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Professional Staffing Small Business Strategies for Reducing Voluntary Employee

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Walden University
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Abstract

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Turnover

by

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MBA, Strayer University, 2014

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Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

Some small business owners need help reducing voluntary employee turnover, often putting the business at risk for performance failure. Grounded in Herzberg's two-factor theory, the purpose of this qualitative single case study was to explore strategies professional staffing small business owners used to decrease voluntary employee turnover. The participants were five professional staffing small business leaders in the Washington, D.C., area with successful strategies to retain talented employees. Data were collected through semistructured interviews and analyzed using Yin's five-step process. Three themes emerged: (a) employee recognition, (b) communication, and (c) advancement and training. A key recommendation for small business owners is to improve the relationship between leadership and employees by implementing growth personally and professionally. The implications for positive social change include the potential to decrease voluntary employee turnover and reduce the unemployment rate, enabling positive economic effects on the surrounding community.

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Dedication

I dedicate this study to my sons and daughter. To my firstborn, Adabu, may your soul rest in peace. My son Khari, and daughter Nneka, I am truly blessed for your love and continual support in my academic journey. Although you are here physically, Sarah and Benjamin, my parents, I know you are watching over me. Mommy, I love and miss you dearly! I finished what I started, and I am the first in our family to earn the title of Doctor! Thank you to my siblings, who believed in my ability to do great things in life. Brother Bob, you are gone but not forgotten. I also would like to dedicate this study to my beautiful grandchildren: Aniyah, Khalil, Khalia, and Amari, who are my legacy. Nana loves you forever. Finally, to my best friend for life, Vincent, who has been by my side rooting me on from start to finish, I think you for encouraging me to keep pushing forward. I love you all. Thank you for believing in me!

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Section 1: Foundation of the Study

Voluntary employee turnover harms the effectiveness of an organization. Employee turnover may depend on the employees' attitudes regarding their lives inside and outside the workplace. Voluntary employee turnover poses a substantial risk to the sustainability of a business and is a significant challenge that companies face worldwide (Bussin & Brigman, 2019). When an employee leaves an organization voluntarily, there is a loss in profits and competitiveness. There is also a delay and a decrease in the quality of work. Levels of management do not recognize the high cost of recruitment associated with voluntary employee turnover, especially when they lose skilled specialists (Schlecter et al., 2016). Frankel (2016) noted that voluntary employee turnover becomes a cost to every employer regardless of the size or sector of the organization. Leaders in the small business staffing profession should know that the components influencing voluntary employee turnover could be influential in maintaining the stability of employees (Schlecter et al., 2016). Organizational leaders may believe no one is essential and substantiate it when they let talented workers leave the company (Frankel, 2016). It is helpful for leaders to willingly embrace and understand the strategies that improve voluntary employee turnover.

Background of the Problem

Small business staffing professionals can improve issues that cause voluntary employee turnover when leadership focuses on minimizing voluntary employee turnover. A few reasons why an employee voluntarily leaves an organization are poor management and a low salary, to name a few (Abdullah Al Mamun, & Nazmul Hasan, 2017). Hence,

if leadership wants to encourage readers to decrease the turnover rate, they need to ensure employees are compensated well and provide a yearly increase in salary to match inflation rates. Tam and Le (2018) recommend that management communicate with the employees regularly and involve them in decision-making. Leadership should update the employees about the organization's performance and future directions. Even though voluntary employee turnover creates concerns for most companies, voluntary turnover for small business staffing firms is a significant concern.

Job satisfaction and reduced commitment could affect voluntary turnover for skillful employees. However, excessive turnover forces organizations to unnecessarily allocate large parts of their budget to recruiting, hiring, and networking new employees. Such turnover negatively influences the public perception of a company (Guha & Chakrabarti, 2016). At times, voluntary employee turnover was unavoidable in a company and, in some instances, necessary.

Voluntary employee turnover negatively impacts the economics of a small business, which can, in turn, reduce its potential for success. High turnover can damage a business's production when trained employees leave a company, and the worker population has a considerable percentage of new hires (Utoro & Gustomo, 2014). This study explores small business owners' existing procedures to minimize voluntary employee turnover. Voluntary employee turnover is challenging for scholars and professionals (Babalola et al., 2016). Also, I compiled data that other industry leaders can use to lower turnover expenses, which can help smaller companies strengthen the validity duration.

Problem Statement

Voluntary employee turnover was a severe issue for small businesses and frequently became expensive (Guha & Chakrabarti, 2016). U. S. Bureau of Labor Statistics (2022) reported that 3% of the workforce in the United States experienced voluntary employee turnover in September and November of 2021, compared to 1.9% in May 2015. The general business problem was that voluntary employee turnover has an unfavorable effect on some small business owners, resulting in a loss of productivity and profitability. The specific business problem was that some small business leaders did not have strategies to reduce voluntary employee turnover.

Purpose Statement

This qualitative case study aimed to explore strategies small business owners use to reduce voluntary employee turnover. The targeted population was five leaders from a small professional staffing business in the Washington, D. C. area who have conducted business for five years or more from 2016 to the current year and decreased voluntary employee turnover within the last year. The implications for positive social change include the potential for business owners to understand, develop, and implement strategies to reduce voluntary employee turnover. Many factors influence voluntary employee turnover, including job satisfaction and reduced commitment. It is reasonable to assume that the potential psychological, social, and emotional benefits of reducing voluntary employee turnover are associated with lower voluntary employee turnover. These strategies can improve employees' success through increased wages, which can inevitably promote the quality of life for individuals and communities (Xie et al., 2016).

Nature of the Study

Quantitative methodology is when the research aims to test hypotheses, evaluate cause-and-effect relationships, or predict an outcome variable (Yin, 2018). The quantitative method was inappropriate because I did not need to test hypotheses, evaluate cause-and-effect relationships, or predict an outcome variable to address the business problem. Researchers use mixed methods to combine quantitative and qualitative methods in a single inquiry (Humble, & Green, 2016). The mixed method was inappropriate because I did not need to employ a quantitative component for the study.

I contemplated three qualitative designs for this research (a) case study, (b) phenomenology, and (c) ethnography. Researchers use case study designs to identify and explore answers to what and how questions regarding the phenomenon of interest (Yin, 2018). The case study design was appropriate because I explored the *what* and the *how* of leaders' strategies to reduce voluntary employee turnover. The ethnographic method is proper when the researcher concentrates on a shared group's culture (Yin, 2018). I did not explore an organization's culture, so the ethnographic design was inappropriate. The phenomenological model is practical for examining participants' experiences to decide how they comprehend their daily lives (Sandelowski, 2014). The phenomenological design was inappropriate because I did not explore the meaning of the participants' experiences.

Research Question

What strategies do some small business owners use to reduce voluntary employee turnover?

Interview Questions

1. What strategies were or are you using to reduce voluntary employee turnover?

2. What strategies did you find worked best to reduce voluntary employee turnover?

3. What were the key barriers to implementing the strategy for voluntary employee turnover?

4. How did you address the key obstacles to implementing the strategy for voluntary employee turnover?

5. How did your employees respond to your different techniques to reduce voluntary employee turnover?

6. How did you assess the effectiveness of the strategies for voluntary employee turnover?

7. What additional information would you like to provide concerning strategies other small business owners might use to reduce voluntary employee turnover?

Conceptual Framework

The two-factor theory was the conceptual framework used to explore strategies small business owners used to decrease voluntary employee turnover in their place of business. The findings of this case study align with Herzberg's two-factor theory. Herzberg et al. (1959) developed this theory to explain job satisfaction. Herzberg et al. (1959) proposed two factors impacting job satisfaction: hygiene and motivators. Examples of hygiene factors include job security, salary, benefits, work conditions, paid insurance, and

vacations (Herzberg et al., 1959). Motivators include growth needs such as recognition for work accomplishments, challenging work, an award for achievement, responsibility, opportunity to do something meaningful, and involvement in decision-making (Herzberg et al., 1959). Herzberg's two-factor theory is applied to small business owners' strategies to manage intrinsic and extrinsic factors to reduce voluntary employee turnover. The responses from the participants supported Herzberg's two-factor theory.

Operational Definitions

Extrinsic motivators: Also referred to as extrinsic factors or hygiene factors, and refer to basic physical needs (Herzberg, et al., 2017).

Intrinsic motivators: Are motivation factors and highlight emotional needs (Herzberg et al., 2017).

Job dissatisfaction: Job dissatisfaction is the mental displeasure of a worker experiencing some adverse or unfavorable circumstances relating to the work or workplace and can also lead to a small amount of effort regarding daily tasks (Yenen, 2019).

Job satisfaction: Job satisfaction is the positive psychological state of some personal feelings about their job and or organization (Dalkrani & Dimitriadis, 2018).

Motivation-hygiene factors result from properties that relate to accomplishing a job. (Sabbagha et al., 2018).

Satisfier factors are employee recognition, communication, and training (Herzberg et al., 1959).

Transformational leadership is subordinate motivation and empowerment toward

achieving extraordinary outcomes (Asiedu et al., 2017).

Motivators: Herzberg's two-factor theory aligns motivators to intrinsic factors like rewards, recognition, goals, advancement, and increased responsibility (Herzberg et al., 1959).

Voluntary turnover is when an employee intentionally leaves their place of employment (Li et al., 2016).

Assumptions, Limitations, and Delimitations

Researchers accept assumptions, regardless of risks, as beliefs or factors possibly influencing a study without empirical or theoretical support (Akaeze & Akaeze, 2017). I assumed that leaders of small businesses would have specific voluntary employee strategies. I also assumed I would identify a population of leaders with low employee turnover. Additionally, I thought all participants involved in the study would be honest when answering interview questions. Finally, I assumed all selected participants would schedule the appropriate time to provide a face-to-face interview.

Assumptions

Assumptions are the assessments that an analyst believes to be the truth before receiving the actual proof (Hammeduddin & Fernandez, 2019). One premise of this research was that the data collection method sampling, design, and analysis are appropriate for responding to the research inquiries. Another assumption was that the participants in this research would express their background regarding this study. An additional assumption was that a qualitative single case study was suitable for face-to-

face interviews. The participants will commit to the time it takes to complete the research. The final assumption was that the participant was willing to participate in the study, and the organization documents were accessible for review.

Limitations

Limitations are out of a researcher's control. Limitations are situations the analyst cannot regulate that influence the investigation approach and study (Marshall & Rossman, 2016). In my research, the first limitation was that participants might present socially captivating answers throughout the interviews. There was a possibility that the participants would avoid responses that may be recognizable as communally objectionable. A second limitation of my study was that some participants with knowledge and experience with voluntary employee turnover might decide they do not want to participate. A third limitation was that the participants must work in the Washington, D. C. area. Last, as Yin (2018) noted, there is usually a limitation on the generalizability of single case study designs, even if it is the most appropriate design for a study.

Delimitations

Delimitations are attributes that confine the study and describe the research, including, but not limited to, participant selection and sampling techniques (Muqadas et al., 2017). While delimitations signify the boundaries or separations regarding this research (Marshall & Rossman, 2016), three distinctions can affect this single case study:

1. The geographical location.

2. I excluded leaders who were not successful.

3. I limited the population to small business owners with at least five years of successful operations from the Washington D. C. area.

<div align="center">**Significance of the Study**</div>

This qualitative single case study explored strategies some professional small business owners use to decrease voluntary employee turnover. High employee turnover is costly and reduces an organization's efficiency and performance (U. S. Bureau of Labor Statistics, 2022). These study findings will positively contribute to business practices to enhance employee engagement for increased organizational profitability and have implications for social change. The highest cost for most organizations is employee wages and training. Thus, leaders can share an essential strategy for reducing costs and expanding the number of employees. Leaders can potentially use the findings to assess the efficacy of their contemporary approach to the organization.

Contribution to Business Practice

Small business owners can use the study findings to understand how to mitigate excessive voluntary employee turnover and its negative impact on business outcomes. Reducing voluntary employee turnover can be helpful when business owners share knowledge about enhancing strategies for improving employer-employee relationships (Gillespie, 2018). The sustainability of a company relies on the retention of key staff employees. Effective employee retention strategies can improve employee satisfaction and performance (Perreira et al., 2018). Furthermore, this study could benefit the Professional Staffing of small business owners by mastering techniques to sustain their

business beyond five years. Moreover, the results of this study may reduce gaps in the literature by increasing the valuable knowledge beneficial to small business owners throughout the initial phases of business activity. This type of understanding could contribute to the progression of the business environment.

Implications for Social Change

The suggestions for positive social change included the potential to enhance employee welfare through increased work commitment. It is more beneficial to maintain reliable employees to hire, train, and adjust to a new hire of the same quality (Mertel & Brill, 2015). By developing a work environment conducive to reducing voluntary employee turnover, leaders assist in bringing about positive social change by helping other businesses. Leaders better understand the causes of voluntary employee turnover, which may reduce unemployment and improve employees' quality of life. Also, increasing employee work engagement can improve an employee's success through increased wages, promoting the progress and growth of individuals and communities, and leading to long-term sustainability (Xie et al., 2016). Whenever leaders reduce voluntary employee turnover, overall unemployment decreases.

A Review of the Professional and Academic Literature

This section presents the available literature related to the research topic. The significance of this qualitative single case study explored successfully developed strategies for small businesses that professional staffing leaders applied to reduce voluntary employee turnover. The literature review outlines the understanding generated by scholars to comprehend the occurrences of voluntary employee turnover. The

conceptual discussions include overviews of Herzberg's two-factor theory and voluntary employee turnover. This literature review also covers hygiene and motivation factors, voluntary employee turnover, employee retention, the known causes of voluntary turnover, organizational change, workplace stress, job satisfaction, and job dissatisfaction. The theme confirmed findings in other studies in my literature review because it extends the literature on the topic, such as training and advancement, to my conceptual framework and literature.

Literature Search Strategy

This section analyzes and synthesizes the literature on voluntary employee turnovers as peer-reviewed journal articles and books. The search for the various databases for this literature entailed using the following keywords: *voluntary employee turnover*, *employee turnover, job satisfaction*, *motivation, employee retention, turnover intentions, and job dissatisfaction*. The databases I used to research literature for this study included ABI/INFORM Complete, Academic Search Complete, Business Source Complete, ProQuest Central, Sage Premier, and Emerald Management. Articles from Walden University Library website had a top preference. Also, Google Scholar helped access journal articles linked to the Walden University Libraries Website. The Walden University Library assists students with access to various journal articles. Crossref and Ulrich's Periodicals Directory were used to verify that the literature was peer-reviewed. The literature review includes 206 references, with 129 (published within the past five years (i.e., 2017-2022). In addition, 204 of these 206 references were peer-reviewed articles.

Table 1

Professional and Academic Literature Sources

	No. of sources Outside of 5-year Range (2017- and Earlier)	No. of sources within 5-year range 2017-2022)	Total No. of sources
Peer-review Journal articles	75	129	204
Books	2	0	2
Total sources by year	77	129	206

Herzberg's two-factor Model

      Herzberg et al. (1959) two-factor theory was the conceptual framework for this study, and it contains information that addressed organizational issues associated with job satisfaction and dissatisfaction. Herzberg's motivation-hygiene theory has helped researchers explore strategies small business owners use to decrease voluntary employee turnover. It motivates individuals to work harder, increase job satisfaction, and decreases

job dissatisfaction in their place of business (Riyanto et al., 2021). Jehanzeb and Mohanty (2018) noted Herzberg's separation of job satisfaction and job dissatisfaction into motivational and hygiene factors. Motivators include recognition for one's accomplishment or achievement, growth possibilities, level of responsibility, the opportunity to do something meaningful or the work itself, and career advancement (Herzberg et al., 1959). Career advancement links employees with job titles because they make employee growth and accomplishments available (Fletcher, 2019). Hygiene factors are external work factors that include company policies, salary, and leadership practices (Herzberg et al., 1959).

As psychologists, Herzberg et al. (1959), who studied professional engineers and accountants, developed the conceptual framework for the motivation-hygiene theory. The theorist explained how employees experienced job satisfaction when a significant degree of autonomy in work practices and communication. Managers should learn to let go of some control if they want their employees to thrive. Work practices allow flexibility and communication. It makes collaboration between employees and leadership easier. In contrast, Chinomona and Mofokeng (2016) reported that employees experienced job dissatisfaction because of unfairness, work behavior, poor management, and communication.

Numerous researchers used Herzberg's two-factor theory as a foundation for their research. Busari et al. (2017) postulated that teachers could create an antagonistic relationship regarding their promotion and turnover intentions. Isichei and Ayandele (2017) validated the significance of work design as a non-monetary motivational

framework and employee performance. Herzberg's two-factor theory positively impacts employee job satisfaction; thus, comprehending the differences can be valuable to small business leaders striving to minimize voluntary employee turnover. Rahman et al. (2017) applied the two-factor theory to research the components affecting sales agents' job satisfaction.

Ramalho Luz et al.'s (2018) research reinforced the participant's replies that managers of small business owners who do not have strategies for communication will not retain their key employees, resulting in voluntary employee turnover. Additionally, both studies implied that management plays a role in achieving the company's objective.

Kushta (2017) used Herzberg et al.'s (1959) theory to research a connection between motivation and voluntary employee turnover. The researcher's study noted a decrease in turnover when employees are satisfied with management. The researcher's findings revealed that intrinsic motivation was a deciding factor that led to job satisfaction. The researcher agreed with Herzberg et al.'s theory which reinforced employee involvement as a motivator and reduced job dissatisfaction.

In contrast to Aliekperova (2018), Onyebu and Omotayo (2017) reported that intrinsic motivational factors play a role in employees who thirst for knowledge, determining how they will produce the work. Thus, management should develop strategies to inspire and motivate employees to use productive communication approaches in a supportive work environment. Management should develop strategies to inspire and motivate employees to use productive communication approaches in a supportive work environment.

Herzberg stated that dissatisfaction, applicable to job dissatisfaction, applies to supervision, relationships, working environment, compensation, and company policies. Herzberg's theory consists of intrinsic (motivational) and extrinsic (hygiene) factors Riyanto et al. (2021). These intrinsic/extrinsic motivational factors are the groundwork for understanding employee behavior. He also outlined intrinsic motivational factors (e.g., personal achievements, accomplishments, professional growth, and a sense of pleasure) as an inner need for satisfaction. Also, considering that extrinsic (hygiene) motivational factors (e.g., relationships, work environments, supervision, compensation, and company rules) meet external needs or demands that impact job satisfaction and dissatisfaction Riyanto et al. (2021). Herzberg emphasized that dissatisfaction, pertinent to job dissatisfaction, relates to supervision, relationships, working environment, compensation, and company policies.

Studies grounded in Herzberg's two-factor theory noted the many elements of the two-factor theory that can influence job satisfaction. For instance, Onyebu and Omotayo (2017) established that salary determines employee job satisfaction in the hotel industry. Burcharth, Knudsen, and Sondergaard (2017) suggested that leaders with a significant degree of autonomy established an awareness of accountability that resulted in higher job satisfaction in the workforce. Also, recognition is an additional factor that leads to higher levels of job satisfaction, according to researchers Al Nahyan and Abdel All (2017). Employee recognition is a strategy professional small business owners use to decrease voluntary employees. Herzberg et al. (1959) discussed that "when small business owners recognize the importance of their employees, the employees feel appreciated, and the

results lead to a better outcome for the business" (p. 84). Furthermore, if an organization offers chances for promotion, employees will be content with their jobs (Amzat et al., 2017). Employees satisfied with the organization they work for will produce a higher standard of work practices (Iqbalet et al., 2017).

The authors' research was for leadership to understand that motivation and engagement promote job satisfaction. Riyanto et al. (2021) stated that for employees to achieve job satisfaction, leadership should focus on motivational factors and employee engagement. Employees become motivated to work because of their desire to satisfy their needs. Reissova and Papay (2021) discovered that engaged employee tends to be motivated and attentive to obtaining goals and similarly motivate their co-workers. Employee engagement is related to high work performance and job satisfaction; consequently: it is at the center of attention of researchers. (Reissova & Papay, 2021). Combining positive employee motivation and engagement results in higher job satisfaction, minimizing voluntary employee turnover.

Motivation Hygiene Factors. Many businesses, large and small, rely on the motivational factors of employees to accomplish their mission and goals. For example, managers who embrace the chance to connect with the employees could motivate their team and enhance the business objectives (Damij et al., 2015). The significant dimensions of motivation include advancement or progress in the workplace, chances for personal development, gratitude, responsibility, or achievement (Bexheti & Bexheti, 2016). The issue of employee motivation has been receiving attention for several decades, and its importance is still growing among researchers. Vijayakumar and Saxena

(2015) noted that motivation involved recognition, growth opportunities, and on-the-job tasks. In addition, Herzberg et al. (1959) stated that improving the motivator factors increase job satisfaction and hygiene factors decrease job dissatisfaction. Saha and Kumar (2018) noted that company culture and relational contentment affect whether there will be voluntary employee turnover. The main idea of this theory is the difference between motivation and hygiene factors.

The original hygiene factors of Herzberg's two-factor theory continued to expand with added characteristics. Along with the various factors, recognition, achievement, growth, and advancement, Bexheti and Bexheti (2016) noted that motivation was a superior method of business behavior. Dobre et al. (2017) posited that communicating motivational factors allows a more helpful understanding of how a company operates and contributes to an employee's growth. Leadership must enhance job satisfaction and reduce hygiene factors to motivate employees (Vijayakumar & Saxena, 2015). Thus, engagement and motivation improve job satisfaction. Developing a relationship with employees through motivation retains employees.

Motivational hygiene factors are essential for employee job dissatisfaction and voluntary turnover intentions. Mutnuru's (2018) research emphasized that one of the primary hygiene factors is that employees at a small organization in the Midwestern US region trust their employer. Kushta (2017) used Herzberg's hygiene theory to research the connection between employees' motivation and voluntary employee turnover. Business leaders can reduce employee turnover by knowing the factors that cause dissatisfaction in the workplace. Kushta (2017) also noted that when employees are

satisfied, turnover intentions will decrease. When there is a reduction in positive motivational hygiene factors in business, the absence can produce employee dissatisfaction and a high turnover rate.

Similarly, Mahzan and Abidin (2017) used Herzberg's theory to research how supervisors reduce voluntary employee turnover by decreasing job dissatisfaction. The theory also establishes that Herzberg's theory provides an adequate basis for comprehending the worker's ambition and satisfaction with their job. When there is a reduction in positive motivational hygiene factors in business, the absence can produce employee dissatisfaction and a high turnover rate. Leadership should establish professionalism in the office to enhance the working relationship among their workers and promote job satisfaction. Employees who set goals that align with their passion will likely accomplish them.

Researchers have established a significant relationship between intrinsic motivators and job-related outcomes. Mallin et al. (2017) posited that intrinsic motivation was a decisive factor in an employee's performance, leading to job satisfaction. Supporting this finding on inherent motivation, Mallin et al. (2017) associated an employee with personal growth and accomplishment awareness. Their work was intrinsically rewarding, and they associated the internal awards with organizational commitment.

Bauer et al. (2016) researched the relationship between intrinsic motivation and employee training outcomes. Bauer et al. (2016) concluded that intrinsic motivation was a specific learning outcome where the individual can transfer their` essential skills into

the work environment, which leads to beneficial results for the person and organization. Jam et al. (2017) indicated that intrinsically motivated employees experience overall satisfaction, which increases organizational outcomes and job satisfaction. There was a significant relationship between intrinsically motivated employees and improved job relations. In a place of business, several topics align with job satisfaction.

Leadership influence

Various researchers grounded their studies in transformational leadership and associated several themes with job satisfaction. Riyanto et al. (2021)researched trust and self-efficacy and associated a connection between job satisfaction and transformational leadership. Shabane et al. (2017) explored remuneration and retention as the central focus of their research. Transformational leadership shapes and values the relationship with employees. Various studies show a definite connection between transformational leadership and issues with job satisfaction. Asencio (2016) identified the central theme in his study: trust in leadership. Therefore, the authors' research suggests that transformational leadership can influence job satisfaction.

Several hygiene factors could increase or decrease job dissatisfaction. Examples of hygiene factors include job security, salary, benefits, work conditions, paid insurance, and vacations (Herzberg et al., 1959). Rahman et al. (2017) noted that hygiene factors for job satisfaction interlink with job motivation. Hygiene factors can also reduce job dissatisfaction (Poissonnier, 2017). Al-Sada et al. (2017) revealed that hygiene and motivation determine job satisfaction and dissatisfaction. Gillespie (2018) established that motivation and hygiene factors are components of meeting job satisfaction.

Herzberg's theory stated specific attributes of an individual's occupation related to job satisfaction. Herzberg's two-factor theory presented a foundation for researchers to establish and comprehend job satisfaction and dissatisfaction.

Job satisfaction. There are several definitions of job satisfaction. Herzberg et al. (1959) described job satisfaction as a collaboration of individuals who try to accomplish quality work. Dalkrani and Dimitriadis (2018) defined *job satisfaction* as the level of comfort and the connection of employees about their job, explicitly or in general, and was a primary source of turnover if there was no gratification. Rahman et al. (2017) defined *job satisfaction* as how employees feel about their job and the different employee's points of view. Job satisfaction was also instrumental in making employees comfortable and improving an employee's view of their job, which often determines whether they liked or disliked their occupation. Abdolshah et al. (2018) defined *job satisfaction* as individuals' attitudes and emotions regarding their work. The authors describe job satisfaction worldwide as having certain similarities. Dimensions influencing job satisfaction were attitudes, feelings, gratefulness, comfortability, and collaboration of employees.

The effect of leadership on job satisfaction in the work environment can positively impact the employee. Amzat et al. (2017) have noted that responsibility is the essential motivating factor that increases a teacher's salary who has proved their excellence. Simon et al. (2017) identified that when workers feel responsible, they experience high job satisfaction. Katsikea et al. (2015) also argued that job responsibility must have a comparison that aligns with understanding job stress and burnout. Naidoo (2018) posited that job stress increases turnover intentions among personnel in various

organizations. If employees feel restricted from exercising their capabilities and are prevented from obtaining job satisfaction, they will negatively affect their job duties (Bernstrøm & Svare, 2017). Employees, when hired, should complete their job duties (Barry et al., 2018). The employee's responsibility for the work itself should further the goals of the company (Erceg et al., 2018). Job satisfaction positively affects the employee, depending on various factors such as salary, benefits, and incentives. However, leadership should try to understand and avoid voluntary employee turnover.

When attempting to avoid voluntary employee turnover in an organization, leadership can incorporate two motivational factors to retain employees: growth and advancement. Busari et al. (2017) posit that it was at times viable that if an employee perceives an increase in their position, they are more likely to remain at the organization. However, when an employee is not praised or given positive feedback for their performance, it can cause stress and frustration because the individual does not foresee career growth, increasing the need to seek employment elsewhere (Ismail & Gali, 2017).

If the individual were not performing to standards, they would not qualify for a promotion, encouraging them to leave the organization. Zulu et al. (2017) noted in their research of non-profit organizations that adequate training and the potential for professional growth are factors in avoiding voluntary employee turnover. If there were a chance of ineffective occupational development, many employees would voluntarily leave-also-extrinsic factors prompt job satisfaction.

Results of Job Dissatisfaction. The absence of motivational factors can directly reflect employee job dissatisfaction. In addition, Wu and Wu (2019) attributed job turnover,

absenteeism, and burnout to a lack of job satisfaction. Wu and Wu (2019) supported for a possible causal chain leading to job turnover/retention. The chain proceeded from individual expectation through commitment propensity, along with meaningfulness of the job, to increased commitment, through intention, and finally to turnover/retention. The impact of job dissatisfaction goes far beyond the previously mentioned consequences. For instance, the adverse effects of job turnover on organizations may include increased costs to recruit, select, and train new employees. In addition, demoralization of remaining employees, hostile public relations, disruption of day-to-day activities, and decreased organizational opportunities to pursue growth strategies. When curbing the negative consequences associated with job dissatisfaction, a thorough understanding is required as to which factors or strategies lead to job satisfaction and create job dissatisfaction. The more organizational support employees perceive, the higher the job satisfaction they experience (Aliekperova, 2018). Employees want to know that leadership in their workplace cares about them. Organizational support can be expressed through many messages, from how superiors treat them to their benefits and other, more subtle messages. Even if organizations cannot offer the employees all the benefits and perks they would like to receive, the important thing is that employees perceive their leaders support them.

   Extrinsic factors. In an organization, to retain employees, there are different extrinsic factors, such as salaries or promotions, that leadership should consider when determining if the employee will voluntarily leave their job. Huynh's (2017) extensive research of 23 library participants showed that experienced workers voluntarily chose to

leave their place of employment because of higher salaries at other companies. Hung et al. (2018) noted that workers who are unhappy with their wages would display negative behavior, such as poor job performance or voluntary employee turnover. Employees' satisfaction with their salary positively influences work-level engagement and turnover intention (Memon et al., 2017). Çakir and Kozak (2017) established that leadership from the hotel and hospitality industry must focus on the envisioned needs of their workers, specifically in wages and salaries, to improve employee motivation. Dhanpat et al. (2018) determined that employees will work to earn wages or bonuses. If individuals were not receiving their desired compensation, they would look for employment elsewhere to pay them higher. Therefore, leadership should note that salary matters to the employee and can be a primary factor in a high level of voluntary employee turnover.

An extrinsic from Herzberg's hygiene list was policies. Each organization develops its protocols and policies. Pandey and Asthana's (2017) argued that company policymakers and leadership consider the motivational factors influencing job satisfaction. Biswas and Kapil's (2017) proposed that when employees view the workplace at a low level, they have difficulty trusting its policies and acts. Employees are inclined to remain with an organization when they are satisfied. Companies can facilitate positive employee perception if the companies have a beneficial reward system in place and execute specific procedures within the organization (Claudia, 2018). Pandey and Asthana (2017) concluded that job satisfaction could have various aspects influenced by the policy hygiene factor. Various research studies acknowledge that company policies regarding job satisfaction can influence the employee positively or negatively. The

varying research shows that organizational policies in job satisfaction can sway the employee positively or negatively. Extrinsic and intrinsic factors are distinctive and can be similarly effective when leaders know how to integrate retention strategies.

Intrinsic factors. According to Herzberg's theory, employee motivation develops from intrinsic factors, which enhance and lead to better achievement among employees. Achievement was the first intrinsic factor on Herzberg's motivation list. Kim (2015) proposed that the inherent aspect of an individual's performance at their place of employment connects to higher job satisfaction and reduces the intention to quit. A structure of intrinsic motivational factors must be valid to achieve business goals. Aliekperova (2018) reported that the motivation achievement factor could play a role in job satisfaction and voluntary employee turnover in a pharmaceutical organization. When employees are motivated, they are more committed, productive working individuals.

Leadership should give enough of a challenge to their employees to keep them motivated. The intrinsic factor of *work itself* was Herzberg's motivational factors. Putra et al. (2017) research on employed adults showed that intrinsic motivation from work itself impacted white-collar workers. Herzberg et al. (1959) suggested that the actual work was an intrinsic factor that increased the employee's motivation. Bastons et al. (2017) noted that individuals could be motivated or satisfied with their work because they expect a reward. The characteristic of one's job should have a significant contribution to an employee's motivation. Cho and Yang's (2018) research study stated that organizational politics was one of the factors determining how the employee will produce the work itself. Onyebu and Omotayo (2017) posited that linking an organization with the

employees appeases and motivates the individual to fulfill their assigned tasks.

Thomassen et al. (2017) analyzed that the "work itself" was considered significant for the

employee's emotional state but notable for what happens in the workplace. Individual

satisfaction is associated with how they perceive the work they are tasked to complete (Xi

et al., 2017). Kalhoro et al. (2017) summarized that trust positively impacts the

employee's job performance. Challenges and obstacles keep the job exciting and lead to

recognition and career growth opportunities.

     Recognition. When leadership recognizes employees for a job well done, it can

increase job satisfaction and reduce the intent to quit. Ali and Ahmad (2017) understood

the impact of intrinsic factor recognition on job satisfaction for employees working in

commercial banks in Karachi, Pakistan. According to Ali and Ahmad (2017), when an

organization's focal point was recognition, it was the primary job satisfaction attribute.

Aliekperova (2018) suggested that acceptance of the non-financial factor can have a

positive emotional and encouraging impact on an employee in the pharmaceutical

business. Ahmad et al.'s (2017) analysis revealed that when management allows the

recognition of the employee's voice to be known, it increases motivation and heightens

job satisfaction. Per Herzberg et al. (1959), leadership must improve motivation factors

such as recognition to generate job satisfaction for the employee. Recognition, one of the

intrinsic factors, was continuously used to minimize voluntary employee turnover.

Organizational values such as recognition should align with other elements like work to

motivate the employee.

     Current researchers suggest that recognition is an actor in the workplace,

motivating an individual to excel. Encouraging employees with recognition improves their self-confidence and job satisfaction (Oluwafemi & Okon, 2018). Fisher (2017) realized it was comprehensible that his diagram of Herzberg's intrinsic factor shows that leadership should increase motivating factors such as recognition when generating more employee satisfaction. In their research on banking employees, Ali and Ahmad (2017) noted that intrinsic factor recognition influences job satisfaction because it gives the employees a feeling of worth. Employees become inspired to work harder when their job needs are considered (Gillespie, 2018). Employee recognition leads to opportunities for growth within an organization (Hur, 2018).

Today's leaders can positively impact their employees' work lives. Rahman et al. (2017) stated that job satisfaction increases when employees are satisfied with the policy, salary, work conditions, work security, and working relationship with their peers and supervisors. Amzat et al. (2017) demonstrated that hygiene and motivating factors contributed to the excellence of job satisfaction, where personal growth was at the top of their list. Work recognition is one of the most vital stages in handling work assignments, and awareness has an beneficial impact on the interest of workers. Masri and Suliman's (2019) research suggested creating a working environment that encourages employees to remain with the organization through recognition; leadership must offer a positive, challenging work environment and positive co-worker management relationship. Positive, motivating factors can lead to positive attitudes on the job, decreasing productivity, poor financial performance, and retention loss. Researchers use multiple theories to explore work motivation influencing employees' interpersonal

behaviors and decisions to reduce voluntary employee turnover.

Salary

Employees dissatisfied with their salaries may quit their job. According to the researchers (Tam and Le (2018), a meaningful relationship exists between salary and employee turnover; employees will stay with a company longer when they are compensated or rewarded. Employees' wages predict their intent to stay in their job Tam and Le (2018). Leadership should consider offering workers reasonable salaries to decrease job dissatisfaction to prevent their workers from seeking employment elsewhere.

Company Policies and Administration

Company policies and administration can negatively affect employee turnover. Common issues in organizations are management, leadership issues, dissatisfaction with work, underpaying, and employees do not experience growth within the company (Yenen, 2019). Masri and Suliman (2019) established that flawed policies, management styles on career growth, lack of communication training, unclear operating procedures, and poor decision-making contributed to job dissatisfaction leading to voluntary employee turnover. In contrast, (Busari et al., 2017) established that policies that provided employees with time off to adjust to changes in their lifestyle could help employees remain at the company: as a result, policies affect voluntary employee turnover. Herzberg's findings concluded that the two-factor theory is associated with business policies, administration, and hygiene factors influencing job dissatisfaction (Yenen, 2019).

Salary is a hygiene factor influencing job satisfaction. Tam and Le (2018) studied what influences voluntary employee turnover, finding that some participants prefer to work regular hours and with a reasonable salary. When employees are satisfied and committed to their job, they will put forth all their effort to demonstrate loyalty to the organization (Jehanzeb & Mohanty, 2018; Tam & Le, 2018). Ordinarily, business owners can decrease voluntary employee turnover and prevent the company's monetary expense related to employing, choosing, and training new employees. An employee's salary and bonuses can affect voluntary employee turnover, and pay increase dissatisfaction can influence turnover intent, leading to employee turnover (Masri & Suliman, 2019). Su-Ying and Katrina (2018) studied factors that impact employee turnovers, such as wages, poor team dynamics, and unmet needs, which are solid reasons for employee turnover. Salary can be the driving factor for some employees to stay or change jobs.

Business owners and leaders can benefit from their research and assist other business owners with understanding how salary can determine employee turnover and formulate strategies to reduce voluntary employee turnover (Masri & Suliman, 2019). A meaningful relationship exists between compensation and voluntary employee turnover; the more a worker is paid or satisfied, the longer they remain in an organization; although hygiene factors may not motivate the employee, the absence of those hygiene factors will serve to demotivate the employee (Su-Ying & Katrina, 2018). Increased pay can be a strategy for retention, especially in a smaller business (Lee et al., 2018). Confirming the hygiene factor salary observed in Herzberg's two-factor theory, salary is a hygiene factor that can be an extrinsic factor leading to job dissatisfaction and voluntary employee

turnover.

Herzberg's two-factor Model and Other Theories Considered.

The structure of the literature review study was as follows: Herzberg's two-factor theory was the conceptual framework I used as the lens to view the phenomenon of voluntary employee turnover. In addition to Herzberg's two-factor theory supporting, the study also included contrasting approaches, including the need for small business leaders to reduce voluntary employee turnover, motivation, and hygiene factors. Also, I discussed leadership influence, job satisfaction, extrinsic and intrinsic factors, and employee recognition. Also included is a discussion of Maslow's Hierarchy of Needs, the disadvantage of voluntary employee turnover, the employee intent to leave, and voluntary employee turnover. The alternative theory, Maslow's Hierarchy of Needs, referenced in this study, could provide helpful information as a consideration of the root causes of employee turnover.

<div align="center">

Maslow's Hierarchy of Needs

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Herzberg's two-factor theory was comparable to and reinforced by Maslow's Hierarchy of Needs in that the two establish a motivation for the employee. Abraham Maslow is one of the most authoritative authors of the human motivational method in management and organizational behavior. Abraham Maslow also was the primary author of motivational theory based on his Hierarchy of Needs (Sdrali et al., 2016). In motivation, Maslow received enormous credit from various authors for his five-tier human needs model. The model he developed claims five basic needs for people: physiological, security, self-belongings, self-esteem, and self-actualization (Amzat et al.,

2017). Kuranchie-Mensah and Amponsah-Tawiah (2016) noted that Maslow's Hierarchy of Needs theory was one of the most significant and prominent theories of motivation. Abraham Maslow was one of the authors of the humanistic approach, widely known for developing the human motivation theory.

Maslow's theory of human motivation contributed to organizational behavior and management research because of the feasible insinuations of the theory's use in organizations. Maslow's motivation theories provided evidence for researchers and leaders to inquire about the motivation levels that influence workers' actions (Lee et al., 2018). Employees' motivation inherently connects to their employment position and how the workplace correlates with their most urgent needs and desires for growth (Osabiya, 2015). Therefore, comprehending the five elements of Maslow's Hierarchy of Needs theory helps the employer evaluate why employees leave their jobs. Leaders must identify the specific needs of employees and motivate employees to remain in the company.

Transformational leadership intellectually motivates, shapes, and influences employees through intellectual stimulation. Amzat et al. (2017) applied Maslow's hierarchy of needs to analyze the need for compassionate and ethical leadership in individuals and companies. Amzat et al. (2017) specified that empathy, goodness, and purposefulness motivate individuals to achieve their full potential. By addressing the physiological needs of employees, leaders improve employees' job satisfaction, work performance, and, eventually, employee retention. Leaders should forgo their egos and show kindness to others (Amzat et al., 2017). Baumeister (2016) asserted that leaders first

address employees' physiological and safety needs before satisfying lower needs. By fulfilling the employees' basic needs, leaders could improve employee retention. Baumeister (2016) postulated that employee turnover decreases when leaders adopt the transformational leadership style.

Many researchers have used Maslow's Hierarchy of Needs to focus on their research. A study by Cavada et al. (2017) on female entrepreneurship presented Maslow's theory on motivation and importance for women who start a business. Various needs motivate individuals, whether on the job or in their personal lives. Yousaf et al. (2018) applied Maslow's Theory of Needs to assess youth travel motivations. The researchers studied the motivation of collaborators based on Maslow's pyramid to establish an approach to motivation in a family micro-business (Vargas-Hernández & Arreola-Enríquez, 2017). Several researchers used Maslow's Hierarchy of Needs that incorporated his motivational theory.

Maslow's theory as a conceptual framework analyzes strategies for employee retention that reduce voluntary employee turnover. Fisher and Royster (2016) utilized Maslow's theory to conclude a hierarchy of needs based on four mathematics teachers' responses. The participants' replies confirmed Maslow's hierarchy and showed how to assist teachers more adequately at different levels of their occupations (Fisher & Royster, 2016). Although Maslow's (1943) theory has an instinctive request, limited research supports its accuracy (Baumeister, 2016). Chiniara and Bentein (2016) and Thibodeaux et al. (2015) had related results that several studies were not supporting Maslow's (1943) theories. Herzberg and Maslow have similarities in their approaches in that they

concentrate on job motivation and satisfaction internally.

Both Maslow (1943) and Herzberg et al. (1959) stated that individuals must achieve specific needs to be contained within a defined situation. Maslow's theory defines a hierarchy of needs. Herzberg's two-factor theory, a two-way paradigm (i.e., hygiene and motivators), is the basis of the theory, which states that a person's needs must meet two specific requirements. Maslow (1943) categorized human needs, not reflecting highly on individual emotions, whereas Herzberg's two-factor theory focuses on hygiene and motivators.

Maslow and Herzberg's Two-factor theory conveys job satisfaction quite differently. Both Herzberg et al. (1959) two-factor theory of motivation and Maslow's (1943) hierarchy of needs are beneficial for the researcher that looks for explanations for employee satisfaction (Gordon, 2017). Although Maslow's hierarchy of needs theory and Herzberg's two-factor theory help decide elements that sway satisfied and dissatisfied employees, Herzberg's two-factor theory allows the components to occur laterally and independently of each other, as opposed to Maslow's theory (Thibodeaux et al., 2015). Small business leaders should recognize and apply each theory to retain employees.

In contrast, Herzberg was more specific in physiological and tangible aspects of needs within individuals to inspire motivation (Herzberg et al., 1959). Herzberg et al. (1959) noted that self-actualization should be considered in Maslow's theory. Furthermore, employers should provide self-actualization techniques as the catalyst for employee motivation, which aligns with Maslow's theory. Herzberg's theory was prescriptive, and the data were collected through professional interviews and provided

insights into incentives and goals that satisfy individual needs (Herzberg et al., 1959). In contrast, Maslow identified the needs and motives of the individual studied (Maslow, 1943). Maslow's hierarchy of needs is well known worldwide as a five-tiered model, with each level supporting the next.

Voluntary Employee Turnover

No company is exempt from voluntary employee turnover. Several researchers have identified definitions for employees that leave voluntarily. Katsikea et al. (2015) define *voluntary employee turnover* as individuals who no longer want to work for their current company. Chen and Ayoun (2019) explained voluntary employee turnover as employees seeking employment opportunities in different organizations. Turnover can also be associated with decreased employee satisfaction, no future growth within the company, and minimal company profitability. Sharma (2016) definition of voluntary employee turnover as when an employee resigns. Another meaning of voluntary employee turnover is a voluntary movement from an employee out of an organization (Pepra-Mensah et al., 2015). Voluntary turnover describes when employees start discontinuing their employee-company relationship (Katsikea et al., 2015; Peltokorpi et al., 2015). The above studies show similar results for voluntary employee turnover. The conclusion was that voluntary employee turnover harms the performance of organizations.

Various researchers have incorporated a qualitative method to explore voluntary employee turnover. Holtom et al. (2017) chose a qualitative research approach that examined "shocking events" such as leadership being indignant when asking an

employee to put in extra hours and tasking work outside of their scope, which will lead to workers over time leaving their job. Ramasamy and Abdullah (2017) examined a qualitative method to understand why staff quit their private university positions. Leaders can change someone's life positively every single day. Researchers Dhanpat et al. (2018) provided a knowledgeable qualitative research design for high voluntary employee turnover that affects Call Centre Agents. Many articles incorporate voluntary employee turnover using a qualitative method. Fostering a work environment of dissatisfied workers leads to increased staff turnover.

Researchers have various points of view on the causes of job satisfaction and dissatisfaction with voluntary employee turnover. Siegel et al. (2015) indicated that managers in the nursing profession could not sustain the loss of knowledge, revenue, and experience because of voluntary employee turnover. Voluntary employee turnover in the health field interfered with day-to-day business performance (Peltokorpi et al., 2015; Rowlinson et al., 2014). Leadership attributes of management have a direct influence on the job satisfaction of employees. Hiring new employees entails business leaders noticing day-to-day operations (Adkins & Premeaux, 2019). Job position and job satisfaction are essential in voluntary employee turnover (Purl et al., 2016). Leadership is about helping people become the very best version of themselves.

Consequently, voluntary employee turnover evolved because of job dissatisfaction and recognized job opportunities (Fabi et al., 2015; Mathieu, Fabi et al., 2016). What motivates employees to be satisfied with the job differs from what makes them dissatisfied. The impact that voluntary employee turnover has on an organization is

tremendous.

   Advantages of voluntary employee turnover. There are relevant studies of factors that influence voluntary employee turnover. Reina et al. (2018); Sun and Wang (2017) noted that not providing training for workers to enrich their knowledge and facilitate advancement can increase voluntary employee turnover. Also, neglecting to give a yearly pay raise offering feedback to the employee, including them in decision-making, and providing employees with annual performance appraisals can increase voluntary employee turnover. Saha and Kumar (2018) posited that company culture and relational contentment affect whether there will be voluntary employee turnover. George and Wallio (2017) concluded that stress and burnout contribute to voluntary turnover in public accounting organizations. Organizational leaders should apply the elements to keep employees satisfied with their jobs. Employees feel unsure about their jobs when an organization performs poorly, increasing voluntary employee turnover. Numerous studies have attempted to explain why upper-level management experiences voluntary employee turnover. Kim et al. (2017) identified organizational justice, supervisory justice, and authoritarian corporate culture as reasons for voluntary employee turnover. Ergado and Gojeh (2015) established that substandard incentives, poor management, inadequate supervision, and inadequate salary cause voluntary employee turnover among the library staff in private universities. Dissatisfied employees manifest poor work performance and a lack of employee motivation. Schlecter et al. (2016) researched demographic characteristics and showed that age influences voluntary employee turnover. Guha and Chakrabarti (2016) researched the reason behind voluntary employee turnover and

established that employees' attitude about their overall life plays a role in whether they leave an organization. Also, saturation within the job market causes voluntary employee turnover (Guha & Chakrabarti, 2016). There are many reasons to recapitulate voluntary employee turnover in an organization. Upper management must know what causes voluntary employee turnover to effectively manage and retain valuable employees.

Many studies emphasized the importance of strategies to reduce voluntary employee turnover among various organizations. The research by Dhanpat et al. (2018) posited that leadership can be proactive by introducing innovative Human Resource practices such as competitive compensation and benefits packages that reduce voluntary employee turnover. Yenen (2019) described the importance of organizations hiring individuals with the appropriate expertise to improve and execute strategies to prevent workers from evacuating. Managers should concentrate on accommodating advancement policies and reinforcing procedures to increase employee satisfaction and reduce staff turnover (Busari et al., 2017). Several organizations stress the seriousness of minimizing voluntary employee turnover. However, by understanding why employees leave, leadership can still be successful with a high turnover rate.

There are various advantages of voluntary employee turnover that can benefit organizations. Ingelsrud (2017) posited that voluntary turnover could be helpful for an organization to lose unsatisfactory performing employees who do not carry their weight. Guha and Chakrabarti (2016) analyzed when inefficient professional Information Technology employees quit their job. The organization replaced them with capable ones; subsequently, it can benefit the organization. Voluntary employee turnover enables

employers to replace higher-paid workers with new employees willing to accept lower pay rates, creating an adaptive work environment regarding demographic characteristics and experience (Hofmann & Martin, 2017). Many advantages of voluntary employee turnover can be beneficial to an organization. However, employers often feel stressed and overburdened once employers fill the vacancies. In this literature review, available professional and academic literature provided foundational information about voluntary employee turnover.

The disadvantages of voluntary employee turnover. Voluntary employee turnover was a disadvantage for organizations when it came to cost. Babalola et al. (2016) and Kim and Fernandez (2015) stated that cost factors are complicated and can be the highest disadvantage for organizations. Cohen et al. (2017) indicated that voluntary staff turnover for leadership was not appealing because the effect was a tangible and intangible cost to the organizations, such as hiring and training the replacement. Lo (2015) categorized the cost factors of voluntary employee turnover from a corporate social environment that can become highly costly due to recruitment efforts, reference checks, security clearances, and training costs. Also, induction expenses, undetectable losses of organizational comprehension, client losses, missed deadlines, and failures in customer relations can become a cost factor. Nei et al. (2015) also posited that voluntary employee turnover causes problems with customer satisfaction, affects the growth of organizational productivity, and decreases proceeds. Voluntary employee turnover was a costly problem for organizations. When employees leave an organization, it may lead to various factors related to the cost of voluntary employee turnover.

Leadership can reduce employee turnover by knowing hygiene factors that cause dissatisfaction in the workplace. Sharma (2016) argued that employees with a poor working relationship with the boss had elevated stress levels, dissatisfaction with their salary, and dissatisfaction with working conditions are the primary reasons for voluntary employee turnover. Job dissatisfaction was a severe barrier to an employee's productivity (Van der Schyff et al., 2018). Several authors, including Azeem et al. (2020), established that stressful working conditions and organizational policies lead to job dissatisfaction and are the main contributing factors influencing work stressors. Hunt (2016) indicated that female voluntary turnover is dissatisfied with pay and promotion opportunities. Job dissatisfaction was the leading cause of an employee's productivity (Wilson, 2015). A crucial issue in different organizations is the resentment of the employees' position (Mahmood et al., 2019). Leadership must focus on ways to alleviate dissatisfaction in the workplace.

There are additional disadvantages of voluntary employee turnover to a company. Pissaris et al. (2017) noted that productivity and hidden costs could be inimical when highly skillful workers quit an organization. Because increased costs can be incurred due to a company's disorganization, it could cause voluntary employee turnover. Idiegbeyan-ose et al. (2018) posited that the loss of continuity of work affects an organization. However, the company also suffers from the disadvantage of the cost of weak organizational confidence and reputation. Ramalho Luz et al. (2018) posited that decreased morale, financial loss, effectiveness decrease, and communication negatively influence voluntary employee turnover. It was vital to understand how voluntary

employee turnover relates to the disadvantages of an organization. Since not much can curtail voluntary employee turnover completely, leadership must first understand what triggers turnover intention.

The employee intends to leave. Turnover intentions definitions from various researchers are similar. Yang et al. (2014) defined *turnover intention* as an employee's voluntary desire to leave. Given the definitions, employees leave jobs when their needs are irrelevant. Korsakienė et al. (2014) described turnover intention as an employee's intent to leave their current employer. Another definition of *turnover intentions* is an employee's choice to quit their present employment and look elsewhere to locate a different job in the immediate future (Rizwan et al., 2014). Each literature attempts to define turnover intention. Turnover intentions contribute to the rates at which employers lose employees.

Additional research factors influence employees' intention to leave their jobs. Abugre (2017) posited that co-worker relations and cynicism are two organizational elements that affect employee intention. Factors that influence employee intention can vary and harm organizational operations. Harhara et al. (2015) asserted that employees 'understanding of commitment and job satisfaction are the two key factors that negatively affect employees' intentions.

Additionally, Shahsavan and Safari (2017) posited that current commitment influences turnover intention. Asiedu et al. (2017) indicated that present observational findings reinforce the negative association between sufficient commitment and deliberate turnover intention. When leadership does not examine the causes of turnover intention,

employers lose employees to voluntary employee turnover.

Many businesspersons in leadership positions need to learn what prompts their employees to contemplate voluntary employee turnover intention. Barnes and Spangenburg (2018) noted that when employees are irrelevant to the employer, it creates negativity and a lack of trust in business leadership, which increases turnover intention. When destructive administration evokes negative results from employees, it can cause a disservice to the employee, who, in turn, will start to consider leaving the organization (Thoroughgood et al., 2018). Su-Ying and Katrina (2018) established that when supervisors interact negatively, it helps influence employee work-related outcomes of turnover intention. Leaders who are all about their self-interests will adversely affect change in the workplace, which can cause employees' values to decrease, leading them to leave the organization (Hughes & Harris, 2017). Lack of leadership support can increase voluntary employee turnover intention. A high rate of turnover intention was a sign of problematic leadership. Organizations must monitor and manage voluntary employee turnover to know that appropriate levels and beneficial outcomes are productive.

Researchers have identified ways to mitigate job dissatisfaction. Noble and Smith (2015) indicated that companies should fix poor and obstructive business policies. The author (Oluwatayo, 2015) noted that salary, clarity, working behavior, support from leaders, and a good working area concerning the work environment could reduce job dissatisfaction. The lack of opportunity to advance in one's position is one of the main reasons workers seek employment elsewhere. Rich (2017) established that allowing professional growth through training could minimize job dissatisfaction.

Some employees feel that if they are underpaid, that is reason enough to seek employment elsewhere. Alam and Asim (2019) have proposed that job dissatisfaction reduces if the employee's salary increases. When leadership has a clear objective, challenges the employee, and provides a way to develop their skills, employee retention is better for the company. When employee morale is high, job dissatisfaction reduces, and the organization's profit increases due to an interactive working environment (Rizwan et al., 2017). Employees will not be dissatisfied or satisfied when the employer does not satisfactorily communicate the above characteristics.

When employees are dissatisfied, they may intend to leave voluntarily and discontinue the employee and organizational relationship. Wilson (2015) established that job dissatisfaction was associated with increased turnover rates. Companies should create an environment that motivates employees to reduce turnover rates to maximize benefits and minimize costs. Addai et al. (2018) established that individuals are likely to leave an organization from a social exchange perception should they discern it was not beneficial to them as an employee. Leaders should establish trust among the employee to not negatively influence workers. Chinomona and Mofokeng (2016) reported that unfairness provokes job dissatisfaction. If small business leaders want to motivate their team, they should focus on satisfaction elements like accomplishment, acknowledgment, and responsibility to avoid high voluntary employee turnover.

Transition

This qualitative single case study in Section 1 aimed to present "what strategies small business owners" used to reduce voluntary employee turnover. Section 1 also

introduced the purpose statement, nature of the study, research, interview questions, conceptual framework, operational definitions, assumptions, limitations, delimitations, the significance of the research, and a review of the professional and academic literature. The literature review presented a historical perspective and discussion of voluntary employee turnover, the causes of voluntary employee turnover, and how to reduce voluntary employee turnover.

Section 2 describes the justification for using a qualitative case study to explore strategies for small business owners to reduce voluntary employee turnover. This section also includes: The project consists of the restatement of the purpose statement, the role of the researcher, participants, research method, research design implemented, population and sampling, and ethical research. Data collection instruments, data collection techniques, data organization techniques, data analysis, and knowledge about the reliability and validity of the data analysis have also been presented in this section. In Section 3, I addressed the following: introduction, presentation of findings, application to professional practice, and implications for social change. Also, I discussed the recommendations for actions, suggestions for further research, reflections, and conclusions.

Section 2: The Project

This qualitative single case study aimed to explore strategies small business

owners use to reduce voluntary employee turnover. In Section 2, I provided an overview

of the study methodology and design. This overview includes a discussion of the purpose

statement introduced previously to provide focus and context. I then discussed my role as

a researcher and described the participant inclusion and exclusion criteria to give a

perspective regarding my approach to the study. Next, I related how the research method

and design supported the research question and how my sampling procedures supported

ethical research. I end Section 2, summarizing data collection instruments, techniques,

organization, and analysis supporting reliability and validity.

Purpose Statement

This qualitative case study aimed to explore strategies small business owners use

to reduce voluntary employee turnover. The targeted population was five leaders from a

small professional staffing business in the Washington, D. C. area who have conducted

business for five years or more from 2016 to the current year and decreased voluntary

employee turnover within the last year. The implications for positive social change

include the potential for business owners to understand, develop, and implement

strategies to reduce voluntary employee turnover. Many factors influence voluntary

employee turnover, including job satisfaction and reduced commitment. It is reasonable

to assume that the potential psychological, social, and emotional benefits of reducing

voluntary employee turnover are associated with lower voluntary employee turnover.

These strategies can improve employees' success through increased wages, which can

inevitably promote the quality of life for individuals and communities (Xie et al., 2016).

Role of the Researcher

My role in this study was to identify and select the research methodology and conceptual framework that fit the study's purpose. As the researcher, I organized semistructured interviews, analyzed literature, and incorporated information about voluntary employee turnover. The role of the qualitative researcher was presenting the participants' experiences regarding the research, attempting to comprehend the essence of the research problem, adapting to the awareness of the cultural background, being open to innovation, and being respectful of individual beliefs (Barnes & Spangenburg, 2018).

I am very familiar with voluntary employee turnover. My relationship with the research area is that I have worked in the leadership area for over 15 years in different Federal Government agencies as a contractor, in positions as a contract specialist, a closeout specialist, and a procurement analyst with a positive relationship with key stakeholders and a diverse workforce. My association with this subject matter was from an employee's and leadership's viewpoint: I have witnessed instances when supervisors show favoritism and treat some team members differently than others. In a qualitative case study design, the researcher's responsibility was to generate a detailed explanation and inquiry on either a single case or multiple cases (Yates & Leggett, 2016). For data gathering, I used semistructured interviews with open-ended questions using Zoom and MAXQDA for data organization and analysis.

Assuming the role of a qualitative researcher, I chose research participants, collected data, and organized and analyzed data. The researcher has a role in the study. A

researcher must remain free from dishonesty and deception when conducting research. In my study, I follow the three-fundamental ethics of research concerning human subjects, which include (a) beneficence, (b) the principles of respect for persons, (c) justice Belmont Report protocol of respect for persons, beneficence and justice, and Walden University Institutional Review Board (IRB) process to protect the human subjects involved in the study.

A safe environment was provided for the participants to engage in this study. All participants were treated fairly, and their experiences were analyzed objectively. Researchers were made aware of and ensured that moral decisions were made when analyzing their studies. Also, researchers must gather and examine data while ensuring it does not present any biases or encounters (Leichsenring et al., 2017). The researcher plays a primary role in a qualitative single case study by (a) being the main instrument for gathering data, (b) selecting the participants for the research, (c) controlling the interview process, and (d) analyzing and transcribing data from the interview (Fusch & Ness, 2015; Yin, 2018). For the research to be successful, the researcher must gain entry to the inclined and skilled participants (Peticca-Harris et al., 2016). In this study, the interview protocol (see Appendix A and B) served as a guideline to follow throughout the interview process, outlining the purpose of the study, defining a script of the introduction and conclusion, listing the interview questions, and identifying cues to obtain a signed informed consent form from the research participants.

Participants

Participants must understand the investigation understudy. The participants can provide viewpoints and assessments (Marshall & Rossman, 2016). Oleszkiewicz et al. (2017) established that the appropriate participators contribute to research accomplishment. For this research, participants must be small business leaders who have implemented effective strategies for reducing voluntary employees in the place of business in the last year. The study's small businesses and participants will work in the Washington, D.C. area to be accessible to me, the researcher. I intend to conduct only face-to-face interviews. I can obtain participant access through calls and follow-up emails preceding the interview to explain the reason for the study. I established a working relationship with the participant by sending consent forms via email explaining the purpose of my research. Developing a working relationship with participants enhances the commitment and allows the research approach to become cumbersome (Srinivasan et al., 2016; Yin, 2018).

Research Method and Design

Three primary methods for conducting research are qualitative, quantitative, and mixed methods (Venkatesh et al., 2016). The methodology for this study was qualitative. Qualitative research explores people's lives, experiences, feelings, choices, behaviors, social functioning, and cultural events (Barnham, 2016).

Research Method

The qualitative method was a plausible approach to gathering and presenting relevant data. Qualitative researchers strive to collect extensive knowledge regarding

human conduct and the purpose of such action (Allen, 2015; Sandelowski, 2014). Yin (2018) indicated that qualitative research was most appropriate for study when asking why or how questions. Qualitative analysis helps acquire feedback from an individual point of view, expressed in recorded data, that can lead to topics and outcomes (Allen, 2015; Nassaji, 2015). The qualitative method was suitable for this research because I can recognize participants' encounters and viewpoints, clarify qualitative specifics to acquire understanding, assess an issue in a specific context to seek responses, and research approaches and processes.

I had other methodological options for conducting this research: quantitative and mixed. The quantitative research method was not appropriate for this study because the process requires collecting numerical data and does not use descriptive encounters with the participators. The mixed-method approach was also not feasible because combining quantitative and qualitative methods would require additional time and extensive statistical experience. For these reasons, and because the qualitative method was most suitable for my research question, I chose not to use quantitative and mixed methods.

Research Design

Yin (2018) indicated that a case study design was beneficial when researching groups, environments, and organizations. Yin (2018) segmented case studies into single and multiple studies and analyzed three types: (a) explanatory, (b) descriptive, and (c) exploratory. Yin noted that a single case study's focal point was a single occurrence, individual, or business, and numerous case studies consist of various distinctive components. Descriptive case studies assist in clarifying the secure connection to begin a

theory (Yin, 2018). Hall and Jurow (2015) suggested that descriptive case studies establish details of the phenomenon, emphasizing specific attributes. Hayward et al. (2016) described the experimental research design as concentrating on information gained concerning a well-communicated plan that searches for responses to research inquiries that are obtainable from theory or previous studies. A phenomenological design is used for researchers who strive to authenticate a holistic observation of a participant's life occurrence. The phenomenological approach was rejected for this study because my intentions are not to acquire a comprehensive picture of the essence of the meaning of the experiences of small business owners. Alternately, the procedures utilized by program managers to reduce the problem of voluntary employee turnover are intriguing (Walsh et al., 2015).

A central idea involved distinguishing the number of participants in an interview, which was the ability to reach and demonstrate data saturation. Researchers will achieve data saturation when information from the interviews and the analysis of the data repeat the same patterns, and there is no more information to reveal (Marshall & Rossman, 2016). Researchers must satisfy every research design by achieving data saturation (Yin, 2018). Saturations were achievable when the researcher could not acquire new information from the research participants (Sparks, 2014). I ensured data saturation for this study by obtaining data from interviews and company documents until there were no additional themes. I used member checking to verify the information and themes. Data saturation in qualitative case studies occurs between five and 10 participants. However,

data saturation can also occur with as few as two participants (Malterud et al., (2016); Yin, 2018).

Population and Sampling

I chose a purposeful sampling strategy for this study and interviewed five leaders with the participating company. A purposeful sample was an approach for a pragmatic restraint that deals with time and resources and allows obtaining information and experience (Benoot et al., 2016). Yin (2018) suggested using a purposive sampling technique to choose individuals that qualify to address a research concept. I selected a professional staffing small business owner in the Washington, D. C. area because the business was sustained for over five years and had less voluntary employee turnover in the current year than in previous years.

Data saturation is a case study method when no repeating patterns or themes occur in the data (Yin, 2018). I collected data until no new themes emerged from any additional interviews. Data saturation is achievable when the data becomes consistent and no further information is possible (Kyngas et al., 2020). Yin (2018) noted that the sample size was sometimes justified when interviewing participants until obtainable data saturation. Therefore, I explored the participants' responses to the semistructured interview and direct observation until the participant reported no new information.

Ethical Research

The following is a breakdown of the informed consent process for this qualitative case study. The consent form was a brief outline of the research, the right and responsibilities of the researcher and the participants, and the contact information for the

researcher and academic institution for questions, concerns, or withdrawal from the study. Alase (2017) noted that the researcher should acquire informed consent from the participants before the research can begin. As the researcher, I collected each participant's verbal and informed consent to participate in the data collection process before starting the interview.

The participants were knowledgeable that their participation in the study was voluntary. They are not obligated to participate in the research and are free to withdraw at any time without penalty. Alase (2017) recommends that any participant who was uncomfortable with or refused to answer questions should withdraw from the study at any given time, and I followed this practice. Before the withdrawal, any information collected from the participants will be stored securely for five years on my password-protected computer. Should the participants withdraw from the study, I informed them to contact me by phone or email, expressing their wish not to participate. I adhered to the guidelines in the Belmont Report to ensure that the ethical protection of all participants was sufficient. The Belmont Report (2016) suggests that safeguarding research participants is accomplished by guaranteeing they are appropriately knowledgeable of the study process, inclined to cooperate, and attentive to the participant's responsibilities and the analyst (Marshall & Rossman, 2016). I implemented ethical principles from the Belmont Report (2016), justice, respect for persons, and beneficence.

There will be no incentives for participation in the study. The participant will know that participating in this study would contribute to positive social change by helping small business owners sustain their organizations. The researcher and the

participants will sign the consent form, which extends, at a minimum, for five years. All data from the research will be destroyed after five years using a cross-shredder. I made every effort to secure the confidentiality of the participants by not acquainting anyone with organizational or personal information. The participants, organizations, and all involved remain protected by obtaining information.

Data Collection Instruments

When conducting a qualitative research design using a case study research method, the researcher serves as a component for collecting data from participants (Fusch & Ness, 2015; Yin, 2018). In qualitative research, the researcher was the leading tool for gathering various documents for validation (Posey, 2019). Pacho (2015) noted that researchers use several data types in a study. The data collection instruments used in qualitative research are analyzing organizations' documents, semistructured interviews, focus groups, observations, and audiovisual materials or artifacts (Colorafi & Evans, 2016; Wilson et al., 2016).

During the data collection process, case study researchers have many sources of evidence, depending on the research scenario, including documents, records, and interviews (Yin, 2018). In the event, the participants did not want to record their answers. A face-to-face interview was not possible because of the COVID-19 pandemic conditions. Instead, a telephone interview was conducted to establish protocols related to the research question, method, and design. Also, video interviews are a great alternative to face-to-face and telephone interviews.

Role of the researcher

I am the primary data collection instrument for semistructured interviews. I collected data through semistructured face-to-face interviews from chosen leaders of a professional staffing small business. Dasgupta (2015) illustrated that semistructured interviews involve gathering original details from participants. The semistructured interviews will entail six open-ended questions and one wrap-up question to collect data on reducing voluntary employee turnover strategies. I used a video and audio device recording suitable for the interview for accuracy and a notepad. The participant gives their answers to the questions to document the participant's body language. I ensured I stayed within the guideline of the Belmont Report to protect the confidentiality of all research participants, their human rights, and autonomy.

Documentation Review

Face-to-face semistructured interviews and document reviews are this study's secondary data collection source. I used company documents related to strategies that reduced voluntary employee turnover and ensured the data collection process was reliable and valid. Yin (2018) explained that company documents could include precise details, names, and references to an event. Pacho (2015) emphasized that the researcher can review inexpensive company documents and provide additional information that the interviews may not reveal. Collecting data from face-to-face interviews and documentation review on voluntary employee turnover, I followed Yin's (2018) advice of collecting data from two independent sources when conducting this case study.

For qualitative research, data extraction occurs from the analysis of sources aside from interview transcripts, such as documentation related to voluntary employee turnover. I reviewed the documents from the company and records of the employee once I completed interviewing each participant to strengthen the information process. Reviewing documentation, employee records, and face-to-face interviews will be valuable in enhancing the justification of the data for presenting quality research (Fusch & Ness, 2015).

An advantage to document review when conducting qualitative research includes the following: content originality, the content was unpretentious to the participant's mood, not time-dependable, and the process was reasonable (Yin, 2018). Contradictory, there are disadvantages to document review. Various challenges to establishing a review are that the participants will fear sharing company information. Data will be subjective, and the process will be time-consuming (Zhang et al., 2014). Employee documentation helped substantiate the participants' statements in executing successful strategies for reducing voluntary employee turnover.

Reliability and Validity Process

Iivari (2018) concluded that researchers could use member checking when conducting a case study and a face-to-face interview. I performed member checking and data triangulation to improve the study's reliability and validity. The researcher can use member checking for qualitative research as a reliable control process that validates the data, ensuring the information is accurate by presenting the participants with a written

outline of the data collected during the interview process for correctness. Morse (2015) reported that member checking includes

- the initial face-to-face interview,

- the interpretation of the interview, and

- the sharing of the conclusion with the participants in the study to validate for accuracy.

Data Collection Technique

The question that guides this study is: What strategies do some small business owners use to reduce voluntary employee turnover? Lucero et al. (2018), case study research experts recommend using various statistics of references in case of study design throughout data collection to consider attitudes, behavioral issues, and the span of historical specifics connected to a case. Yin (2018) established six main types of data collection for case studies (a) documents, (b) archival records, (c) interviews, (d) direct observation, (e) participant observation, and (f) physical artifacts. The two sources of data collection I used for this single case qualitative study were semistructured interviews and documentation review.

Semistructured interviews

The interview was a source of information to acquire, document, and maintain case study evidence (Yin, 2018). Dasgupta (2015) suggests semistructured interviews promote data gathering, allowing the interviewees to furnish supplementary information on the research study. Yin (2018) reports that well-informed interviews can provide an

understanding of such events or activities. However, a disadvantage of the interviewing is poor recall and imperfect or imprecise articulation (Yin, 2018).

For the safety of all involved, a face-to-face interview was no longer an option because of COVID-19. As a safety precaution, social distancing was put in place to avoid direct contact with people or objects in public places during this pandemic to minimize exposure and reduce the transmission of the virus. Therefore, the data collection for this semistructured interview will be an iPhone XS Max with digital recording software to record memos. Marshall and Rossman (2016) noted that notebooks and digital recording devices are helpful for data collection. A notebook will be available to document the recorded interview. The XS Max was a reliable and unobtrusive recording device. Also, an iPad was helpful as a backup to prepare for the possibility of technical equipment errors or operator errors.

Zoom is another data collection option, a reliable software tool for video and audio communications. I used in-depth, semistructured interviews to collect data, ask open-ended questions, and prompt participants to elaborate on their answers to capture rich data related on reducing voluntary employee turnover. Conducting semistructured interviews with participants allowed me to understand the participants' perspectives of the phenomenon under investigation and ask clarifying questions during the interview process that will collect rich data, as suggested by Yin (2018). Collecting rich data through semistructured interviews led to the discovery of new themes in the data. Organizational documents could contain specific information regarding the case study (Yin, 2018).

Member Checking

To initiate the reliability and validity of this study, I conducted member checking with the participants. Member checking occurs when the researcher validates and confirms data collection from the first interaction with the participants or for additional information captured (Drabble et al., 2016). Brear (2018) noted that member checking affirms the preciseness of data before the analysis. Posey (2019) suggested that qualitative researchers take the initial inquiry back to the participants for corroboration after the interviews. Following the interviews, I scanned and emailed the data collection from my initial review to the participants to validate my analysis from their responses for accuracy in the member-checking process.

Data Organization Technique

Before the interview, I created an electronic folder that contained interview notes and additional raw information needed for each participant. The research interview approach requires collecting data from the participant (Cole & Harbor, 2015; Dasgupta, 2015). Researchers can utilize reflective journaling during the data collection process to encourage Bloom's Taxonomy higher-order thinking, which is essential when managing research (Cengiz & Karatas, 2015). Yin (2018) established that taking notes and gathering information for case studies during and after data collection was essential. Thomas (2016) determined that audio recordings, the interview, and the researcher's copy of the consent form constitute a critical database for a qualitative study.

I plan to save the collected data on my password-protected computer for five years to prevent misplacement or unintentionally amended data. The data will be

password-protected for five years in compliance with Walden University rules. The

shredding of sensitive data and the deletion of electronic data will occur after five years.

Data Analysis

The primary source for data collection was Zoom, semistructured interviews,

open-ended questions, and member checking to answer the research question and

understand the strategies professional staffing small business owners used to reduce

voluntary employee turnover. For this qualitative research, triangulation was proper to

help sustain the interview's authenticity. Data triangulation was the use of various data

sources to enhance the reliability and validity of the research (Wood et al., 2014). Yin

(2018) argued that data triangulation helps increase a case study's construct validity. Yin

(2018) also describes four types of triangulation (a) data source triangulation, (b)

investigator triangulation, (c) theory triangulation, and (d) methodological triangulation,

of which data source and methodological triangulation specifically enhance case study

effectiveness.

Methodological Triangulation

Methodological triangulation benefits the research study by assisting in deciding

the patterns or themes, deters from developing a biased opinion, and accelerates

reliability and validity because of numerous data sources. Archibald (2015) noted that

data should originate from at least two sources for triangulation. Methodological

triangulation was a relevant source for this qualitative research study because it combined

face-to-face interviews, observations, and field notes.

Yin's 5-step data analysis

Yin (2018) suggested using five-phase components for qualitative data analysis. The components are: (a) compile, (b) dissemble, (c) reassemble, (d) clarify, and (e) conclude. I used Yin's five components to analyze the components I received once I completed the coding process, which was how I received my information to answer the research questions (Castleberry & Nolen, 2018; Tu, 2018). Also, to ensure the data collected focused on the current business practices for analysis, I used interview procedures to ensure each participant received the same questions, in the same order, with the same probes and clarification questions (Spillane et al., 2017).

Compiling. Yin's (2018) data analysis involves a researcher working with research evidence to identify themes, patterns, and descriptions that clarify the central research. Compiling is step one in data analysis (Yin, 2018). The researcher begins organizing the notes and additional research data while analyzing (Yin, 2018). I entered all notes each day from each interview to ensure I did not mislay any information or transcribe notes from the wrong session. I created databases for all interview notes, transcriptions, and journal entries (Alam, 2020; Yin, 2018). The process will help me protect the data analysis's integrity and assure participants' confidentiality. Also, to compile the data, I assembled the transcribed interview and notes into new groupings.

Disassembling. The next step was disassembling data collection into manageable fragments (Yin, 2018). I disassembled the data and paired the transcribed interviews with observational notes. I then narrowed the number of groups by identifying outlier themes and consolidating themes with standard bases. Castleberry and Nolen (2018) noted the

importance of coding and analyzing qualitative data by preparing the collected data. The researcher will analyze and develop categories, coding schemes, or conceptual frameworks by defining coping units. Tu (2018) understood the thorough process of qualitative coding data for attaining research trustworthiness. The data analysis consists of coding, evaluating, categorizing, defining, and combining simple statements to identify emergent themes and conclusions (Yin, 2018). Once the researcher records the interview materials, they edit them into transcripts for review and encoding during the qualitative data coding (Castleberry & Nolen, 2018). I used MAXQDA for the MAC software voice recorder with the consent of each participant to record and store data during each interview for future transcription and coding. Also, it used a thematic analysis approach to identify key themes.

Reassembling. The third step in the data analysis is reassembling (Yin, 2018). Alam (2020) referred to reassembling as the process of recombining or rearranging the data. I integrated the identifiable groups into all-inclusive themes to assemble the data, resulting in at the most five to eight main themes. I observed connections to answer the research question (Yin, 2018). Multiple sources of evidence are one of the four principles of data collection (Yin, 2018). I plan to use MAXQDA for MAC. Moreover, I used a reflective journal and logs for the research report that included the participant's interview questions and answers to help arrange data.

Clarify. The data analysis process was interpretation (Yin, 2018). I checked the standard descriptions of the main themes against the interview transcripts and developed an overarching depiction of the theme. I also incorporated the coding of themes and

comments from my observational notes into developing themes. Yin (2018) argued that the researchers' ability to extract meaning from the data was a segment of case study research.

Conclude. Finally, in step five, I concluded from the data and determined the key elements that professional staffing and small business owners use to reduce voluntary employee turnover based on the emergent patterns and themes (Zheng et al., 2015). The conclusion was where the presenter could explain their findings and draw from the research (Alam, 2020). To finalize the data analysis process, I must accumulate the collected data, organize the data into a manageable collection, arrange it into clusters and interpret themes. Upon completing the themes identification process, I plan to conduct in-depth interpretations of the interviews and documents on voluntary employee turnover from the professional staffing small business owner and make conclusions from the analyses. A concluding aspect was following the recursive five-phase cycle (Yin, 2018). Supportive examples from the data will be available to strengthen my arguments. The final write-up of the study includes the conclusion of the data using MAXQDA for MAC and the thematic analysis approach to identify key themes.

Triangulation

Triangulation was a rationalization for using multiple sources of evidence (Yin, 2018). To help interpret the data, I listened to the recorded interview and reviewed the information I received from the research method. Triangulation occurred by collecting and analyzing data from a small business which assisted in additional creditability. Green

(2015) confirmed member checking and triangulation to check for biased opinions and provide additional information and other perspectives.

Software and Theme Identification

Kaefer et al. (2015) established that NVivo, MaxQDA, and ATLAS.ti are excellent software choices for conduct a qualitative analysis. The MAXQDA software helped sort, code, and organize the data obtained for my research. After importing, sorting, coding, and managing the data, I transcribed the audio recording of my interviews.

<div align="center">

Reliability and Validity

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Morse (2015) suggested that researchers report qualitative studies' dependability, credibility, confirmability, and transferability. Pai et al. (2018) noted that authenticity and validity are the two entities for confidently evaluating the outcome obtained from proper measures in a research instrument. Keenan et al. (2017) noted that to strengthen the reliability and validity of data collection for an inquest, the researcher will use member checking and an interview guide or protocol to reduce inconsistencies during data collection.

Reliability. Reliability was the level of uniformity of the outcome of qualitative research over time (Noble & Smith, 2015). Yin (2018) noted that the security of a study could have been better as to whether the researcher provides or does not provide an acceptable accurate description of their study processes to allow other researchers to clone the study to affirm the outcomes. Harvey (2015) suggested strengthening reliability and that scholars should consider the subject of dependability. Qualitative researchers can

incorporate the following strategies to ensure that the study findings are credible. The researcher should account for personal biases influencing the results (Noble & Smith, 2015). Also, the researcher must exhibit transparent thought processes during the data analysis and subsequent interpretations (Noble & Smith, 2015). Keeping an accurate record and guaranteeing interpretations of the collected data was unchanging and evident (Noble & Smith, 2015).

Dependability. To ensure dependability, a researcher can establish the reliability of the study. Dependability alludes to the complacency with which the researcher is confident in the data (Morse, 2015). The uniformity of the information will be attainable when member checking is not likely to change (Lewis, 2015; Morse, 2015). Member checking allowed the participant to critique, verify, and revise the researcher's interpretations formed from the information collected during the interview phase (Harvey, 2015; Winter & Collins, 2015). Recording the interview process enables the researcher to analyze and contemplate what was said by the interviewees during the interview process (Moon, 2019) and generate reliable transcripts (Yin, 2018), which reveal patterns and themes.

Credibility. Credibility describes the degree of certainty the reader and various researchers have in the conclusion of a study (Nyhan, 2015) and retaining a replicate of the recordings. Scholars can boost the credibility of their research by recording the interview studies (Yin, 2018). Additionally, Morse (2015) states that researchers can advocate credibility by using member checking to validate the certainty of the interview interpretations. Member checking was used to ensure credibility (Connelly, 2016). I

recorded the interview and used member checking to ensure that the interpretations were error-free to ensure credibility. Throughout the member-checking process, I validated the information from the interviews for exactness by requesting the participant to approve my clarification of the interview answers by conducting member-checking and recording the conversations.

Confirmability. Confirmability queries how the composed data reinforces the findings (Connelly, 2016). I addressed the confirmability of the research by presenting a detailed description of the member checking and data interpretation in this research. Per Connelly (2016), confirmability was the level at which results were stable and replicable. I requested all participants review the fundamental understanding of the details to look for authenticity to help with biases while interpreting data. Connelly (2016) argued that qualitative researchers keep detailed records of all findings and analyses. As Moon (2019) suggested, I audited my research to increase the study's dependability. I also explained the data collection process to ensure that future researchers can reiterate the study.

Transferability. Transferability represents how the research transfers to different contexts (Connelly, 2016). Moon (2019) proposed that the researcher consider the data rather than the subjects to enhance transferability. Connelly (2016) established those qualitative researchers use rich, detailed data and are transparent in association with analysis and dependability. As noted by Moon (2019), I established if the details of the interview and the behavior were atypical or not typical of the participants' lives.

Data Saturation. Achieving data saturation was a component of enhancing validity in qualitative research (Yin, 2018). Per Fusch and Ness (2015), data saturation happens when there is adequate data to replicate the study, when the capability to achieve additional new statistics no longer exists, and when further coding is no longer practicable. Data saturation was the degree to which no other information or themes existed in the data from the conclusion of additional interviews (Boddy, 2016). Researchers could achieve data saturation by interviewing participants until there is no new information (Fusch & Ness, 2015). Reaching data saturation is necessary for qualitative research because producing data saturation allows scholars to enhance the validity of the findings (Yin, 2018). The results of recent research indicated that by reaching a data saturation case, study researchers could improve the reliability of the findings (Morse, 2015a). To ensure data saturation, I continued interviewing a professional staffing small business owner until no new data emerged and no further coding was feasible.

Transition and Summary

In Section 2, I reiterated the purpose statement, discussed the eligibility, required criteria, and strategies for accessing the participant, and supported my reasons for choosing my research method and design. Also included was a description of the population and sample for this study. There are also plans to secure the research ethics and the data collection instrument. I also presented

1. the data collection technique,

2. the organization technique,

3. a detailed description of the data analysis process,

4. findings apply to business and how results and recommendations could catalyze social change.

Section 3 will include the restatement of the introduction, presentation of the findings, application of the study to professional practice, implications for positive social change, recommendations for action, future research, reflections, summary, and study conclusions.

Section 3: Application to Professional Practice and Implications for Change

In this section, I provide an overview of the purpose of the study, state the research question, and present the findings, including the themes identified from the semistructured interviews. I also incorporate the application to professional practice and the implications for social change, suggest recommendations for action, and further research. This section ends with reflections on my experiences, a summary, and conclusions.

Introduction

This qualitative single case study's objective was to explore strategies small business owners used to reduce voluntary employee turnover. I conducted in-depth face-to-face virtual semistructured interviews with five senior leaders who currently work for a professional staffing small business. The leaders had at least five years of management experience and have demonstrated success in employee retention in the professional staffing small business.

The professional small staffing business leaders signed consent forms after receiving IRB approval from Walden University and before the interview. I recorded all interviews via Zoom due to COVID-19. At each interview, I recapped the study protocol in detail. I went over the section on the consent form with each participant that stated the participant could withdraw, without prejudice, from the study at any time. I was in a location where I was the only person to hear the interview and confirmed that each participant was the only person in their area during the interview. The participants were made aware that there were no right or wrong answers or standard answers and that every

response was unique. In addition, the participants were made aware that the researcher would not identify them or their organization in the study. I asked seven interview questions to explore strategies small business owners used to reduce voluntary employee turnover. In addition, I conducted member checking to ensure the study's validity, accuracy, and credibility.

Presentation of the Findings

The overarching research question for this qualitative single case study was: What strategies do some small business owners use to reduce voluntary employee turnover? I addressed the question by conducting interviews with five leaders from one professional staffing small business in Washington, DC, United States. The primary source for data collection was Zoom, semistructured, interviews, open-ended questions, and member checking to answer the research question and understand the strategies professional staffing small business owners used to reduce voluntary employee turnover. Each participant was assigned an alphanumeric code as P, P2, P3, P4, and P5 to protect all participants' confidentiality, privacy, and security. I transcribed each interview using MAXQDA for Mac and exported it to Microsoft Word for the validity and accuracy of responses. Following the coding and triangulation process, one central theme was identifiable from the data: satisfier factors, including employee recognition, communication, and training for small business owners to reduce voluntary employee turnover. The theme and the responses from the participants align with the conceptual framework, which was Herzberg's two-factor theory. Herzberg et al.'s (1959) research identified the connection between hygiene factors and motivating factors. Herzberg et al.

(1959) stated that intellectual stimulation occurs when employees expand their knowledge with additional training related to their position. Also, employees seeking promotion are motivated by incentives. The themes that emerged to reduce voluntary employee turnover were (a) employee recognition, (b) communication, and (c) training.

Table 2

*Strategies used to reduce voluntary employee turnover.*
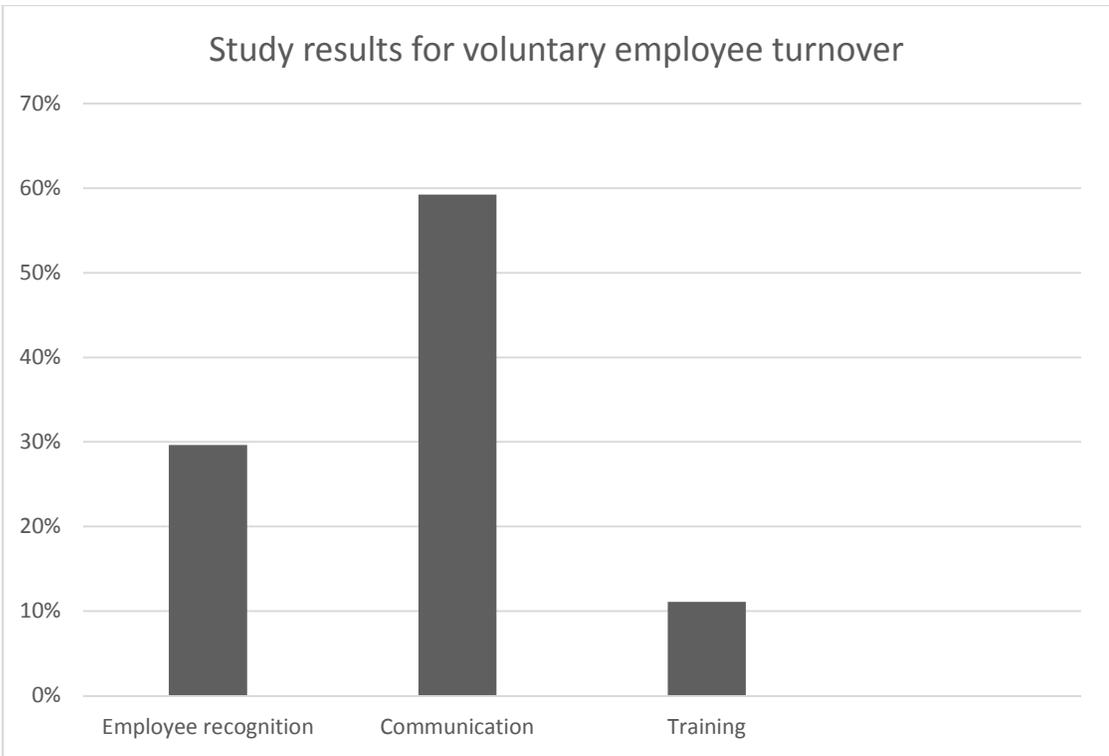
Table 3

The three themes are essential and attribute to the decrease in voluntary employee turnover.

```
              Positive internal
           motivational attributes of
                 the study
         ┌───────────────┼───────────────┐
                                   Advancement (training)-
                                   develops skills, sharperns
  Recognition-cultivates a   Communication- has a   the existing one, increases
  culture of self-improvement  direct impact on morale  prodicutivity and creates
                                   better performance
```
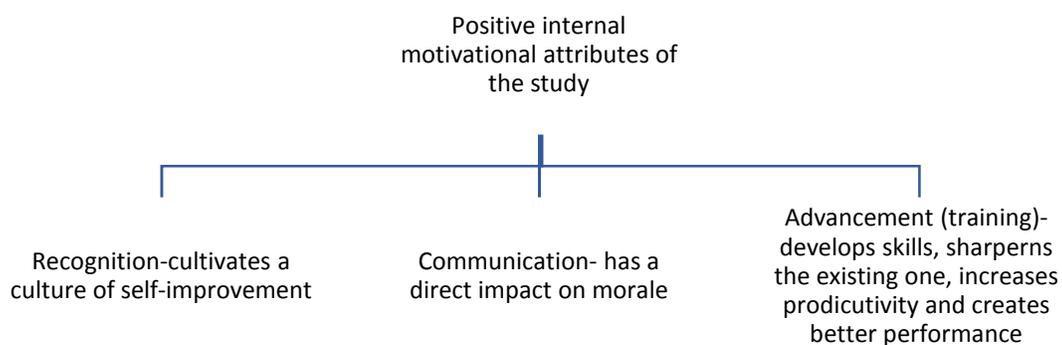
Emerging themes

Achievements are one of Herzberg et al.'s (1959) intrinsic factors. Herzberg et al. noted that factors associated with job satisfaction are called motivational factors. Job satisfaction and dissatisfaction are two separate components: motivational and hygiene factors. Herzberg's theory attempted to explain how to increase employee motivation in the place of business.

Professional staffing small business owners with a captivating corporate culture may reduce voluntary employee turnover by providing employee growth, encouraging a trusting environment, and inspiring employees cognitively. Schaumberg and Flynn (2017) noted that employees who appreciate their working climate were more susceptible to increasing job satisfaction and less likely to leave their jobs voluntarily. The interview participants mentioned related themes related to the factor strategies.

Table 4

Notable Participant Theme Quotes

Themes	P1	P2	P3	P4	P5
Employee recognition	1	1	1	1	
Communication	1	1	1	1	1
Training	1	2			1

Note. Numbers are rated by the participant

Theme 1: Employee recognition.

Employee recognition reinforces and rewards outcomes that people create within the workplace. Herzberg's two-factor theory supports that motivating factors increase employee job satisfaction. Recognition of an employee is a leading factor in developing successful employee motivation (Al Nahyan & Abdel All, 2017). Providing employee recognition encourages a positive and productive work environment. Barker and Waters (2019) posited that low levels of job satisfaction could eventually lead to employee attrition and often eventual bankruptcy. Small business owners should determine what factors will increase job satisfaction and learn to understand job dissatisfaction levels to help reduce voluntary employee turnover.

P2 stated, that "rewards and acknowledgments are notable for employee recognition and often reaffirm their value." P3 stated, that "engaging with the employee often reaffirms they are valued." P4 expressed that "focusing on creating a workplace

that's inclusive to all employees can contribute to the recognition of the employee and benefit the company's success."

P2 stated "they asked each employee how they felt about their assignment to see if they were in the right position." P3 stated "placing the right people into the right positions through the hiring interview process can alleviate voluntary employee turnover." P4 discussed how "placing the right people into the correct positions could reduce voluntary employee turnover." All participants agree that employee recognition motivates employees to stay committed and reduces voluntary employee turnover.

P1 stated that "employee recognition could be in the form of bonuses and might ensure employees know that management is generally interested in them and their families." P1 also said that "employee recognition makes everyone feel like they belong, and the employee turnover rate is very meager." P3 also stated that "employees do not respond to reward and recognition strategies; for instance, some like recognitions, whereas others look for attention at weekly or bi-weekly team meetings."

In addition, P2, P3, and P4 expressed that "acknowledgment is helpful for employee recognition and affirms their value." The staffing business uses activities outside the workplace as an employee bonding strategy. These activities commonly include company holiday dinners at high-end restaurants and company gatherings at a pier for an hour boat ride, where the employees enjoy themselves and are awarded for their hard work and dedication to the company. P2 stated that "building and maintaining a strong team bond is vital to the success of a business." P3 expressed that "leaders must build teams that respect diversity and are socially conscious in and outside the

workplace." P4 stated "Outside team bonding can be a useful learning experience." P5

agreed that "advocating interaction outside of the office motivates the employees,

resulting in improved employee performance."

Correlation to the conceptual framework. Theme 1 correlates with Maslow's

Hierarchy of Needs (1943) as a self-actualization (fulfillment) theory because it confirms

the need to focus on the individual motivation to transfer self-perception into reality.

Employees need to be recognized. Applying Maslow's approach as a conceptual

framework to analyze strategies for employee retention was workable in initiating and

implementing practical strategies that reduce voluntary employee turnover. Ismail and

Gali (2017) stated that praise and recognition are elements of work motivation. Some

employees may flourish with constructive reinforcement from management, creating a

corporate culture conducive to motivating employee motivation and reducing voluntary

employee turnover.

The findings relate to existing literature. The findings specified in Theme 1 aligned

with Al Nahyan and Abdel All's (2017) findings that motivation through recognition

leads to higher levels of job satisfaction. Vijayakumar and Saxena (2015) specified that

motivation involves employee recognition, and growth opportunities make employees

feel valued, engaged, and respected. Riyanto et al. (2021) noted a connection to job

satisfaction when employees trust their leaders. All participants except for P1 opinions

are consistent with the significant findings of Azmi et al. (2021), which noted that when

employees have a practical commitment, work motivation, performance, and job

satisfaction improve and lower voluntary employee turnover. In addition, the

participant's comments corroborated with Ali and Ahmad's (2017) findings in that intrinsic factors are a part of job satisfaction when it comes to employees. Leaders increase employees' motivation with improved factors that motivate them (employees). *Employee recognition* is a communication tool that reinforces and rewards the developments that the employee can create.

Theme 2: Communication.

In this single case study, all participants found open and transparent communication with employees beneficial to their success. Ramalho Luz et al. (2018) posited that ineffective communication negatively relates to voluntary employee turnover. All involved must actively participate in communication, effectively and consistently, for success. According to Lemon and Palenchar (2018), productive communication is necessary for employee involvement. Encouraging open communication empowers employees to achieve organizational goals.

Effective communication is helpful in the workplace to maintain a positive environment. All small business participants P1, P2, P3, P4, and P5 agreed that "communication contributed to job satisfaction." Studies grounded in Herzberg's two-factor idea find that many elements of the two-factor theory influence job satisfaction. Employee satisfaction and the issues that cause dissimilarity from employee dissatisfaction are theorist-established (Jehanzeb & Mohanty, 2018). Antecedents of work satisfaction and rewards influence employee engagement (Sugandini, et al., 2018). Transformational leaders may make a difference in how they influence the work environment and impact turnover and job satisfaction (Jenkins, & Sherman, 2020).

Leadership is one's ability to influence others to accomplish a task or mission and arguably motivates followers through examples and actions.

P2 stated: Keeping open communication ensures that the employee is happy and satisfied. P3 noted that maintaining open communication with one-on-one feedback is crucial to implementing a strategy for voluntary employee turnover. P5 stated that "their goal was to ensure employees understand communication effectiveness via written and verbal communication to increase their team awareness."

Numerous forms of communication exist, such as verbal, non-verbal, and written. P1 confirmed that "attentively paying attention to employees is a management skill." Through listening intently, a manager could provide effective and meaningful feedback to meet the needs of the employees and businesses. Effective listening could prevent involved employees from becoming uninvolved. P3 & P5 stated that "listening to employees helps management understand effective strategies to keep employees engaged." Communication is essential to an individual's interaction with others.

Correlation to the conceptual framework. The conceptual framework of Herzberg, et al. (1959) two-factor theory supports the emerging themes of employee recognition, communication, and training throughout the interview process. The hygiene factors of Herzberg's theory include, but are not limited to, salary, supervision, job security, physical work environment, and organizational policies (Herzberg et al., 2017). Intrinsic considerations influence hygiene factors that align with job satisfaction or job dissatisfaction. Interview details determined the connection between the findings and Herzberg's hygiene factors theory. It is understandable from the data presented that the

themes and word repetitiveness contributing to developing each theme contribute to reducing employee turnover.

Jam et al. (2017) conducted a study based on Herzberg et al.'s (1959) motivation-hygiene theory that indicated how managers established an environment where employees experienced overall satisfaction and were highly motivated. Herzberg et al.'s framework correlate voluntary employee turnover with understanding each employee's motivators and applying business practices to lower employee turnover. The participants interviewed provided methods to reduce employee turnover to improve organizational productivity.

Understanding Herzberg's two-factor theory includes properly comprehending job satisfaction factors and their impact on employee turnover. All interview participants referenced communication to improve leadership understanding of employees' reactions based on actions with a strong overtone of Herzberg's hygiene factors. Herzberg's hygiene factors additionally highlight an established company's mission to be rewarding, and the job must be fulfilling (Herzberg et al., 2017).

Many factors identified through data analysis from five interviews directly aligned with the foundational premise of Herzberg's two-factor theory. As noted by the dominant themes referenced, Recognition, communication, and training directly support the hygiene and motivational factors determining an employee's satisfaction or dissatisfaction with their job. The experiences and strategies implemented by the leaders interviewed confirmed that leadership, which creates job satisfaction opportunities, contributes to lowering employee turnover.

Findings related to existing literature. The findings analyzed in theme two aligned with the results of (Dobre et al., 2017) regarding the motivational factor of communication, which provides a more helpful understanding between employees and contributes to the employee. All participants concurred that influential leaders establish trust and encourage their employees to obtain higher performance and productivity results. Previous studies confirmed that ineffective occupational development was a crucial predictor of voluntary employee turnover. Jacobs (2019) noted that employees experienced occupational stress resulting from ineffective leadership, which is associated with diminished organizational and individual outcomes. Hubbard (2018) noted that toxic and ineffective leaders are detrimental to companies and organizations in the terms of deteriorating employee morale, organizational effectiveness, and voluntary employee turnover. Leadership should emphasize ways to attract and keep employees, lowering turnover intention. Decreasing voluntary employee turnover rates could increase performance and competitive advantage.

Theme 3: Advancement (Training). Some small businesses neglect training their employees because they do not want to spend the money. Continuous employee training is a component of an engaged workforce (Steele & Plenty, 2015). P1 stated, "training is an essential attribute of engaging employees. Leaders who offer training and advancement opportunities benefit from employees willing to stay with the company."

P2 stated, "I think one thing that leadership could do to reduce voluntary turnover is to provide as best they can more opportunities. Continued learning could allow an employee to enhance their current skills or learn other skills by cross-training for both

personal and professional growth within the company." P5 indicated that "data from employee engagements were used to formulate training groups to address action items that were identified from survey results."

P1 also said that "The company provides training if it is job-related. The training will be paid for if they stay with the company. The employee will sign a commitment, and if the agreement is broken, the employee will forfeit their last paycheck and possibly pay back the company money that the company spent on the training. So far, the company has not had any issues whatsoever. All employees who committed lived up to the commitment."

P1 and P5 also stated, "providing additional training allow the employee to remain longer on the job, and if the company does not meet their needs, they will leave." When small businesses attempt to avoid voluntary employee turnover, management should incorporate two motivational factors to retain employees' advancement and growth (Fletcher, 2019). Intrinsic factors increase motivation.

Correlation to the conceptual framework. Theme 3 of training and advancement opportunities is one factor verified in Herzberg et al.'s motivation-hygiene theory, also known as the two-factor theory. As expressed in the literature review, Herzberg et al.'s (1959) motivator factors are related to work itself, such as recognition, area of responsibility, accomplishment, and self-development opportunities. Employee advancement in an organization was considered a motivator factor (Herzberg et al., 1959). Bexheti and Bexheti (2016) acknowledged that employees want options that

enhance their professions. The participant's replies to the interview questions reinforced Herzberg's two-factor theory.

The foundational concept of Herzberg's two-factor theory frames motivators and hygiene factors that align with minimizing employee turnover. Leaders who understand the factors of fairness, providing employee autonomy, sharing a vision with the team, building relationships with the followers, and providing recognition could improve voluntary employee turnover. The two-factor theory centers on the concept that certain factors create job satisfaction and those that lead to job dissatisfaction (Herzberg et al., 1959). These two factors work independently and influence employee turnover and overall organizational sustainability.

This theme validates the information in other studies in this literature review. For example, the themes extend the literature on training, communication, and recognition that link to the literature review's conceptual framework and literature. Herzberg's two-factor theory supports the alignment of each theme identified in this study, which includes recognition, communication, and higher training. It is understood by the data presented that the themes and word frequencies that contributed to developing each theme are contributors to reducing employee turnover. The results also revealed possibilities for career development, fairness, and challenging and exciting job positions for employees to excel in an organization. Employees must have jobs that continually motivate them to be exceptional.

The study's findings concluded that job satisfaction factors unquestionably could affect performance and are aligned with recognition, communication, and training, the three themes that emerged from interviewing the participants. Many factors identified through data analysis from five leaders' interviews directly aligned with the foundational premise of Herzberg's two-factor theory. Abdolshah et al. (2018) research connect to the conceptual framework and literature. As noted by the dominant themes referenced in Table 2, Table 3, and Table 4, recognition, communication, and training directly support the hygiene and motivational factors determining an employee's job satisfaction or dissatisfaction. The experiences and strategies implemented by the leaders interviewed confirmed that leadership, which creates job satisfaction opportunities, contributes to lowering employee turnover.

P1, P2, and P5 indicated that "training is an important attribute to engage employees." Herzberg's two-factor theory corroborates the training and development theme. Herzberg et al. (2017) stated that training and development are satisfiers or motivators. Motivational factors often lead to higher satisfaction levels among employees because motivators are an internal source of satisfaction (Rahman et al., 2017). Motivators will promote job satisfaction and reduce turnover intentions (Rahman et al., 2017). Organizational leaders can reduce employee turnover by offering development plans and training initiatives to frontline employees.

Employees can positively contribute to the organization when management facilitates training and opportunities. Job satisfaction improves working conditions and provides advancement and working relationships with management (Rahman et al.,

2017). Hence business owners can gain from Herzberg's two-factor theory as it benefits the needs of the employees.

Findings related to existing literature. Recently published academic studies support the training theme. Research on themes 3, P1, P2, and P5 acknowledged that "influential leaders who established training and career advancement alternatives attained higher performance and productivity outcomes." Various researchers from relevant literature supported this study and established that a substantial prediction of voluntary employee turnover was the company's abilities and experience. Sarker and Ashrafi (2018) study the effects of training and development, organizational support, pay and rewards, and retention on employee job satisfaction. Sarker and Ashrafi noted that all four factors influenced employees' job satisfaction within the organization. Earlier literature by several researchers related to career advancement and training suggested that the company offers the necessary training and career advancement to enhance knowledge (Sun, & Wang, 2017).

Management should use firm resources to develop a corporate culture that appeals to retain employees. Spending money to develop an appealing corporate culture has been shown in much of the existing literature to reduce lower voluntary employee turnover. Initiatives such as mentorship programs, perks, and feedback on performance enhance employee productivity and firm performance (Kim et al., 2017). Mentors can welcome new employees into the company and help them develop as professionals. Motivation consists of advancement or progress in the workplace (Bexheti & Bexheti, 2016). Perks are always lovely to have in addition to salary. Also, perks can sway an employee to

value one employer over another. Continuous feedback could help leaders talk with their employees, assisting them with their short and long-term goals and help them visualize their future, decreasing employee turnover.

Mahzan and Abidin (2017) applied Herzberg's theory to research how management can reduce voluntary employee turnover intentions by decreasing job dissatisfaction and establishing that Herzberg's theory exhibits a good foundation for understanding the workers' enthusiasm and how content they are with their job. Employees who can improve their abilities are more likely to advance in their position and more likely to stay with the company (Ichsan, 2020). These factors of advancement and growth align with work and responsibility noted in Herzberg's theory (Herzberg et al., 1959). When career advancement is associated with accountability, an employee can be motivated about the job. The correct level of motivation can also improve employee retention. When advancement and growth goals are obtainable, employees strive for accomplishment and look forward to success. Herzberg et al.'s 1959 theory of hygiene and motivational factors could affect an employee's job satisfaction, or dissatisfaction and possibility help understand employee turnover. The theme confirms findings in other studies in my literature review because it extends the literature on the topic, such as training and advancement, to my conceptual framework and literature.

Applications to Professional Practice

Herzberg's Two Factor Model was used to guide the research direction. The specific business problem was professional small business owners' strategies to reduce voluntary employee turnover. The key to maintaining employees is acknowledging that

voluntary employee turnover is a problem. The study results applied to professional staffing practice and were pertinent to recognizing small business owners' strategies to succeed beyond the first five years of operation. The findings from this study may help small business owners enhance their partners' understanding of the strategies available.

The findings from the outcome of this study may minimize gaps in training communication and advancement in the literature by expanding the knowledge that is effective for small business owners during the early stages of business activity. The findings from this study may assist small business owners struggling to resolve and improve their business practices. This study's findings revealed some shortcomings in the management practices of professional staffing.

Small Business owners who have successfully managed employee turnover comprehend the fundamentals that minimize voluntary employee turnover and can retain valuable employees. It is in the company's best interest to hire the right person who understands employee engagement because a new employee can influence the productivity and efficiency of the organization. Written and verbal communication, cross-training, and giving praise can increase job satisfaction and decrease job dissatisfaction.

Implications for Social Change

The implications for social change in this single qualitative case study on approaches that small business owners used to decrease voluntary employee turnover are associated with (a) employee engagement through written and verbal communication, (b) training opportunities, and (c) employee recognition. The implications for positive social change are that this study's results could include the possibility of a decrease in voluntary

employee turnover, a reduction in the unemployment rate, and economic effects on the surrounding community.

Responsible small businesses can benefit in many ways, including improving their reputation, attracting employees, and increasing market shares. Small business owners' awareness of voluntary employee turnover strategies can financially influence social changes and benefit the community, creating growth and stability opportunities.

Recommendations for Action

Professional staffing companies can apply strategies to reduce voluntary employee turnover. Researchers have demonstrated that leadership enhances employee engagement (Wu & Wu, 2019). The study's findings show helpful ways to implement leadership strategies and employee communication. Leaders should develop and implement identified business strategies to positively affect voluntary employee turnover and maximize profitability. All participants in this study explained that focusing on creating a workplace inclusive of all employees can see how their contributions benefit the company's success is the key to employee longevity.

Recommendations for Further Research

This qualitative single case study aimed to explore professional small business owners strategies used to reduce voluntary employee turnover within the Washington, D.C., area. I used a sample size of five business leaders in a professional staffing business who had experience reducing voluntary employee turnover and are still in a management position with the company for five years or more. The research scope had a limit of five participants from one company in the Washington, D. C., area.

Therefore, future research could expand the number of participants to enhance this study's findings and explore how other professional staffing businesses outside the Washington, D. C, area addressed voluntary employee turnover to improve generalization.

The descriptive conceptual framework for understanding the finds was Herzberg et al.'s (1959) two-factor theory. Researchers use a conceptual framework as a foundation for the research path and ground it firmly in its constructs (Naim & Lenka, 2018). Researchers can elaborate on this study's results by conducting a qualitative study using an alternative conceptual framework to decipher the findings.

Quantitative analysis is a recommendation for future research to uncover the connection of this study's findings with improving voluntary employee turnover. I recommend that researchers study the correlation between a communication strategy and voluntary employee turnover. A business that accentuates the significance of employees' behavior creates an optimistic correlation between keeping up performance and reducing voluntary turnover (Abdolshah et al., 2018). Bexheti and Bexheti (2016) noted a correlation between motivation and voluntary employee turnover. In addition, a correlation occurs between employee obligation to a business and employee satisfaction.

Quantitative inquiry is technical research that builds upon measuring variables using inferential statistics. Albers (2017) reported that researchers analyzed these elements using a statistical model and described these variable relationships and connections. Researchers could conduct a quantitative study in future research to explore

the statistically significant relationships between voluntary employee turnover rates and voluntary employee turnover strategies such as employer and employee communication.

Finally, I would recommend further exploring small business owners' strategies to succeed beyond the first five years of operation in a different geographic location to compare strategies. Additional research designs could help identify other skills to help small business owners succeed beyond the first years. All businesses experience voluntary employee turnover, and understanding can help reduce employee turnover.

Conclusion

The study indicated that business owners could reduce voluntary employee turnover through communication, training, and employee recognition. The study results are essential to small business owners, human resource managers, and employees in general. The significance relied on the fact that unchecked voluntary employee turnover could lead to the demise of an organization. Findings indicate professional staffing, and small business owners who comprehend the fundamentals that minimize voluntary employee turnover can retain valuable employees. Ultimately, small business owners worldwide could use the knowledge from the study's findings to acquire strategies to retain employees and reduce unemployment. The benefits of the study are positive internal attributes from a reduced cost of doing business, improved business performance, and profitability to an enhanced relationship between employers and employees.

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Appendix A: Interview Protocol

1. Greet the participant.

2. Introduce oneself to the participant.

3. Provide the participant with a consent form and answer any questions or concerns.

4. Explain the interview process and the necessity to take field notes.

5. Turn on the recording device.

6. Begin the interview with the review of the research: the purpose of the study, risks, benefits, participant's confidentiality, and the right to withdraw.

7. Begin asking the seven semi-structured open-ended interview questions and follow-up questions if needed.

8. Complete the interview and explain member checking, and participant to review the draft transcript.

9. Thank the participant for joining the study and providing valuable information.

10. Ask the participant what additional information he/she would like to add to the interview about voluntary employee turnover.

11. Reiterate that a copy of the research findings will be emailed in three weeks.

Appendix B: Interview Questions

The targeted interview questions provide a contextual understanding of the research phenomenon.

1. What strategies were or are you using to reduce voluntary employee turnover?

    2. What strategies did you find worked best to reduce voluntary employee turnover?

    3. What were the key barriers to implementing the strategy for voluntary employee turnover?

    4. How did you address the key obstacles to implementing the strategy for voluntary employee turnover?

    5. How did your employees respond to your different techniques to reduce voluntary employee turnover?

    6. How did you assess the effectiveness of the strategies for voluntary employee turnover?

    7. What additional information would you like to provide concerning strategies other small business owners might use to reduce voluntary employee turnover?