a one- to two-page summary of my interpretations of their responses for them to either concur or offer additional information. Member checking is used to validate the participant's credibility (Birt et al., 2016). Yin (2018) concluded that case study documentation should be stored appropriately in case of inspection. Each participant was thanked for their time and their participation in the study.

Data Organization Technique

The data collection method and organization of data is an essential component in a qualitative case study. I used Zoom for each interview session. Before the interview, I tested the video conferencing software to ensure the program is working correctly. The video conferencing session was labeled appropriately to identity each interview. I used Scribie (<https://scribie.com>) for interview transcription. Researchers who use note-taking techniques possess an in-depth and conceptualized way to preserve knowledge (Fang et

al., 2022; Peper et al., 2021). Storing data on a password protected device will help ensure that the information collected is not altered or misplaced (Yin, 2018).

Data was labeled using a one letter format along with a numerical value such as P1(participant 1) to organize information accurately for analysis. Using an alias to protect the participants' identity and date findings is critical in research (Yin, 2018). The recommendation for data storage in a locked and secured location is 5 years (Yadav et al., 2018). I scanned and uploaded all documents including informed consent forms, nondisclosures for etiquette, and other research information, to a dedicated USB hard drive. NVivo is a research tool used to organize data effectively (Meanwell, 2021). Researchers can rely on specific data management and storage methods, which helps to improve the quality and accessibility of the data. I utilized a personal log, NVivo to assist in sorting the data, organizing data, and labeling the data to develop an effective data organization technique.

Data Analysis

Data analysis is a structured method that researchers can use to analyze, reduce, and evaluate data collected (Azungah, 2018). I used Yin's five-step data analysis method to provide a framework to conceptualize strategies retail store leaders use to reduce voluntary employee turnover. Yin (2018) found that there are five ways to analyze data: compile, disassemble, reassemble, clarify, and conclude. I utilized Yin's five-step method of data analysis when assessing data: compile, disassemble, reassemble, clarify, and conclude (Yin, 2018). I ran multiple queries in NVivo (<https://qsrinternational.com>) to familiarize myself with the data. I compiled the data and organized the data into

categories. I then rearranged the data into the appropriate core themes for interpretation. I used concept coding to identify common themes. Finally, I ran multiple queries in NVivo to verify my analysis of the data.

I used semistructured interviews and open-ended questions to gather data from participants and compared the answers to each participant. Member checking was used to validate the data collected. I used member checking to confirm accuracy of information, coding, transcribing what the interviewee stated, and confirming observations with the participants. I asked the participants six open-ended questions during the interviews, which lasted approximately 60 minutes.

Utilizing more than one method to study a phenomenon may be crucial in confirming the information identified in the research. Methodological triangulation is a method used to produce adequate data from multiple sources to verify information (Ellis, 2021). Researchers can explore the quality and depth of data when using methodological triangulation. I used Scribie transcriptions services to transcribe each interview. Data coding can be used to explore and analyze the data (Gibbs, 2018). After completing the data collection and organization, I reviewed the information to identify themes to address the research question. I used thematic analysis to analyze, classify and report themes and codes (Ranjbarian et al., 2018). Researchers use thematic analysis to explore patterns or themes in research (Castleberry & Nolen, 2018). I used NVivo to review my data interpretation and assist in identifying themes.

Reliability and Validity

Yin (2018) stated that the researcher should maintain proof of evidence to enhance the reliability of contextual analysis. It is important that the researcher mitigate a personal perspective during the interviewing process and analysis (Fusch & Ness, 2015). I used semistructured interviews and company documents to further assess the reliability of the data collected.

Reliability

In this qualitative research study, reliability may be a dependable characteristic of evidence due to the review of company data and the virtual interviews. The recommendation was to utilize various data collection methods, such as interviews and note taking to ensure reliable results (Yin, 2018). I used semistructured interviews and the analyzation of documents as methods of evidence in this study. I used triangulation by gathering data from multiple data sources like interviews, and company documents provided by the retail leaders to reduce bias. Triangulation is a significant component related to data analysis for empirical research (Fusch et al., 2018). I conducted interviews and collected reports to use as sources of evidence.

Validity

As a researcher, I validated how the research findings correlate with the research question. Validity relates to the applicable measures used, the effectiveness of the results analyzed and the generalization of the study to other environments (Staul & King, 2020). Encouraging credibility, transferability, and confirmability helps researchers establish validity. Credibility refers to the study's trustworthiness and assurance that the

information presented is conceivable (Ellis, 2019; Staul & King, 2020). I ensured credibility by sharing my observations of the data collected with the participants to validate the information.

Transferability refers to the aspect of applicable data. The researcher's responsibility is to provide an in-depth description of the participants and the research process to allow the reader to make their judgments within their setting (Korstjens & Moser, 2018). I provided thorough information and an explanation of the findings, allowing the results to be used in future qualitative research. The researcher's responsibility is to ensure confirmability is present in the research where the reader can rely on historical data and not personal perceptions (Korstjens & Moser, 2018). I used member checking and method triangulation to confirm that the study results are from the participants' perspectives. Also, I ensured confirmability by upholding ethical standards, adhering to the interview guidelines, and using data analysis software to evaluate the data.

Triangulation was used to enhance the credibility of the data. As a researcher, I analyzed data, verified findings, and proposed recommendations. To ensure data saturation, I used purposeful sampling to identify qualified participants for the study. I enhanced credibility of my research with member checking. Member checking allows the researcher to provide the participants with the accessibility to check, disapprove and verify information collected by the researcher (Iivari, 2018). I conducted member checking by sending the interview transcript to the participants for accuracy. Member

checking allowed the participants to confirm the data and interpretations I collected and analyzed.

Transition and Summary

Section 2 included the restatement of the purpose of the study, the role of the researcher, the participant criteria, and the research method and design, population and sampling, ethical research, data collection instruments, data collection technique, data organization technique, data analysis, and data reliability and validity used for this study.

Section 3 will include the introduction, presentation of the findings, applications to professional practice, implication for social change, recommendations for action, recommendations for further research, reflections, and conclusion. Also, Section 3 will include the perspectives of the participants, suggestions for social change and proposed actions.

Section 3: Application to Professional Practice and Implications for Change

Introduction

This qualitative multiple case study explored retail store managers' strategies use to reduce voluntary employee turnover. In this research study, I achieved data saturation at six retail business leader interviewees in Chicago, Illinois, who successfully used strategies to reduce voluntary employee turnover. Using the transformational leadership theory, as the conceptual framework for this research study, I explored strategies retail store managers use to reduce voluntary employee turnover in the food industry. The presentation of findings and common themes: (a) leadership, (b) work environment, (c) rewards and recognition, and (d) training are included in this section. Section 3 of this study also includes the applications to professional practice, implications for social change, recommendations for action, recommendation for further research, reflections, and the conclusion.

Presentation of the Findings

The overall reaching research question was "What strategies do some retail store managers use to reduce voluntary employee turnover?" The data collection process consisted of interviews with six retail business leaders in the food industry who worked in Chicago and successfully implemented strategies to reduce voluntary employee turnover. Eligible participants had a minimum of 5 years of experience working in the food industry and successfully implementing strategies to reduce voluntary employee turnover. The participants were coded as P1 through P6. Interviews were conducted between October 27 and November 16, 2022. An interview protocol (see Appendix B)

was used to conduct semistructured interviews. The participants were asked six open-ended questions during the interview about strategies used to reduce voluntary employee turnover.

After the interviews, I thanked each participant for their time and contribution to my research study. Member checking was used to confirm the accuracy of my interpretations of the participants' responses. I informed each participant that once the interview was transcribed, I would email them a one- to two-page summary of my interpretations of their responses. Each participant received a Target gift card after the interview. The responses were compiled and analyzed to ensure that the purpose of the study was met. I recorded the interviews using Zoom and documented and confirmed each participant's findings. I used Microsoft Word and Scribie to document and transcribe interviewees' responses. In addition, I reviewed public company documents that are publicly available from the organization's website to explore the strategies used to reduce voluntary employee turnover. The electronic informed consent forms, Zoom recordings, participants' contact information, transcripts, and my interpretations of their responses were uploaded to a secure, password-protected USB drive. The data collected is stored in a lockbox and will be destroyed in 5 years.

I reviewed publicly available company information and conducted semistructured interviews that indicated the strategies used by each participant to reduce voluntary employee turnover. I followed Yin's (2018) five-step method of data analysis when assessing data: compile, reassemble, clarify, and conclude. The interviewees' responses were coded, verified, and analyzed. I used Microsoft Word and Scribie to transcribe the

interviews. I used NVivo to verify my categorization of the responses and company information, including website data and social media activity, to determine repetitive themes and draw conclusions from my data. Leadership, work environment, training, rewards, and recognition were the major themes regarding reducing voluntary employee turnover. The retail business leaders' responses revealed four major themes as their significant strategies for creating a healthy work environment while maintaining their workforce.

The conceptual framework used for my research study was Burns' (1978) transformational leadership theory. The retail business leaders' responses aligned with Burns' four dimensions of leadership: (a) idealized influence, (b) inspiring motivation, (c) intellectual stimulation, and (d) individualized consideration. Participant 1 and Participant 6 shared that establishing a personal connection and leading by example are important components to reducing voluntary employee turnover and serves as the foundation for leader/follower relationships. P1 stated that "You have to pay attention to what they need". P1 explained that leaders set the tone to ensure that their organization is successful. P6 noted that restaurants have the highest turnover rates and creating a family-oriented environment is crucial to retain employees. P2 stated that it is important to create a safe and fun environment for their employees, allowing them to feel included and comfortable. These strategies assist with the company's overall goals to keep its employees happy and remain with the company. Additionally, P3 believed that effective leadership is essential because the employees depend on you for help, "so it's important to set a great example." P3 described placing yourself in the employees' shoes, "How

would you feel if you were led by a bad manager or have to work in a bad work environment?” P4 noted that the foundation of great employee/employer relationships starts during the interviewing process. During this process, the job details and the candidate’s availability were discussed to establish clear communication and expectations. The results from this analysis correlate to the transformational leadership theory. According to this theory, transformational leaders communicate a clear vision and promote trust with their followers by showing concern for their personal needs (Yang, 2022). The findings of this study revealed that reducing voluntary employee turnover requires clear communication and that leaders play a critical role in developing a personal connection with followers.

Theme 1: Leadership

Leaders are the vehicle that fuels employee satisfaction. P1 stated that employees need the right people to lead them. Leaders set the standard for how well employees perform and are the employees’ initial resource (Matthews et al., 2022). Leaders are responsible for communicating the organization’s goals and implementing successful strategies to ensure that employees are successful (Wells & Welty Peachey, 2011). Wibowo and Paramita (2022) suggested that leaders possess a high level of attention and awareness when leading employees. P1 stated that leaders must establish a relationship with their employees by building a personal connection, P1 indicated that “You have to be in tuned with your employees.” P1, P2, P3, P4, P5 and P6 stated that good leadership retains employees as leaders are motivated by the action of their leaders. P1, P2, P4, and P6 found that pushback was a significant barrier when implementing strategies and that

possessing a strong mindset and solid plan helped to eliminate any downfalls. Effective leadership is contingent upon the leader's behavior, as followers depend on their leader's actions (Scandura & Meuser, 2022). The findings provide substantial support to the transformational leadership theory. Transformational leaders motivate their employees by encouraging them to seek beyond their self-interests (ElKordy, 2022). Transformational leaders recognize their employees' personal needs and strengths and provides coaching and recognition to help followers reach their goals (Duan et al., 2022). The findings of this study and review of public company documentation showed that leaders motivate followers through action, which correlates to the transformational leadership theory.

Theme 2: Work Environment

Heavy workloads and unhealthy work environments can lead to unhappy employees. Increased workloads lead to drained employees and resources, which may lead to an employee's lack of motivation to work (Babic et al., 2022). P2 noted that overworked employees are caused by understaffed teams, ineffective leadership, and the lack of company morale. Hill (2021) found that stress is a significant factor in overworked employees affecting productivity and long-term employees. P5 and P6 stated that some companies and leaders are too focused on the monetary value and not the employees, suggesting that leaders communicate effectively and address areas of concern. P1 through P6 indicated that the employees are the company's most valuable assets, employees, and stakeholders. Employees who find a social identity within their organizations are prone to work as a team where they look beyond self-interests to focus on the organization's overall goals (Korschun, 2015). According to P1, some

organizations must focus more on employees' needs, and mistreating employees can cause them to feel unvaluable. Workplace behaviors can influence how the employees' feelings about their employers (Korschun, 2015). Employees expect their employer to engage in social responsibility by ensuring career development, rewards, recognition, work-life balance, and benefits (Macassa et al., 2021). P2 stated that leaders play a critical role in reducing voluntary employee turnover by creating a friendly and healthy work environment. Also, P2 and P5 stated that leaders could create trust with their employees by implementing open-door policies, allowing the employees to feel safe and heard. The open-door policy should come with an action plan to resolve any issues. Employees feel supported when their managers are actively listening to their concerns without judgment and can communicate effectively (van Hees et al., 2022). The publicly available information on the company's websites and historical data supports the participants' responses regarding effective leadership, work-life balance, and career development, supported by the transformational leadership theory.

Theme 3: Rewards and Recognition

Employees want to feel valued verbally and through actions. Employee motivation drives personal development (Brun & Dugas, 2008). P1, P2, and P3 noted that leaders should recognize their employees' efforts with rewards. Employee retention practices prevent employees from leaving the company, including a supportive work environment, appropriate compensation packages, and rewards (Hassan, 2022). P1 stated that it is important to show employees how much they are valued with words, but also by providing incentives such as gift cards, raffles, food days and holiday parties. P1 stated

that “employees feel included and like family when you recognize them for their hard work.” Leaders may find that employee recognition promotes a positive relationship and leads to enhanced employee satisfaction (T. H. Porter et al., 2016). These findings support the transformational leadership theory. Transformational leaders care about their followers’ performance and growth (Duan et al., 2022). The findings of the data analysis support Burns’ transformational leadership theory because employees whom their managers positively support can seek beyond self-interests to accomplish the organization’s goals.

Theme 4: Training

An employee is as effective as their training. P1 through P6 found that adequate training methods are essential in creating successful employees. P2 found that unsatisfied employees do not perform better and that they will not focus on the organizational goals due to the lack of training. P4 stated that it is important to set the foundation for the employee during the interviewing process; it helps the candidate understand the company’s expectations. During the interviewing process, the job details are explained, an overview of the candidate’s availability is reviewed to promote clear communication. Employees know what is expected of them because they are provided early on with the necessary tools for success. P4 noted that their strategies to retain employees ensures that the employees will fit the needs of the organization because losing an employee is costly. P4 and P6 stated that operational reports and performance reviews help to determine and address areas of concern. P4 noted that the use of turnover reports is a beneficial tool to understand and address trends in the organization Training programs should incorporate

the transformational leadership theory since transformational leaders empower followers to rely on the guidance of the leader for inspiration (ElKordy, 2022). The findings of this study suggested that quality training programs and influential leaders help to reduce voluntary employee turnover. Followers can depend on their leaders' actions, allowing the employees to focus on the organization's needs and trust their leaders' plans. Based on the data analysis, reducing voluntary employee turnover requires clear communication and trust.

Applications to Professional Practice

Turnover is costly and may lead to low productivity in the workplace (Ratatu et al., 2022). Increased turnover rates and competition are significant challenges for organizations. Organizations must restructure their missions and vision statements and implement new recruitment strategies (West, 2022). Furthermore, there is substantial evidence that leaders contribute to the overall effectiveness of their employees, where followers' readiness to improve is dependent on their leader's behaviors (Engida et al., 2022). Losing talented employees can be detrimental to the overall organizational strategy and may cause difficulties in finding the best talents to meet their needs (Kumar, 2022). Leaders and managers must participate in managing voluntary employee turnover because failure to retain their employees can damage the organization's success (Siripipatthana et al., 2022). Reducing voluntary employee turnover can help companies foster a healthy work environment, reduce the overhead cost of recruiting and hiring qualified candidates, and help maintain the company's morale. I conducted six

semistructured interviews with retail business leaders in Chicago who successfully implemented strategies to retain employees.

The findings of this study suggest the importance of effective leadership, quality training, rewards, recognition, and healthy work environments reduce voluntary employee turnover in the food industry. The benefits associated with reducing voluntary employee turnover can help organizations retain employees and save money. The information shared by retail business leaders can help provide valuable tools for organizations' productivity and sustainability.

Implications for Social Change

The primary goal of this qualitative multiple-case study was to explore effective strategies used by retail store managers to reduce voluntary employee turnover in the food industry. Implementing these strategies benefits social change because retail business leaders can adopt and apply the findings and help reduce voluntary employee turnover in their organizations. Retaining employees is concerning for the retail sector as organizations continue to see a rise in voluntary employee turnover, which affects organization sustainability and productivity (Tsai et al., 2021). The high employee turnover rates lead to more turnover, increased workloads, and unsatisfied employees. This study's implications may help to create income stability, lessen employee stress, maintain the current workforce, and reduced workloads and tension among family members.

Recommendations for Action

Participants in this study indicated that they use four strategies to reduce voluntary employee turnover: (a) effective leadership, (b) healthy work environments, (c) rewards and recognition, and (d) quality training. The findings of this study can be used by retail store managers seeking to improve policies, procedures, or training guides created to promote employee retention of retail store employees. Participants received a one- to two-page summary of my interpretations, which can be distributed to colleagues and other business leaders. I plan to network at leadership conferences and forums to share the findings of this study. Also, the results of this study will be available ProQuest/UMI dissertation database for future scholars and other organizations.

Implementing some of these strategies can help managers retire or adopt their current methods to reduce voluntary employee turnover and promote change by addressing what is causing the high employee turnover rates. The findings of this study may provide retail store managers with practical tools for being supportive leaders, including ensuring job fit, leading by example, and understanding how employees desire recognition and rewards for their hard work, thereby maintaining a healthy work environment. A prominent recommendation for retail store managers is implementing a retention program that monitors performance trends and incorporates continuous trainings for learning opportunities and growth. Also, these strategies can help the organization become appealing and competitive where candidates seek employment opportunities with the company promoting organizational growth.

Recommendations for Further Research

This study's findings provided strategies that retail store managers in Chicago use to reduce voluntary employee turnover. Retail businesses face the challenge of high employee turnover due to unhappy employees. Although the findings of this study are an expansion to current research on turnover, employees' leave their jobs for different reasons. Employee turnover is a complex problem which future researchers should continue to explore effective strategies to reduce employee turnover. Future researchers can interview employees to understand additional strategies to reduce voluntary employee turnover. I recommend that further qualitative research also include researching effective strategies used by business leaders in different geographical locations and different type of retail business such as clothing, insurance, and electronics.

Reflections

The Doctor of Business Administration doctoral study process was one of my life's most rewarding yet challenging experiences. The doctoral journey has helped shape my understanding of the doctoral study process, including developing a prospectus and proposal, collecting data and finalizing this study. The unwavering support of my chair and peers motivated me to finish strong. Since I was the primary data collection instrument for this doctoral study, I faced challenges with ensuring that my personal biases were independent of the results of this study. As a business leader, I had preconceived notions about reducing voluntary employee turnover effectively. I adhered to the ethical requirements and remained conscious of my biases throughout the research

process. Overall, completing this qualitative research study gave me a fresh perspective on the issues that cause employees to quit their jobs in the retail industry.

Conclusion

Using this case study, I concluded that retail store managers could reduce voluntary employee turnover by adopting effective leadership styles, creating a healthy work environment, implementing quality training methods, and offering rewards and recognition. Retaining retail employees increases company revenue, productivity, company morale, and organizational commitment and reduces the number of employees who quit their jobs. Implementing these strategies is inexpensive, and managers should incorporate these recommendations into their overall business strategy. The retention of employees is critical to an organization's survival in today's competitive market. Organizational sustainability is at risk due to high employee turnover, as high turnover can reduce productivity and profits. Retail store managers, researchers, and practitioners should use the results of this study to obtain new strategies to reduce and prevent turnover, which helps improve business effectively.

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Appendix A: Interview Questions

Research Question

What strategies do some retail store managers use to reduce voluntary employee turnover?

Interview Questions

1. What strategies do you use to reduce voluntary employee turnover?
2. What principal barriers did you experience when implementing strategies to reduce voluntary employee turnover?
3. What role do leaders play in your strategies to reduce voluntary employee turnover?
4. How does your organization assess the effectiveness of its strategies to reduce voluntary employee turnover?
5. What additional information would you like to share about your organization's strategies to reduce voluntary employee turnover?

Appendix B: Interview Protocol

The purpose of this study is to explore that retail store managers use to reduce voluntary employee turnover in the food industry. The targeted population for this study will consist of six retail leaders from two mid-to-large retail food organization in Chicago with successful strategies to reduce voluntary employee turnover. The findings from the study may contribute to positive business practice by discovering effective strategies to reduce voluntary employee turnover. The recommendations from the study may also have a positive impact on retail businesses by providing retail store managers with strategies to preserve their business by reducing voluntary employee turnover costs.

Interviewee: _____ Date: _____ Time: _____
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Procedures:

1. I will log into the interview five minutes early to check internet connectivity and to be on time.
2. I will welcome the participant and introduce myself.
3. I will provide the participant with the purpose of my study and thank the interviewee for their willingness to participate.
4. I will review the electronic informed consent form with the participant.
5. I will ask the participant for permission to begin recording.
6. I will advise the participant that the interview is voluntary and that the participant can withdraw at any time.

7. I will inform the participant that the interview will take approximately 1 hour to complete.
8. I will start the interview by recording the participant's coded name, date, and time.
9. I will ask the participant the six interview and follow-up questions if necessary.
10. At the end of the interview, I will thank the participant for their contribution and time.
11. I will inform the participant that I will email a 1–2-page summary of my interpretations for accuracy.
12. I will conclude the interview and inform the participant that I will email a \$25 Target gift card for their participation and provide my contact information for any questions.