

2022

Strategies Small Businesses Use to Offer an Employer-Provided Tax-Advantaged Retirement Plan

Shawn R. Reinhart
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Finance and Financial Management Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Shawn Ray Reinhart

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Lisa Cave, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Yvonne Doll, Committee Member, Doctor of Business Administration Faculty

Dr. Denise Land, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2022

Abstract

Strategies Small Businesses Use to Offer an Employer-Provided Tax-Advantaged
Retirement Plan

by

Shawn Ray Reinhart

MBA, University of Phoenix, 2006

BS, Regis University, 1996

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

Walden University

March 2022

Abstract

Improving employee productivity has the potential to improve small business outcomes. Small business owners are concerned with employee productivity, as it is a substantial determinant of the success of a small business. Grounded in Herzberg's two-factor motivation-hygiene theory, the purpose of this qualitative multiple case study was to explore strategies small business owners use to offer employer-provided tax-advantaged retirement plans to employees to increase productivity. Participants were six small business owners who successfully increased productivity by offering employer-provided tax-advantaged retirement plans. Data were collected using semistructured interviews and reviews of organization financial reports. Using Yin's five-step analysis, three themes emerged: retirement planning, financial education, and automatic enrollment. A key recommendation is for small business owners to increase employee financial literacy and retirement savings through providing training for financial education planning for employees. Implications for social change include the potential for future retirees to reduce their reliance on public assistance programs.

Strategies Small Businesses Use to Offer an Employer-Provided Tax-Advantaged
Retirement Plan

by

Shawn Ray Reinhart

MBA, University of Phoenix, 2006

BS, Regis University, 1996

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

Walden University

March 2022

Dedication

I dedicate this study to my late grandmothers, Clara E. Eyman and Clela M. Reinhart, who both never graduated high school but always encouraged me to continue to learn.

Acknowledgments

I acknowledge God, who gave me the willpower to seek out and complete this educational opportunity. I acknowledge my wife, Mindy, who kept encouraging me even when I got frustrated at times. You started this journey as my girlfriend (2018), became my fiancé (2020), and then my wife (2021). Without your love and support I would have never been able to complete this journey. I thank my Chair, Dr. Lisa Cave, for your guidance and support throughout this challenging experience. You kept me from going over the edge so many times that I cannot truly express my appreciation. I want to thank my committee members Dr. Yvonne Doll, and Dr. Denise Land who provided the wind in my sails when I needed it. I thank my sister-in-law, Ruth Reinhart EdD and my brother Patrick Reinhart, J.D. for your encouragement to pursue and the constant reminder that I could accomplish this doctoral study. I want to thank the 6 small business owners who participated. Without your participation, this doctoral study would not have successful.

Table of Contents

| | |
|---|----|
| List of Tables | iv |
| Section 1: Foundation of the Study..... | 1 |
| Background of the Problem | 1 |
| Problem Statement..... | 2 |
| Purpose Statement..... | 2 |
| Nature of the Study..... | 3 |
| Research Question | 5 |
| Interview Questions | 5 |
| Conceptual Framework..... | 6 |
| Operational Definitions..... | 6 |
| Assumptions, Limitations, and Delimitations..... | 7 |
| Assumptions..... | 7 |
| Limitations | 8 |
| Delimitations..... | 8 |
| Significance of the Study | 9 |
| Contribution to Business Practice..... | 9 |
| Implications for Social Change..... | 9 |
| A Review of the Professional and Academic Literature..... | 10 |
| Analysis of Herzberg's Two-Factor Motivation-Hygiene Theory | 13 |
| Supporting and Contrasting Theories | 26 |
| Small Businesses and Small Business Owners..... | 33 |

| | |
|---|----|
| Retirement Plans Available for Small Businesses | 34 |
| Advantages of Offering an Employer-Provided Retirement Plan | 41 |
| Transition | 49 |
| Section 2: The Project..... | 51 |
| Purpose Statement..... | 51 |
| Role of the Researcher | 51 |
| Participants..... | 54 |
| Research Method | 56 |
| Research Design..... | 58 |
| Population and Sampling | 59 |
| Ethical Research..... | 61 |
| Data Collection Instruments | 64 |
| Data Collection Technique | 66 |
| Data Organization Technique | 67 |
| Data Analysis | 68 |
| Reliability and Validity..... | 70 |
| Reliability..... | 71 |
| Validity | 71 |
| Transition and Summary..... | 74 |
| Section 3: Application to Professional Practice and Implications for Change | 76 |
| Introduction..... | 76 |
| Presentation of the Findings..... | 77 |

| | |
|---|-----|
| Analysis of Findings | 78 |
| Applications to Professional Practice | 89 |
| Implications for Social Change..... | 90 |
| Recommendations for Action | 90 |
| Recommendations for Further Research..... | 91 |
| Reflections | 92 |
| Conclusion | 93 |
| References..... | 94 |
| Appendix A: Interview Protocol..... | 129 |

List of Tables

| | |
|---|----|
| Table 1. Frequency and Percentage of Sources Used in the Study..... | 12 |
| Table 2. Employee Access to Employer-Sponsored Retirement Plans | 43 |
| Table 3. Retirement Planning Themes..... | 79 |
| Table 4. Financial Education Themes..... | 82 |
| Table 5. Automatic Enrollment Themes..... | 86 |

Section 1: Foundation of the Study

Many future retirees are unlikely to be adequately prepared for retirement based on their current material comfort level (Han et al., 2019). Small business owners can encourage participation in retirement savings by offering employer-provided tax-advantaged retirement plans. Approximately half of American workers agreed that retirement planning programs would help increase their productivity (Greenwald et al., 2017). Employers can encourage employees to plan and save for retirement with incentives offered by the company to voluntarily save, and as a result, retirement savings and retirement plan participation rates could increase (Feng, 2018).

Background of the Problem

Workplace retirement plans are important for future retirees to encourage their participation in and preparation for retirement. Lack of preparation for retirement may be attributed to not having the necessary financial literacy skills required to ensure adequately saving for retirement (Adam et al., 2017; Board of Governors of the Federal Reserve System, 2019). The Social Security Administration (2020b) said 49% of Americans have no private pension coverage, and 67% of employees with access to a private pension plan are saving for retirement. Employers can help employees save adequately for retirement by improving employees' financial literacy (Wagner & Walstad, 2019). Employers can increase employee financial wellbeing by providing financial education programs (de Oliveira & Santana, 2019) and help employees achieve retirement goals (Herr, 2019).

The motivation of employees is crucial for businesses to remain successful (Němečková, 2017). Employers can help employees prepare for retirement through education and communication, autosaving activities, innovative formulas that match contributions, and quality distribution training (Scharf & Price, 2019). Unmotivated employees are not productive and, therefore, not an asset in terms of helping small businesses succeed (Shaban et al., 2017). Low employee morale significantly impacts employee productivity (Shaban et al., 2017). Employers can increase employee motivation by providing them with benefits, such as an employer-provided tax-advantaged retirement plan (Stalmašeková et al., 2017).

Problem Statement

Employees who have access to a retirement pension have, on average, a higher level of financial wellbeing (Consumer Financial Protection Bureau, 2018) and increased productivity (Kurniawan et al., 2021). Approximately 51% of U.S. workers have access to an employer-provided defined contribution retirement plan (Bureau of Labor Statistics, 2018). The general business problem is that not having access to an employer-provided tax-advantaged retirement plan can affect productivity. The specific business problem is that some small business owners lack strategies to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies some small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. The population for this study consisted of six small

business owners who fully implemented strategies to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. This study could lead to fewer retirees who depend on social assistance programs and reduce the necessity for retirees to work during retirement years. Implications for positive social change include benefiting residents local to the area through enhanced stability of communities with employment opportunities that enable residents to increase contributions to community betterment and allow retirees to maintain their lifestyle without continuing to work.

Nature of the Study

Yin (2018) said the three primary types of research methodologies include qualitative, quantitative, and mixed methods. Yin recommended the qualitative method for researchers who want to understand social, procedural, ideological, and philosophical thinking. Qualitative researchers develop an alternative to quantifying data. Quantitative researchers measure variables and test hypotheses about relationships among variables as well as statistically significant differences between groups in order to answer research questions (Fossaluza et al., 2017). Mixed methods researchers employ within the same study a combination of quantitative and qualitative data collection techniques and data analysis procedures (Shekhar et al., 2018). Neither a quantitative method nor a mixed methods approach were appropriate because I did not test hypotheses or determine any causal relationships between variables.

In determining the most appropriate qualitative research design to use, I considered the following qualitative research designs (a) case study, (b) ethnographic, and (c) phenomenological. Researchers use the case study design to explore and address

the *how*, *what*, and *why* of the participants' experiences in relation to real-life issues (Marshall & Rossman, 2021; Yin, 2018). Researchers use a case study design to conduct an in-depth exploration of the phenomenon by gathering information from multiple sources (Rashid et al., 2019). I used a case study design to conduct an in-depth exploration of the phenomenon by gathering information from multiple sources in order to address my research question. Harrison et al. (2017) noted that researchers conducting case studies are typically concerned with an in-depth exploration of a problem in the natural setting and real-world context of the participants by reviewing multiple evidence sources to explore patterns and themes. Gustafsson (2017) noted that case study research could consist of either single or multiple case studies. When using the single case study method, the researcher is studying an individual case in which the researcher interviews several people from one organization (Yin, 2018). In the multiple case study design, a researcher is studying multiple cases to analyze the data from two or more cases to provide the possibility of direct replication to make logical conclusions more significant (Yin, 2018). A multiple case study design was chosen over a single case study design to analyze, compare, and contrast different strategies. Researchers use the ethnographic research design to collect and analyze data from a population (Fusch et al., 2017, 2018). An ethnographic research design was not appropriate because analyzing data from a population in their social systems and cultural setting did not help to address my research question. The phenomenological design is used to understand personal meanings of lived experience of participants related to the study purpose (Webb & Welsh, 2019). A phenomenological research design was not appropriate because I did not explore the

personal meanings of the lived experience of participants related to the study phenomenon.

Research Question

What strategies do small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity?

Interview Questions

1. What strategies did you use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity?
2. How did you implement strategies to offer an employer-provided tax-advantaged retirement plan to employees?
3. What were the key barriers to implementing your strategies when offering the employer-provided tax-advantaged retirement plan to employees to increase productivity?
4. How did you address key barriers to implementing strategies when offering an employer-provided tax-advantaged retirement plan to employees to increase productivity?
5. How has your organization used strategies to improve productivity when offering an employer-provided tax-advantaged retirement plan to employees to increase productivity?
6. How did you measure the effectiveness of your strategies regarding increased productivity when implementing the employer-provided tax-advantaged retirement plan?

7. What additional information would you like to share about offering an employer-provided tax-advantaged retirement plan to employees to increase productivity?

Conceptual Framework

The conceptual framework for this study was Herzberg's two-factor theory. The central tenets of this theory are job satisfaction and job dissatisfaction (Herzberg et al., 1959). Herzberg distinguished between job satisfaction (motivation) and job dissatisfaction (hygiene) factors. Motivation factors are intrinsic and include (a) achievement, (b) recognition for achievement, (c) the work itself, (d) responsibility, and (e) advancement or growth (Herzberg et al., 1959). Hygiene factors are extrinsic and include (a) aspects of the work environment, (b) salary and benefits, and (c) job security (Herzberg, 1968). I used Herzberg's two-factor theory as a lens to explore strategies that small business owners use to offer employer-provided tax-advantaged retirement plan to employees. Herzberg's two-factor theory was used to address how employee productivity is affected by an employer-provided tax-advantaged retirement plan.

Operational Definitions

Employee productivity: The work output produced by employees (Hassan & Lukman, 2020).

Employer-provided retirement plan: A retirement plan for employees provided by an employer (Quinn & Cahill, 2016).

Financial literacy: The necessary skills to make personal financial decisions regarding personal financial planning, wealth accumulation, and pensions (Lusardi, 2019; Nejad & O'Connor, 2016).

Savings incentive match plan for employees (SIMPLE): A defined contribution retirement savings plan enacted in 1996 which allows employers to set-up for employees (Department of the Treasury [DoT], 2019a).

Simplified employee pensions (SEP): A defined contribution plan retirement savings plan enacted in 1978 allows employers to assist employees to save for retirement (DoT, 2019a).

Tax-advantaged: Retirement contributions are deductible for the tax year, and the taxes are deferred for the employee until they withdraw the money from the retirement account (DoT, 2019a).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are facts not supported by an abundance of proof (Ford et al., 2015; Yin, 2018). The first assumption was that small business owners were willing to participate in the study. The second assumption was that small business owners would honestly and comprehensively respond to the interview questions when sharing their strategies regarding employer-provided tax-advantaged retirement plans. The third assumption was that the findings of this study could help small business owners make better-informed decisions about offering an employer-provided tax-advantaged retirement plan and increasing employee participation rates. The fourth assumption was

that interviewing six small business owners provided information-rich data to achieve data saturation.

Limitations

Limitations refer to the study's potential weaknesses that are out of the researchers' control (Yin, 2018). The first potential limitation of this study was interview participants could misrepresent or misinterpret the questions and provide comments that are intentionally or unintentionally misleading. The second potential limitation of this study was that the company document review process depended on the firm participants' documents, which may be subjective and contain bias. The third potential limitation of this study was that the information collected might not adequately reflect all small business owners' strategies in three counties in central Texas (Bell, Coryell, & Lampasas).

Delimitations

Theofanidis and Fountouki (2018) defined delimitations as the researcher's boundaries consciously involving the study's theoretical background, objectives, research questions, variables under study, and the study sample. The first delimitation was the geographic boundary that defined the area of study. This study consisted of small business owners selected from three central Texas counties (Bell, Coryell, & Lampasas). A second delimitation in this study was that the population would consist solely of small business owners who have successfully offered an employer-provided tax-advantaged retirement plan to employees to increase productivity.

Significance of the Study

Contribution to Business Practice

The findings of this study could be of value to small business owners to increase the number of employees using an employer-provided tax-advantaged retirement plan to increase productivity. Small business owners who increase the number of employees taking advantage of an employer-provided tax-advantaged retirement plan and increase productivity could benefit from the greater output and higher profits (Katsanos, 2019; Sun, 2017). The study findings could contribute to effective business practice through small business owners developing a plan to educate their employees about the benefits of participating in an employer-provided tax-advantaged retirement plan. The findings from this study could also increase the awareness of small business owners exploring strategies to retain employees.

Implications for Social Change

Findings that could contribute to positive social change include the potential for future retirees depending on social assistance programs and the necessity to work during their retirement years. Small business owners who are more successful through tax savings could pass the increased savings and participate in community betterment and increase employment opportunities. This study's findings could contribute to improving the retirement years of local community residents through an increase in investment in the local, state, and national economies.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore strategies small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. I provided an extensive analysis of the professional and academic literature related to Herzberg's two-factor theory's central tenets and the critical concepts that comprise this theory. Herzberg's two-factor theory was the conceptual framework for this study.

The review of the professional and academic literature includes significant themes and sub-themes of the study. Significant themes included discussions on (a) small businesses and small business owners, (b) retirement plans available for small businesses, and (c) strategies on plans. Sub-themes included (a) last day to make a plan contribution, (b) maximum contribution, (c) maximum deduction, (d) plan timeframe to establish plans, (e) employer advantages, and (f) employee advantages. Due to the importance of the conceptual framework in the study, this section began by discussing the central tenets of Herzberg et al.'s (1959) two-factor theory of work motivation; preceded by a critical analysis of the literature related to Herzberg et al.'s (1959) two-factor theory on employee productivity. Included is an analysis of the following supporting and contrasting theories (a) Maslow's hierarchy of needs, (b) McClelland's acquired needs theory, and (c) Vroom's expectancy theory, which were considered as possible frameworks for this study.

This study included 201 references from 170 scholarly peer-reviewed sources, of which 142 appeared in peer-reviewed sources published between 2017 and 2021, which

was within 5-years of the expected graduation date and comprised 83.53% of the total number of references. The literature review incorporated two other journal articles, 10 books, 16 government websites, and three organizational websites (see Table 1). Walden University Library was used to research literature from the following databases. The aggregation sites included ABI/INFORM Collection, Academic Search Complete, Business Source Complete, EBSCO ebooks, Emerald Insight, ProQuest Central, ProQuest ebook Central, SAGE Journals, ScholarWorks, and ScienceDirect. Keywords and phrases used in searches included: *employee productivity*, *employee retirement plan*, *financial education*, *financial planning*, *Herzberg*, *Herzberg's two-factor theory*, *productivity strategies*, *retirement education*, *retirement planning*, *retirement saving*, and *small business owner*.

Employee productivity and job satisfaction are essential to business success. Researchers have explored strategies that employers use to increase employee productivity (Akindele et al., 2020). Employers can improve employee productivity and motivation when assuming responsibility for employee job satisfaction (Al Mamun & Hasan, 2017). The factors most commonly found to increase job satisfaction and employee productivity are company policies (Hur, 2017), working conditions (Zakaria et al., 2020), salary (Khanna, 2017), relationships with co-workers (Oloke et al., 2017), job security (Pakdel et al., 2018), fringe benefits (Hee & Kamaludin, 2016), performance appraisals (Akindele et al., 2020) and ergonomically designed workplaces (Leber et al., 2018). Similarly, employers may avoid employee job dissatisfaction by clearly indicating salary/pay and fringe benefits (Wen et al., 2018). In particular, some researchers have

shown that providing retirement plans are likely to increase employee productivity (Clark et al., 2017).

Retirement preparation is necessary for the social health of a country. U.S. workers are unlikely to be adequately prepared for retirement (Han et al., 2019). Small business owners can encourage employee participation in retirement savings plan participation by offering employer-provided tax-advantaged retirement plans (Netemeyer et al., 2018). Employers who foster, promote, and support employees' financial well-being are socially responsible by contributing to a larger social good (Brüggen et al., 2017) and increasing employee productivity (Netemeyer et al., 2018). Ultimately, researchers have found when employers develop financial education programs to benefit employees, productivity increases (Lusardi, Samek, et al., 2017). When employees are financial prepared for retirement there is less of a burden on society. Table 1 shows a summary of the resources used.

Table 1

Frequency and Percentage of Sources Used in the Study

| Resources | References | | Total | Percentage |
|-------------------------|-----------------------|--------------|------------|-------------|
| | Less than 5 years old | 6+ years old | | |
| Peer-reviewed articles | 142 | 28 | 170 | 83.53% |
| Other journal articles | 2 | 0 | 2 | |
| Books | 4 | 6 | 10 | |
| Government websites | 12 | 4 | 16 | |
| Non-government websites | 3 | 0 | 3 | |
| Total | 163 | 38 | 201 | 100% |

Analysis of Herzberg's Two-Factor Motivation-Hygiene Theory

Herzberg's two-factor theory was the conceptual framework work for this study. Herzberg established the two-factor theory and suggested job satisfaction and job dissatisfaction result from various work factors (Herzberg et al., 1959). Herzberg (1968) proposed two workplace factors, motivation, and hygiene, directly related to job satisfaction. Zakaria et al. (2020) used Herzberg et al. two-factor theory and determined that motivation factors can lead to job satisfaction, whereas hygiene factors can cause job dissatisfaction. Herzberg et al. (1974) investigated how workplace experiences are formed and learned the basis for job satisfaction (motivation factors) and job dissatisfaction (hygiene factors) hinges on the work environment and the content of the jobs.

Motivation can be either extrinsic or intrinsic. Herzberg et al. (1974) noted that extrinsic motivation occurs when individuals engage in behavior not because it is enjoyable or satisfying but because the individual expects something in return or wants to avoid something unpleasant (e.g., external to an individual). Herzberg et al. (1974) noted that intrinsic motivation occurs when individuals engage in behavior exclusively because it is personally rewarding (e.g., internal to an individual). Extrinsic motivators reduce individual motivation if absent, and intrinsic motivators increase motivation when present (Wen et al., 2018). Extrinsic motivation and intrinsic motivation can apply to an individual based on their attitude and behavior.

Motivation and hygiene factors are an important part of how an individual feels regarding their work. Herzberg et al. (1959) stated that hygiene factors include (a) work

environment, (b) salary and benefits, and (c) job security. Herzberg et al. (1959) stated motivation factors include (a) challenging tasks, (b) opportunities that have a purpose, (c) tasks that result in an appreciation of the work performance, and (d) tasks that result in worker empowerment. Improving hygiene factors decreases job dissatisfaction and improving motivation factors increases job satisfaction (Herzberg et al., 1959). Employers can decrease dissatisfaction when employers provide fringe benefits (hygiene factors) such as an employer-provided tax-advantaged retirement plan (Khanna, 2017; Wen et al., 2018). Employers who are aware of the impact of job satisfaction on work performance explore different motivation and hygiene factors to keep employees satisfied and productive.

Hygiene Factors

Hygiene factors encompass the responsibility of the job. Hygiene factors include (a) aspects of the work environment, (b) salary and benefits, and (c) job security (Herzberg et al., 1959). Herzberg (1974) stated that hygiene factors are job dissatisfiers. Hur (2017) recounted that Herzberg et al. defined the work environment as (a) company policies and procedures, (b) supervisors, and (c) work conditions. Khanna (2017) described salary as an amount of money or compensation paid by an employer to an employee for work performed. Salary can be affected by the number of people available to perform specific jobs within the employer's locale and the market pay rates in the region for similar work in similar industries (Herzberg et al., 1959). Employee benefits such as retirement benefits, paid and unpaid vacation, sick leave, and insurance--e.g., dental, health, and life, improve employee retention (Herzberg et al., 1959). Job security

provides employees a high-security level of retaining their job with a lower chance of losing their job (Herzberg et al., 1959). Hygiene factors when satisfied can prevent poor performance and productivity.

The absence of hygiene factors can be as important as the inclusion of hygiene factors. The absence of hygiene factors, although not necessarily satisfying, can cause dissatisfaction (Herzberg, 1966; Herzberg et al., 1959). Job satisfaction is a positive emotional response employees experience in response to their work (Navas & Vijayakumar, 2018; Singh et al., 2019). Job dissatisfaction is the malicious emotional response employees experience about the job (Pan et al., 2018). Job dissatisfaction and hygienic factors are associated with one another. Employee job dissatisfaction can be reduced through hygiene factors (Herzberg, 1987). Satisfied hygiene needs could prevent poor performance and productivity.

Small business owners who address hygiene factors may find that job satisfaction increases and job dissatisfaction decreases. Herzberg et al. (1959) emphasized that employers who understand hygiene factors' effects will gain a more precise understanding of how to increase employee productivity. Although hygiene factors alone do not cause satisfaction, hygiene factors are necessary to avoid dissatisfaction (Herzberg et al., 1959). Motivated employees influence and affect an organization's productivity (Barigozzi et al., 2018). Higher employee motivation might lower hiring costs and reduce time spent training replacement employees (Schlachter & Pieper, 2019). Pandža et al. (2015) noted Herzberg's two-factor theory, along with Maslow's hierarchy of needs, was one of the early proponents of motivation related to individual needs. Herzberg found that

job satisfaction is the outcome of an individual's motivation factors, and job dissatisfaction is the hygiene factor (Herzberg et al., 1959). Employers who address hygiene factors recognize the importance of employee productivity.

Motivation Factors

Motivation factors can lead to positive job attitudes and productive employees. Motivation factors are intrinsic and include (a) achievement, (b) recognition for achievement, (c) work itself, (d) responsibility, and (e) advancement or growth (Herzberg et al., 1959). Herzberg (1974) defined motivation factors as job satisfiers. Herzberg et al. (1959) deemed intrinsic factors as motivators and vital to job satisfaction. Employee motivation can affect productivity in a business. Herzberg (1968) explained several principles that could motivate employees in a work environment (e.g., physical location, immediate workplace surroundings, air quality, noise level, security). When motivation factors are satisfied employee productivity improves.

Achievement. Employees who feel that their effort and performance are recognized, experience achievement. As defined by Herzberg (1966) and Herzberg et al. (1959), achievement relates to failure and a lack of accomplishment. A sense of achievement is created when individuals are productive when working in a suitable environment (Zakaria et al., 2020). Employees who pursue significant achievement will work long hours and show readiness to grasp maximum outcomes and take on challenging tasks (Herzberg, 1966; Herzberg et al., 1959). Employees perceive achievement as a challenge that (a) creates enthusiasm, (b) enhances task retention, and (c) points employees toward accomplishment and knowledge, which promotes intrinsic

motivation (Herzberg, 1966; Herzberg et al., 1959). When employee achievements are acknowledged employees experience good feelings about their job and are productive.

Recognition. It is important for employers to acknowledge and recognize employees when applicable. Recognition, as defined by Herzberg (1966) and Herzberg et al. (1959), is considered an act of notice, commendation, or criticism from any source (e.g., supervisor, peer, colleague, client, or the general public). Recognition is a resourceful means of motivation and an indication from management to employees their contributions are valued. Nonfinancial recognition also leads to higher motivation levels, and adequate support encourages individual growth and development (Herzberg, 1966; Herzberg et al., 1959). Recognition of employees can increase productivity.

Work Itself. Employees feelings about the work itself can influence their productivity. Work itself is considered the actual performance of a job or task (Khanna, 2017). Factors related to the work itself (e.g., job substance, job quality) cause job satisfaction (Herzberg, 1966; Herzberg et al., 1959). Individual employee opinions about job conditions and distributed tasks directly influence the motivation of employees at work. An essential factor in increasing employee motivation level is job design (Al Mamun & Hasan, 2017). Work itself is a motivational factor for employees.

Responsibility. Employees feelings about their level of responsibility can influence their satisfaction. Responsibility refers to having authority or lack of authority over employees and their work (Herzberg, 1966; Herzberg et al., 1959). Inside an organization varying degrees of authority come with different positions (Khanna, 2017). Assigning responsibility to employees plays a significant role in empowering them

(Herzberg, 1966; Herzberg et al., 1959). Employees who accept personal responsibility for their work are productive.

Growth. Employee growth transpires when fulfillment is crafted through enlarging employee expertise. Herzberg (1966) and Herzberg et al. (1959) differentiated advancement from growth. Growth is not limited to moving up within an organization but includes advancing individual expertise in a chosen profession for future potential progress (Khanna, 2017). Employees who receive support from their employers possess the confidence to perform beyond a job description and provide employers the security of knowing that these employees likely will remain longer (Al Mamun & Hasan, 2017). Growth can be achieved by fulfilling employees' need for significance.

Advancement. Employees who are given opportunities to advance within an organization can be productive. Advancement is when employees within an organization change positions or statuses (Herzberg, 1966; Herzberg et al., 1959). Employees who improve their skills and grow professionally enhance value to an organization and are satisfied (Khanna, 2017). Employers who meet with employees to discuss their professional goals provide a critical service regarding advancement (Herzberg, 1966; Herzberg et al., 1959). Advancement within an organization can motivate employees to be more productive.

Hygiene-Motivation Factors and Employee Productivity

Satisfied employees could create workplace environments resulting in productive employees. Herzberg (1965) tested the two-factor theory using lower-level supervisors at an industrial plant in Finland. In the Finland study, Herzberg (1965) administered a

questionnaire similar to the one used in the original study involving engineers and accountants in Pittsburgh, Pennsylvania. Herzberg (1965) concluded that motivation factors contributed to 90% of feelings about work and that hygiene factors contributed to 80% of work feelings. Herzberg showed that an increase in job satisfaction increases productivity (Herzberg, 1966; Herzberg et al., 1959). Satisfied employees result in productive employees.

Job enrichment can result lead to a productive workplace environment. Employers whose employees are satisfied are also likely to foster a workplace environment where employees are also productive (Ayalew et al., 2019). Herzberg's theory suggested that improving hygiene and motivation factors results in the happiest and most productive employees (Herzberg et al., 1959). Employees who feel their employer appreciates them are more productive (Gibson et al., 2020). When employers offer fair pay and incentives (such as a retirement plan), employees are more likely to feel well treated (Herzberg, 1968, 1987). However, not all employees are similar in their motivational preferences; therefore, incentives that may motivate one employee might not motivate others (Herzberg, 1968, 1987). Satisfied and productive employees who are engaged in the workplace identify with the organization's values and goals.

Employers often rely on motivational strategies to help increase the productivity of their employees. Motivation is a psychological process that stimulates individuals' needs and wants to achieve goals (Corder & Ronnie, 2018; Olafsen et al., 2018). Psychological factors that stimulate an employees' performance at work can be (a) desire for money, (b) job satisfaction, (c) recognition, or (d) success (Corder & Ronnie, 2018).

Different incentives impact employees differently, as not all employees are the same.

Benefits, such as an employer-provided tax-advantaged retirement plan, are an essential factor controlled by management that can affect employee productivity.

Studies Guided by Herzberg's Theory

Several researchers have used Herzberg's two-factor theory to explore productivity in the workplace. Researchers have explored whether intrinsic and extrinsic factors have increased employee productivity. Factors that affect job satisfaction ultimately affect employee productivity (Jarupathirun & De Gennaro, 2018). The majority of researchers showed that increasing extrinsic factors (Hee & Kamaludin, 2016) and intrinsic factors (Emiroglu et al., 2017) resulted in increases in employee job satisfaction and productivity. Employers should recognize the factors that affect employee productivity.

Employee productivity can be affected by several factors. Pakdel et al. (2018) conducted a study involving 110 faculty members in Tabriz, Iran. Pakdel et al. (2018) found that the most cited factors of employee productivity were (a) company policies, (b) working environment, (c) salary, (d) personal relationships with co-workers, and (e) job security. Further, Pakdel et al. (2018) discovered that extrinsic factors have a more significant impact than intrinsic factors on employee motivation. Conversely, Emiroglu et al. (2017), in a study of teachers in North Cyprus, showed that although both intrinsic and extrinsic factors are significantly essential to increase employee productivity, within subpopulations, the majority of respondents chose intrinsic factors over extrinsic factors. This result was more vital for female teachers than male teachers, primary school

teachers relative to middle and high school teachers, and in schools with less than 200 students (Emiroglu et al., 2017). Thus, there is support for using Herzberg's theory to explore employee productivity, although the relative importance of specific intrinsic and extrinsic factors may vary between specific subpopulations.

Increased employee productivity results from employee satisfaction. Jarupathirun and De Gennaro (2018) showed that job satisfaction could be affected by various workplace and demographic factors for Bangkok office workers. Jarupathirun and De Gennaro (2018) concluded a causal relationship between employee productivity and organizational success. Employers should monitor employee perceptions of their workplace environment to prevent low employee productivity levels. Hur (2017) noted that (a) family-friendly policy, (b) low conflict work environment, (c) salary and benefits, such as pension and retirement plans, (d) job security, and (e) less bureaucracy were the most commonly cited factors by public managers in Georgia and Illinois for increasing employee productivity. Monitoring employee satisfaction by managers and supervisors is essential for increasing employee productivity and applies to public and private managers (Hur, 2017). These researchers support Herzberg by identifying the effects of hygiene factors on job satisfaction and employee productivity. Researchers (Hur, 2017; Jarupathirun & De Gennaro, 2018) observed the significance of an assortment of workplace demographics (i.e., age, current job position, education level, gender, income level, and the number of years worked) the effect on job satisfaction and contribute to employee productivity, which supports Herzberg's two-factor theory. Employee productivity can be affected by the workplace environment.

Job satisfaction can be affected by both hygiene and motivation factors. Khanna's (2017) study of university teachers showed that both hygiene and motivation factors positively and significantly relate to job satisfaction. Hygiene factors (a) working conditions, (b) salary, (c) job security, (d) status, along with motivation factors, (e) growth opportunity, and (f) responsibility are positively and significantly related to job satisfaction (Khanna, 2017). Hee and Kamaludin (2016) in their study of nurses' productivity found that better job performance can be attained if employees are motivated by intrinsic and extrinsic factors, which are a crucial indicator of productivity and profitability. Hee and Kamaludin (2016) found that employee productivity increase from (a) policies and rules, (b) work environment, (c) personal relationships with co-workers, (d) salary, and (e) supervisor quality. Lalwani and Lalwani (2017) also showed that employee productivity increases through (a) right working conditions, (b) salary, and (c) relationships with co-workers. However, unlike Khanna (2017) and Hee and Kamaludin (2016) who concluded that job satisfaction is positively and significantly associated with both motivation and hygiene factors, Lalwani and Lalwani (2017) argued that motivation factors are strongly preferred over hygiene factors to increase job satisfaction. Employee productivity can be affected by employee satisfaction.

Criticism of Herzberg's Theory. Although there is strong evidence to support Herzberg's theory to increase employee productivity, some researchers have found conflicting results. Several studies have been conducted to determine whether intrinsic and extrinsic motivation positively or negatively influence employee performance (Kilimo et al., 2016; Kuvaas et al., 2017; Li, 2018). Kuvaas et al. (2017) conducted three

separate studies using a sample of (a) employees and store managers from gas stations, (b) finance-sector trade union employees, and (c) employees of a medical technology organization in Norway. The results of all three studies indicated a negative association between extrinsic (negatively related or unrelated to positive outcomes) and intrinsic motivation (associated with positive outcomes). Likewise, Kilimo et al. (2016) studied a sample of 60 employees in the Kapsara tea factory located in Trans Nzoia County, Kenya, including general workers, middle managers, senior managers, and supervisors comprising various departments. Kilimo et al. found that more than half of the participants were unwilling to engage in more job-related activities than were defined in their job descriptions, which resulted in lower productivity. Most participants admitted that they would not recommend friends for employment with the organization, and the majority of participants indicated that if another company offered more money, they would leave (Kilimo et al., 2016). Herzberg's two-factor theory on motivation and job satisfaction is a debatable issue, although it has received support from other theorists.

Employee motivation is influenced by a mix of both intrinsic and extrinsic factors. Li (2018) analyzed Herzberg's two-factor theory to determine what motivates employees more intrinsic or extrinsic factors. Li realized each employees' particular resourcefulness changes concerning intrinsic and extrinsic factors. The employee's initiative reveals the source of motivation and different areas where both intrinsic and extrinsic motivation exerts influence. Li stated that Herzberg's two-factor theory is controversial because Herzberg failed to further investigate the two-factor theory's elements before proposing the theory. Li concluded that employee motivation derives

from each employee's subjective perception of intrinsic and extrinsic factors. Li further concluded that employers who want to motivate employees should (a) create multi-subject concepts, (b) encourage a sense of community performance, (c) stimulate employee consciousness towards the organization, and (d) facilitate employees' efforts to exert personal initiative fully. The influence of intrinsic and extrinsic factors on employee motivation varies across employees.

Salary can have an effect on motivation and hygiene factors. Wen et al. (2018) conducted a study of 150 administrative staff employees in the Pakistani telecom sector to investigate the mechanism by which motivational (intrinsic) factors and hygiene (extrinsic) factors that affect job satisfaction. Wen et al. found that the administrative staff (lower- and middle-level employees) are not satisfied with their private-sector salaries because their salaries fail to meet their lifestyle requirements adequately. Wen et al. concluded that motivational (intrinsic) factors and hygiene (extrinsic) factors do not affect job satisfaction. Salary can improve job satisfaction and increase employee productivity.

Culture is a significant part in study results. Matei and Abrudan (2016) explored the impact of culture on workers' motivation using Herzberg's two-factor theory in Romania. Matei and Abrudan found that culture significantly impacts motivation and that cultural values serve as a criterion for evaluating diverse motivational factors and behavior. Matei and Abrudan discovered that studies appropriate for one culture are specific to that culture and not necessarily generalizable to other cultures. Matei and

Abrudan concluded that Herzberg's two-factor theory principles are valid but not within Romania's cultural context. Cultural differences may influence study results.

Extrinsic and intrinsic motivation can be affected by job security and culture. Kuvaas et al. observed a negative association between extrinsic and intrinsic motivation. Kilimo et al. and Wen et al. determined motivation is driven by job security as employees are not committed if they could obtain a similar job with another organization. Li posited that before Herzberg proposed the two-factor theory the elements should have been investigated further and the theory is controversial. Matei and Abrudan deduced that a locations culture has an effective on employee motivation. Job satisfaction can be affected by both job security and culture.

Herzberg's two-factor theory was the appropriate conceptual framework for this study because an employer-provided tax-advantaged retirement plan is a hygiene factor and understanding how employers use the provision of this workplace factor can increase employee productivity. According to Herzberg's two-factor theory, job satisfaction and job dissatisfaction result from motivation and hygiene factors (Herzberg et al., 1959) and an increase in job satisfaction increases productivity (Herzberg, 1966; Herzberg et al., 1959). Therefore, small business owners who address hygiene factors may find that job satisfaction increases and job dissatisfaction decreases, and thus increases employee productivity. In this study, I explored strategies that small business owners used to increase employee productivity, through a hygiene factor, such as an employer-provided tax-advantaged retirement plan.

Supporting and Contrasting Theories

Human behavior and motivation is a complex phenomenon that no single study or theory can explain. Multiple theories have been studied regarding human behavior. Reeve (2017) noted that no single theory could explain human motivation. Other theories of motivation to increase employee productivity include (a) Maslow's hierarchy of needs created in 1943, (b) McClelland's acquired needs theory developed in 1961, and (c) Vroom's expectancy theory, established in 1964. Maslow's (1943) hierarchy of needs theory, McClelland's (1961) acquired needs theory, and Herzberg et al.'s (1959) two-factor theory are considered content theories, while Vroom's (1964) expectancy theory is considered a process theory (Van den Broeck et al., 2019). Maslow's hierarchy of needs organized levels of need from birth through adulthood; McClelland addressed employee needs, job behaviors, and attitudes; Vroom classified workforce behavior results from selections that are practical to improve choice and reduce concern; whereas Herzberg focused on employee needs and behaviors and explained the factors that influence employee job satisfaction or dissatisfaction.

Maslow's Hierarchy of Needs

In a 1943 paper entitled *A Theory of Human Motivation*, Maslow created the phrase "hierarchy of needs." The core of Maslow's (1943) hierarchy of needs theory is that basic, lower-level individual needs should be met before individuals are motivated to meet their higher-level needs. Maslow's hierarchy of needs comprises five levels of need classified in the following order (a) physiological, (b) security, (c) social, (d) esteem, and (e) self-actualization (Stefan et al., 2020). Suyono and Mudjanarko (2017) mentioned

Maslow described the needs in sequential order: physiological needs concern the maintenance and survival of human life (e.g., air, clothing, food, shelter, water), and security needs correlate with job security, protection against danger, and safety of possessions (Maslow, 1943). Social needs concern affection, belonging, friendship, and love (Maslow, 1943). Esteem needs to convey a desire for recognition, respect from others, and self-respect (Maslow, 1943). Self-actualization needs to enhance people's consciousness who have satisfied the previous four needs (Maslow, 1943). Maslow conjectured that individuals are motivated by the desire to satisfy individual needs.

Situational variables in a working environment can evoke satisfaction or induce dissatisfaction. Herzberg suggested that variables within the workplace can result in satisfaction or dissatisfaction without any particular hierarchical ordering (Osemeke & Adegboyega, 2017). Maslow's hierarchy of needs theory is arranged in a pyramid, implying that the lower needs require fulfilling before higher needs (Maslow, 1943; Osemeke & Adegboyega, 2017). Maslow suggested that to motivate individuals, employers should not appeal to needs that already have been satisfied (Suyono & Mudjanarko, 2017). Numerous researchers have studied and measured job satisfaction and dissatisfaction.

McClelland's Acquired Needs Theory

McClelland's acquired needs theory and Herzberg's two-factor theory have some likenesses yet are different. McClelland (1961) in the acquired needs theory, identified three fundamental needs that foster motivation: (a) achievement, (b) affiliation, and (c) power. McClelland suggested that unique needs evolve intrinsically within individuals.

Based on their life experiences, individuals acquire and value a combination of these fundamental needs (McClelland, 1961, 1985). McClelland claimed that employees are motivated only when their need for achievement, affiliation, and power is stimulated (Rybnicek et al., 2019). McClelland suggested that different forces across three basic needs (achievement, affiliation, and power) are the primary factors that motivate individuals (McClelland, 1961, 1985; Osemeke & Adegboyega, 2017). McClelland also suggested that these needs increase motivation and lead to higher productivity if managers allocate tasks and motivate individuals based on these needs (McClelland, 1961, 1985; Osemeke & Adegboyega, 2017). McClelland suggested that employees will seek a job that satisfies their needs.

Employees who need workplace achievement will pursue positions that place an emphasis on personal performance. McClelland (1961) defined the need for achievement as an individual preference to excel in individual effort accomplishments. McClelland described the need for affiliation as participating in cooperative and interactive activities to establish and maintain interpersonal relationships with other individuals. Osemeke and Adegboyega (2017) conveyed that McClelland described the need for power as when an individual is concerned about the impact and prestige of their behavior and is willing to take risks to obtain formal social power. McClelland additionally suggested that these needs increase motivation and may lead to higher productivity if managers allocate tasks and motivate individuals based on their needs (McClelland, 1961, 1985; Osemeke & Adegboyega, 2017). Employees will seek work where the need for achievement is a

motivating factor. McClelland implied employees will pursue employment that give emphasis to achievement through individual accomplishments.

Certain individual needs are designed by life events and are developed over time. Individual needs dictate or drive the way individuals experience their motivation (McClelland, 1961, 1985). McClelland (1961, 1985) conjectured that high achievers desire to stand out and be productive. High achievers prefer viable, riskier projects with precise objectives (Khurana & Joshi, 2017). Very important to high achievers is receiving appreciation and feedback (McClelland, 1961). McClelland (1961) maintained that high achievers are perfectionists who desire to complete a task to perfection. High achievers find it incomprehensible to ask for assistance from others when they need it, limiting productivity.

Individual affiliation is important for some employees. McClelland (1961) implied that individuals with a strong need for affiliation seek acceptance, value interpersonal relationships, crave approval from other associates, and are motivated to build and maintain relationships by investing time and energy in others (Johnson et al., 2018). McClelland and Burnham (1976), claimed that individuals with a strong need for affiliation invest a great deal of time developing social relationships, connecting with groups, and seeking approval from colleagues. Because their decision-making is influenced mainly by other peoples' opinions and a strong need for affiliation, individuals with a strong need for affiliation are often motivated to perform less effectively as supervisors (McClelland & Burnham, 1976; Rybnicek et al., 2019). McClelland posited

that individual affiliation comes from employees that have concerns over establishing and maintaining positive relationships with other individuals.

Vroom's Expectancy Theory

Individuals comport themselves in certain manners based upon their motivation to select a particular behavior and the expected results. The expectancy theory of motivation developed by Vroom (1964) identified motivational factors that affect decision-making. Vroom argued that motivation depends on how hard individuals work to achieve their goals and anticipate that hard work will reach these goals (Mokhniuk & Yushchyshyna, 2018). Vroom (1964) identified three significant elements (a) expectancy, (b) instrumentality, and (c) valence. Barba-Sánchez and Atienza-Sahuquillo (2017) stated that Vroom (1964) explained these significant elements as follows: (a) the foundation of expectancy is located in the past experiences of individuals and the belief that their efforts may result in attaining desired performance expectations; (b) workplace, instrumentality derives from the certainty that achieving the desired performance expectations results in a reward that might present itself through a pay raise, promotion, recognition, or sense of accomplishment; and (c) valence stems from influential individual factors such as values, needs, goals, and other sources of motivation. Individuals choose options that produce the greatest motivational force (M.F.) when deciding among behavioral options according to the following formula: $M.F. = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$ (Chopra, 2019). Individuals use expectancy theory to increase understanding of different behaviors to inspire others in the workplace.

Vroom's expectancy theory could be used to improve employee motivation. Lloyd and Mertens (2018) hypothesized that Vroom's expectancy theory could be the ideal model for measuring motivation because this theory reflects two essential characteristics: an effective method to categorize the influence of motivation as either intrinsic or extrinsic and a quantifiable motivational score. Vroom implied that individuals decide how to behave based on their behavior's expected outcome (Mokhniuk & Yushchyshyna, 2018). Vroom (1964) defined motivation as the process of the individual's prevailing choices based on individual actions. Vroom emphasized the connections between effort, performance, and rewards (Supatn & Puapradit, 2019). Vroom insinuated that individuals associate their impact to their job to that of other individuals expecting rewards appropriately.

Individuals can be motivated by the need to meet their basic needs. Maslow (1943) suggested in the hierarchy of needs theory that in order to motivate individuals, their basic needs have to be met in a specific order (a) physiological, (b) safety, (c) love, (d) esteem, and (e) self-actualization. McClelland (1961) stated in the acquired needs theory that three basic needs should be met to motivate employees (a) achievement, (b) affiliation, and (c) power. Vroom (1964) in expectancy theory, identified four assumptions required to motivate employees (a) individuals to choose other courses of action in order to enhance personal outcomes; (b) individuals make various demands from organizations, such as a good salary and advancement opportunities; (c) individuals join groups to meet expectations about their needs, incentives, and skills; and (d) individuals perform as an outcome of an informed choice.

Individual actions are motivated to through different methods. Maslow (1943) argued that multiple factors (psychological, safety, social, self-esteem, and self-actualization) are critical to an employee's satisfaction level and derive from two types of needs (deficiency needs and growth needs). Maslow indicated that employee motivation results when needs are satisfied in a specific hierarchical order. Maslow's hierarchy of needs and Herzberg et al. (1959) two-factor theory are suitable frameworks for understanding employee needs as well as factors that influence employee productivity; however, Maslow placed more emphasis on satisfying basic needs as a means of increasing employee productivity rather than focusing on more complex hygiene, and motivation needs as outlined by Herzberg et al. (1959). McClelland (1961) identified factors such as the need for achievement, affiliation, and power and suggested that these factors result in employee satisfaction and dissatisfaction. Herzberg et al. (1959) did not recognize the need for affiliation and power as motivation factors and instead focused on ways employers can increase employee productivity. Employees can be motivated using different theories to increase productivity.

In the expectancy theory, Vroom suggested that employees would choose specific actions over other actions with the hope of a particular outcome. Vroom (1964) explained motivation and job satisfaction among employees by emphasizing two distinct characteristics. The first characteristic consists of work activities and associated-behavior, knowledge, and skills (Vroom, 1964). The second characteristic consists of personal values used to identify factors that enhance employee performance (Vroom, 1964). Vroom did not describe motivated employees but instead described factors that

help motivate employees (e.g., abilities, knowledge, personality, and skills). Conversely, Herzberg et al. (1959) delineated the value of studying job satisfaction and motivation and demonstrated how employers could overcome challenges that have prevented employee productivity. Both Vroom and Herzberg suggested that motivating factors are necessary for employees to be motivated.

Small Businesses and Small Business Owners

Small businesses are a vital segment of the economy and a primary driver of U.S. financial growth. Small business owners are individual entrepreneurs who establish, own, and operate private businesses; assume associated financial responsibilities; and maintain expectations of earning a profit (SBA, 2019c). Small businesses are privately operated and owned businesses (Gilboa et al., 2019). Depending upon the specific industry, small businesses typically have a maximum of anywhere between 250 to 1500 employees and annual revenue (SBA, 2019c). Annual revenue is an average of the business's latest three complete fiscal years and is the total income plus cost of goods sold by the business (SBA, 2019c). The Small Business Administration (SBA) sets the criteria for designating a business's size to determine who can participate in government contracting programs (SBA, 2019b). Small businesses are classified economically by industry (Census Bureau, 2017). As reported by the Census Bureau (2017), Canada, Mexico, and the United States cooperated and developed the North American Industry Classification System (NAICS) in 1997. This new system resulted in the creation of 20 different industries to replace each country's classification system (a) the Standard Industrial Classification (SIC) of Canada, (b) the Mexican Classification of Activities and Products, and (c) the SIC of the

United States. The SBA utilizes the NAICS to determine if businesses are considered “small” based upon economic activity or industry (SBA, 2019c). Small businesses drive economic growth, both nationally and locally.

Each industry is distinctive when determining if businesses are small; however, the SBA determines the size of businesses based on annual revenue and number of employees. The SBA (2019a) reported that small businesses are the lifeblood that sustains the United States economy. Small businesses are responsible for (a) creating two-thirds of all new jobs, (b) promoting competitiveness and innovation, and (c) propelling economic growth (Ribeiro-Soriano, 2017). During the period 1998 through 2014, small businesses accounted for 44% of all economic activity in the United States (Kobe & Schwinn, 2018). Small business propels economic growth, economic competitiveness, and job creation. As of 2015, small businesses in the United States account for 99.9% of all employers and employ 47.5% of the private workforce (SBA, 2018b). In Texas, small businesses comprise 99.8% of employers and employ 45.6% of the private workforce (SBA, 2018a). Small businesses are a vital part of the U.S. economy and play a significant role employing individuals, creating jobs, and increasing output.

Retirement Plans Available for Small Businesses

Some Americans have not planned for their retirement and have not considered how they will fund their retirement. Burnett et al. (2018) noted regular retirement income derives from three primary sources (a) social security, (b) an employer-provided retirement plan, and (c) individual savings. Freeman (2018) determined that most retirees

receive their retirement income from social security retirement, a qualified retirement plan, individual savings, and other income sources. Social security retirement income was initially intended to provide economic security to individuals in their old age (SSA, 2020c). Individuals who maintain other income sources during their retirement years, such as an employer-provided tax-advantaged retirement plan, would not have to rely exclusively on social security retirement income.

Social Security is a government program funded via payroll taxes. Two requirements to receive Social Security benefits are 40-lifetime work credits earned, which is the approximate equivalent of having worked for a total of 10 years during an individual's lifetime and reaching eligibility age (SSA, 2020d). Eligibility age means that the person has reached the age established by the Social Security Administration based upon the individual's birth year (SSA, 2020a). The eligibility age for full Social Security benefits for individuals born after 1960 is age 67 (SSA, 2020a). Schobel (2020) pointed out that the Social Security's Board of Trustees, for almost three decades, has reported that funds may be depleted by sometime in 2030, and the program is out of actuarial balance. Individuals with other income sources during their retirement years, such as an employer-provided tax-advantaged retirement plan, would not be forced to rely exclusively on social security for their retirement income (Mozayeni, 2019). Many Americans will depend only on Social Security for retirement income as they did not properly plan and save for retirement during their working years.

Small business owners can offer employees a qualified retirement plan. Freeman (2018) identified three types of employer-provided retirement plans (a) employer-

sponsored qualified, (b) individual qualified, and (c) nonqualified retirement. For a qualified retirement plan, federal income tax law requires certain conditions (Freeman, 2018; Rosenthal, 2017). When employers and employees contribute to an employer-provided retirement plan, the employer and the employee's contributions are deductible for that tax year, and the taxes are deferred for employees until the money is withdrawn (DoT, 2020). Small business owners can realize tax advantages when contributing to an employer-provided tax-advantage retirement plan for employees.

Employer-sponsored retirement plans are beneficial to employers and employees based on the type of plan. There are two main types of employer-sponsored retirement plans, a defined benefit plan or a defined contribution plan (Topoleski, 2019). Defined benefit plans specify the benefits received at retirement. An actuary calculates the contribution amount necessary to achieve the desired benefit level at retirement (Freeman, 2018). Examples of defined contribution plans include 401(k) plans, 403(b) plans, employee stock option plans, and profit-sharing plans (Department of Labor [DoL], 2020). Defined contribution plans can be profit-sharing or money purchase pension plans (Blasi et al., 2018). If a plan is not a defined contribution plan, it is considered a defined benefit plan (Freeman, 2018). Defined benefit plans specify a promised benefit in an exact amount each month at retirement (DoL, 2020). Employers bear the investment risk under a defined benefit plan, and the benefits are generally taxable (Freeman, 2018). An employer-sponsored tax-advantaged retirement plan can provide benefits to both employees and employers.

Employers Can Increase Contribution Rates

Automatic escalation in an employer-provided tax-advantaged retirement plan can help employees achieve retirement goals and increase retirement savings. The Government Accountability Office (GAO, 2019) recommended that employers adopt an auto-escalation policy for an employer-provided retirement plan. The auto-escalation would cause an employee's contribution rate to increase annually at 1% per year until the retirement plan reaches the preset maximum or the employee stops it (GAO, 2019). Employers could increase employee productivity further with these automatic increases (Cribb & Emmerson, 2021). Employers who provide an automatic escalation rate in an employer-provided tax-advantaged retirement plan supply employees with the means to prepare for retirement.

There are several types of qualified retirement plans that meet certain requirements and are accepted as tax-advantaged retirement plans by the Internal Revenue Service (IRS). Individual qualified plans are traditional individual retirement accounts (IRAs) or Roth IRAs (Blasi et al., 2018). In traditional IRAs, earnings grow tax-deferred and might reduce contributions when filing taxes annually (McGeorge, 2019). Based on the deductible contributions and growth, traditional IRA distributions are taxable (McGeorge, 2019). Roth IRA earnings grow tax-deferred and tax-free when meeting specific requirements, but when filing taxes annually, the contributions are not deductible (McGeorge, 2019). Individuals who make contributions to an employer-provided tax-advantaged retirement plan can prepare for retirement by accumulating retirement savings.

Individual or personal saving is another means by which an individual may accumulate funds for retirement. Freeman (2018) identified methods that individuals could use to accumulate funds for retirement (a) savings accounts, (b) common stocks, (c) bonds, (d) real estate, (e) precious metals, and (f) commercial deferred annuities. Newmeyer et al. (2021) noted that individuals are more consistent in saving money after receiving a personal saving orientation. When individuals possess basic financial knowledge, they better understand how to allocate and diversify their assets and are empowered to set and meet retirement goals (Lusardi, Michaud, et al., 2017). Basic financial knowledge is important for individuals to properly save for retirement.

For this study I used the three retirement plans identified by the DoT available to small business owners to focus on the strategies some small business owners use to offer an employer-provided tax-advantaged retirement plan to increase employee productivity. These retirement plans are available to small businesses, even though many small businesses may not necessarily choose to implement them. Small business owners have retirement plan options when offering an employer-provided tax-advantaged retirement plan to employees. Qualified plans include defined contribution plans or defined benefit plans (DoT, 2019a). Qualified employer-provided tax-advantaged retirement plans exist which small business owners can provide for their employees.

Only relying on social security provided by the government for retirement income is not a feasible proposition for most individuals. The government wants individuals to save for retirement (DoT, 2019b). To discourage the use of retirement savings for anything but retirement income, the DoT imposes an additional tax or penalty equal to

10% of the amount withdrawn on early withdrawals before an individual reaches 59.5 years of age (DoT, 2019b). The DoT (2019a) has three plans that business owners can use to subsidize their employees' retirement through contributions made to an IRA plan. The three plans are (a) simplified employee pensions (SEP), (b) savings incentive match plan for employees (SIMPLE), and (c) qualified plans (DoT, 2019a). The IRS has different fundamental retirement rules for each type of retirement plan available to small businesses (DoT, 2019a). These fundamental rules are based upon the chosen plan (a) the last date to contribute, (b) the maximum contribution amount, (c) the maximum deduction amount, and (d) the date for when the plan can be set up (DoT, 2019a). SEPs became available as a retirement plan when the Revenue Act (1978) became law (Revenue Act, 1978). SIMPLEs resulted from the Small Business Job Protection Act of 1996 (Small Business Job Protection Act, 1996). SIMPLEs are suited for small business owners who do not sponsor a retirement plan (Dunne, 2018). SIMPLEs are start-up retirement savings that enable employers and employees to contribute to a traditional IRA plan set up for employees (DoT, 2019a). Qualified contribution plans and qualified benefit plans evolved from the Employee Retirement Income Security Act (1974). Retirement plans are relatively easy to set up and are encouraged through laws enacted by the government.

Last Day to Make a Plan Contribution

Retirement plans have timelines for contribution deadlines. SEP's, SIMPLE's, and defined contribution plans require the last day for employer contributions due to the employer's tax return, including any extensions (DoT, 2019a). SIMPLE's have an

additional rule that salary reduction contributions have to be made not later than 30 days after the end of the month in which the contribution is to be made (DoT, 2019a). Defined benefit plans require contributions that are generally paid in quarterly installments within 15 days after the quarter ends (DoT, 2019a). Contributions made to qualified retirement plans are established to ensure payments are made by a certain date.

Maximum Contribution

Each retirement plan has a maximum annual contribution limit. SEP is the smaller of \$56,000 or 25% of the participant's compensation (DoT, 2019a). Under SIMPLE's, the employee contribution cannot exceed \$13,000 per year (\$16,000 per year if 50 years of age and older). The employers' contribution can be (a) dollar for dollar match, (b) up to 3% of the employee's compensation, or (c) fixed nonelective contribution of 2% of compensation (DoT, 2019a). Employee contributions cannot exceed \$19,000 per year (\$25,000 per year if 50 years of age and older). The employers' contribution can be smaller than \$56,000 per year or 100% of the participant's compensation using the defined contribution plans (DoT, 2019a). Employers' contribution can be the smaller of \$56,000 per year or 100% of the participant's compensation, or an amount needed to provide an annual benefit no larger than \$225,000 per year or 100% of the participant's average salary for the highest three consecutive calendar years using the defined benefit plans (DoT, 2019a). Maximum contribution limits allow individuals to take advantage of the tax-savings and increase their retirement savings.

Maximum Deduction

Each retirement plan has a maximum annual deduction. The maximum deduction for SEP's is 25% of all participant contributions (DoT, 2019a). The maximum deduction for a SIMPLE is the same amount as the employer's contribution (DoT, 2019a). The maximum deduction for defined contribution plans is 25% of all participant contributions plus the number of elective deferrals made (DoT, 2019a). The maximum deduction for a defined benefit plan is based upon actuarial assumptions and computations (DoT, 2019a). Maximum deductions allow employers to maximize tax savings according to the applicable laws.

Plan Timeframe to Establish

Each retirement plan has an established timeframe for setting up the plan. SEP's can be started at any time up through the employer's tax return, including any extensions (DoT, 2019a). SIMPLE's can be created any time between January 1 and October 1 of the calendar year and when administratively feasible as a new employee begins working after October 1 (DoT, 2019a). Defined contribution plans and defined benefit plans are required to begin by the end of the business's tax year (DoT, 2019a). Established timeframes allow employers to realize the tax advantages of setting up a plan when filing their annual tax return.

Advantages of Offering an Employer-Provided Retirement Plan

Participation in an employer-provided tax-advantaged retirement plan provides benefits to employers and employees. Employer benefits include (a) contributions to an employee retirement plan are tax-deductible, (b) plan assets grow tax-free, (c) available

plan options are flexible, (d) tax credits and other incentives can be applied to reduce the cost of starting a plan, (e) contributions reduce the businesses taxable income, and (f) retirement plans attract and retain better employees, which reduces training costs for new employees (DoT, 2020). Benefits of retirement plans for employees include (a) reduction in taxable income, (b) no taxes paid until distribution, (c) participation through automatic payroll deduction, (d) the significant growth of small, regular contributions due to compounding interest of retirement savings, (e) the option of transferring assets to a new employer, (f) availability of retirement savings contribution credit, and (g) increased employee financial security for retirement (DoT, 2020). Employers and employees receive tax benefits by participating in tax-advantaged retirement plans.

Some states have passed laws requiring employers to provide employees with a retirement plan. States have started requiring private employers to offer retirement plans under state law. California, Connecticut, Illinois, Maryland, Massachusetts, New Jersey, Oregon, and Washington have rendered it mandatory for private employers to establish employer-provided retirement savings plans for employees (Perdue, 2016). These mandatory programs encourage employees to establish tax-deferred retirement plans through automatic payroll deductions withheld by their employer (Birdthistle, 2018). The automatic enrollment default contribution starts at 3% of earned income (Birdthistle, 2018). Small business owners can be at the forefront of this development by offering an employer-provided tax-advantaged retirement plan (DoL, 2020). The GAO (2017) used the most currently available data from the 2016 Survey of Income Program and Participation compiled by the Census Department to determine the percentage of small

business employees with and without access to an employer-provided retirement plan (see Table 2). Based on the data, employers with 50 or fewer employees have the highest percentage of not offering an employer-sponsored retirement plan. Employers with 51 to 100 employees have the second-highest percentage, and employers with between 100 to 500 employees have the lowest percentage of not offering an employer-sponsored retirement plan. Table 2 identifies the percentage of employees with access to an employer-sponsored retirement plan based on the number of organizations employees.

Table 2

Employee Access to Employer-Sponsored Retirement Plans

| Number of Employees | No Plan Offered | Plan Offered |
|---------------------|-----------------|--------------|
| 50 or fewer | 67% | 33% |
| 51 to 100 | 40% | 60% |
| 101 to 500 | 27% | 73% |

Note. Author-created table based on data available from GAO-18-118SP

Employers

Financial wellness and retirement readiness can influence worker productivity. Employers who understand the relationship between financial wellness and worker productivity could increase worker productivity and retirement readiness (MacKenzie, 2017). An essential tool for attracting and retaining employees for any business or organization is providing benefits, such as paid vacation time, paid sick leave, and an employer-provided retirement plan (Hegarty, 2018). Employers who offer a retirement plan are more likely to increase employee productivity and reduce employee turnover (de la Torre-Ruiz et al., 2019). Retaining current employees reduces the training costs of new

employees (DoT, 2020). When employers show concern for their employees' financial wellness, they encourage participation in retirement plans.

Retirement plans are an effective method of having a workforce that is productive. Employers who offer a retirement savings plan are more likely to have a productive workforce (Clark et al., 2017; de la Torre-Ruiz et al., 2019). Employee productivity results from employee motivation (Mokhniuk & Yushchyshyna, 2018). When employers provide benefits, such as an employer-provided tax-advantaged retirement plan, employees are likely to remain motivated and loyal (Sreenath et al., 2019). Employers could increase employee motivation and productivity by supplying information to employees about the benefits of participating in an employer-provided tax-advantaged retirement plan.

Financial literacy education can influence individuals who are saving for retirement. Researchers have shown that financial literacy education can positively affect individual savings behavior (Lusardi, 2019; Lusardi et al., 2020). Retirement planning is motivated by financially literate individuals (Ahmad et al., 2017). Employers who provide employees with financial education can improve employees' financial literacy resulting in employees assuming greater responsibility for saving towards retirement (Wagner & Walstad, 2019). When employers provide employees with relevant information that helps them increase their retirement savings, employee participation and contributions also increase (Clark et al., 2017). Retirement security depends on individual saving and planning decisions. When employers allow employees to assume a more significant share of responsibility for their financial security in retirement through

training, employees will be better equipped to make more appropriate financial decisions (Lusardi, Samek, et al., 2017). Although not mandatory, employers who provide financial literacy education or a financial education program to employees can increase employees' retirement responsibilities, savings, and contributions.

The provision of financial education may translate into greater employee productivity. Employers who provide financial education programs to employees should see increased employee productivity (Chukwudumebi & Kifordu, 2018; Topa et al., 2018). Employers who consider assisting employees plan for retirement could find more productive employees (MacKenzie, 2017). Employers should foster, promote, and support retirement preparation programs that respond to their employees' retirement needs based on the evolving retirement environment (Davies et al., 2018). Small business owners can improve employee productivity by educating their employees about the benefits of participating in an employer-provided tax-advantaged retirement plan (Netemeyer et al., 2018). Ultimately, researchers found that when employers develop financial education programs to benefit their employees, productivity increases (Chhetri et al., 2018; Davies et al., 2018; Topa et al., 2018). Employers who provide employees with financial education training could increase participation in retirement plans.

Providing financial education to employees improves financial literacy in the workplace. The U.S. government has taken steps to increase financial literacy within federal agencies by supporting financial education in the workplace (GAO, 2019). Mrkvicka et al. (2016) reported that the most significant benefits derived from providing financial education to employees included (a) increased money management ability, (b)

improved allocation/investment decisions about retirement assets, (c) improved understanding about current benefits, (d) improved satisfaction about current benefits, and (e) the facilitation of decisions about retirement. Commonly used methods of providing financial education included (a) voluntary classes and workshops, (b) projections of account balance statements and pensions benefit statements, (c) retirement income calculators, (d) free personal consultation services, and (e) online resources. The most frequent education topics included (a) retirement plan benefits, (b) preretirement financial planning, (c) investments, and (d) distributions from retirement plans (Mrkvicka et al., 2016). Employers who provide financial literacy should focus on or provide a wide breadth of topics such as (a) retirement plan benefits, (b) preretirement financial planning, (c) investments, and (d) distributions from retirement plans that could improve employee productivity. Employers who provide financial education training could improve employee productivity.

Promoting employee financial well-being is a responsible social practice. Employers who foster, promote, and support their employees' financial well-being are socially responsible by contributing to a larger social good (Brüggen et al., 2017). Brüggen et al. (2017) reasoned that an acceptable form of social responsibility happens when organizations foster their employees' financial well-being. Business owners should be socially responsible to their employees and opt to offer them benefits beyond the level required by law, such as an employer-provided tax-advantaged retirement plan (Ning et al., 2017). Being socially responsible is a good business practice.

Employees

There may be tax benefits to employees who participate in retirement. Some significant benefits of retirement plans for employees include (a) reduction in taxable income; (b) no taxes paid until distribution; (c) participation through automatic payroll deduction; (d) the significant growth of small, regular contributions due to compounding interest of retirement savings; (e) the option of transferring assets to a new employer; (f) availability of retirement savings contribution credit; and (g) increased employee financial security for retirement (DoT, 2020). Money paid into retirement plans is considered non-taxable income, reducing the amount of taxes individuals pay at the end of the tax year (Rogofsky et al., 2018). When an individual retires and withdraws from a retirement account, the money is taxed as ordinary income (Brown et al., 2017). This benefit enables savings in retirement accounts to grow through capital gains, dividend distributions, or interest payments without incurring taxes (Brown et al., 2017).

Automatic payroll deductions are being increasingly employed by firms (Clark et al., 2018). Eligible households are eligible for retirement savings contribution credit when filing annual tax returns (Sherlock, 2019). Participation in a tax-advantaged retirement savings plan offers increased financial security [e.g., the money, while not immediately in an individual's bank account, is safely waiting to be spent at a later date] (Rogofsky et al., 2018). Employees could benefit from the advantages of participating in an employer-provided retirement plan through financial literacy programs provided by their employer.

Productivity

Employees are important to an organization's success. Employees are one of the most critical assets of any company (Danjuma & Ajike, 2016). Profitable production is critical to every business's survival, and it is primarily the result of motivated and satisfied employees (Saranya, 2016). Al Mamun and Hasan (2017) suggested that employers can improve employee productivity and motivate employees when employers assume responsibility for employee job satisfaction by providing compensation packages that include an employer-provided tax-advantaged retirement plan. Satisfied and productive employees are the best recruiting tools for any business to attract talented workers (Schlachter & Pieper, 2019). Retaining satisfied and productive employees is important to the success of an organization.

To keep and motivate as many employees as possible to enhance productivity, employers should adequately pay employees. As Blanz (2017) demonstrated, job satisfaction occurs in a positive working environment, which can secure employee commitment and increase productivity. Such productivity, loyalty, and satisfaction can improve the company's financial bottom line and overall performance by ensuring its competitiveness and lower turnover. Organizational performance is often directly related to employee productivity (Shaban et al., 2017). When an employer adequately pays employees, they enhance the organization's productivity.

The main research question of this literature review was to explore the strategies that small-owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. The use of Herzberg's two-factor theory provided a

lens through which to explore the strategies that small business owners use to offer an employer-provided tax-advantaged retirement plan to increase employee productivity. There are potential benefits to both employers through increased employee motivation and employees who gain increased financial security from the provision of an employer-provided tax-advantaged retirement. Given that organizational performance is directly related to employee productivity small business owners should explore how using a hygiene factor such as a tax-advantaged retirement plan can be used to increase employee productivity from increased employee motivation.

Transition

Section 1 was an overview of the qualitative multiple case study. The purpose of my study was to explore strategies small business owners use to offer an employer-provided tax-advantaged retirement plan to increase employee productivity. In the literature review, I presented a comprehensive, critical analysis of my conceptual framework. I used current, professional, and academic literature to explore the business problem. I provided an analysis on the supporting and contrasting theories, Maslow's hierarchy of needs theory, McClelland's acquired needs theory, and Vroom's expectancy theory. I included an analysis of studies that are guided by Herzberg's theory. The literature review included topics set in in Herzberg's conceptual framework.

In Section 2, I included information about the role of the researcher, the participants, the qualitative method used in this study, the research design, the population and sampling, assurances of ethical research practices, the data collection instruments and techniques, data analysis processes, and reliability and validity. Section 3 includes an

introduction, a presentation of the findings, and the strategies that small business owners use to offer an employer-provided tax-advantaged retirement plan to increase employee productivity. Other relevant topics included applying this study to professional practice, implications for social change, recommendations for action, and further research recommendations. Section 3 concludes with a reflection on what was learned about the topic and the research process by conducting this study and a conclusion.

Section 2: The Project

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies some small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. The population for this study consisted of six small business owners in the central Texas region who have successfully implemented strategies to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. The contribution to positive social change from the findings of this study could include fewer retirees who depend on social assistance programs and reduce the necessity for retirees to work during retirement years. The implication for positive social change includes benefiting residents local to the area through enhanced stability of communities with employment opportunities that enable residents to increase contributions to community betterment and allow retirees to maintain their lifestyle without continuing to work.

Role of the Researcher

In this qualitative multiple case study, the role of the researcher was to collect, organize, analyze, and interpret data. The researcher's qualitative study role is to serve as the data collection instrument (Yin, 2018). These perspectives can include aspects of participants' social life related to attitudes, behaviors, or personal experiences through interviews, observations, and internal company documents (Marshall & Rossman, 2021; Yin, 2018). Researchers can use communication technologies such as Zoom or Skype to conduct face-to-face semistructured interviews to collect information (Archibald et al.,

2019). The teleconferencing software utilized was dependent upon the participants' software access. An interview protocol (see Appendix A) guided each interview so that each participant was asked the same questions to improve the dependability and validity of this study's findings. Researchers use an interview protocol to guide their line of inquiry and supports in establishing dependability and validity (Fusch & Ness, 2015). To ensure that specific information was collected, and every participant was asked the same questions, I followed an interview protocol (see Appendix A).

I did not have a personal or professional relationship with any of the potential small business owners. I gained experience with small business owners when I worked for the Department of the Army and the Department of Veterans Affairs as a contract specialist, contracting officer, and procurement analyst. In these roles, I solicited and then awarded contracts to small businesses for supplies and services. Experience participating in the federal thrift savings program is my only involvement with retirement plans, in addition to the information read over the years.

Outlined in the *Belmont Report* (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979), the researcher's role is to adhere to three ethical principles of research to protect participants' rights and well-being (Mick, 2019; Miracle, 2016). The three principles of the *Belmont Report* are (a) respect of persons, (b) beneficence, and (c) justice. During the study (see National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979), I ensured the protection of the participants' confidentiality, treated the participants with respect, and allowed participants to withdraw at any time for any

reason. The participants were respected and informed of their ethical rights and any participant's decision to withdraw from the study was honored. Any attitudes, beliefs, cultural and generational views, knowledge, and personal experiences were set aside. Whether intentionally or unintentionally, researcher or participant bias can influence research (Kam & Meyer, 2015). The researcher needs to acknowledge that the potential for bias exists and will continually participate in identifying, exposing, and managing biases that cannot be eliminated completely (Kam & Meyer, 2015; Toews et al., 2016). To ensure participants' privacy, permission from the Walden Institutional Review Board (IRB) was obtained before conducting the study. Additionally, the required web-based training from the National Institutes of Health was completed before embarking on this study.

An interview protocol was followed (see Appendix A), data saturation ensured, and member checking was conducted to help mitigate bias. An interview protocol was used for consistency to administer interview questions and record all of the participants' responses to reduce personal bias. Researchers use interview protocols to maintain qualitative validity and dependability and ensure data saturation (Fusch & Ness, 2015). An interview protocol is a guide to elicit responses during the interview conversation that helps researchers obtain meaningful responses that help answer the research question (Yin, 2018). Fusch and Ness (2015) recommended that researchers use an interview protocol to ensure consistency and reliability, combined with reaching data saturation in a qualitative research study until data saturation is achieved.

Participants

Researchers carefully select participants who met specific criteria for their study. After researchers have identified criteria for participant selection, it becomes possible to select participants who are the most appropriate for the phenomenon under investigation (Maki et al., 2015). Researchers should concentrate on the characteristics within a population that best answers the research question (Moser & Korstjens, 2018). Purposeful sampling enables researchers to deliberately and purposefully select a sample that will likely be the most fruitful in answering the research question (Farrugia, 2019). I used purposeful sampling in this study. Researchers use purposeful sampling to identify and select participants from a specific population of interest (Farrugia, 2019).

For this study, participants were small business owners in the central Texas region who had successfully implemented strategies to offer an employer-provided tax-advantaged retirement plan to their employees to increase productivity. The participants were required to be current small business owners located within three counties in central Texas. To narrow the search for participants who meet the eligibility criteria in this study, the Small Business Administration's Dynamic Small Business Search (SBA DSBS) was found at https://web.sba.gov/pro-net/search/dsp_dsbs.cfm and employed to identify small business owners in three counties in central Texas. This database provided the following information (a) name of the company, (b) name of the person to contact, (c) address and city, (d) e-mail address, (e) telephone number, and (f) web address (if any). A screening of the SBA DSBS conducted on August 29, 2021 indicated 380 small businesses located in Bell County, 47 small businesses located in Coryell County, and 22 small businesses

located in Lampasas County. Øye et al. (2016) stated that researchers need to make personal contact with participants.

A researcher needs to build trust with participants. Øye et al. (2016) recommended that researchers build trusting relationships with the participants to help them feel at ease and to encourage them to be more open, less fearful, and more trusting during the interview process. Trust encourages participants to provide more honest responses and encourages an open flow of communication, which then permits researchers to gain more insight into the information provided than would be provided without establishing a trusting relationship (Øye et al., 2016). To build trust with the participants, researchers need to be honest and provide details regarding the study process. At the beginning of the interview, I provided an explanation about the purpose of the study. The interview protocol (see Appendix A) was used to (a) collect the data to address the research question, (b) increase the reliability of the case study, and (c) minimize inconsistencies in the interview process.

After the IRB at Walden University approved this study, each small business owner on the list was called, introductions were made, and a description of the study provided. Each potential small business owner was asked if they were willing to participate in the study and if they had any questions or concerns. When the small business owners agreed to participate, they were asked if they would be willing to share (a) any internal company documentation related to how offering an employer-provided retirement plan might have increased employee productivity, (b) human resource guides or manuals about the employer-provided tax-advantaged retirement plan offered, and (c)

any financial documentation that indicated an increase in revenue as a result of increased employee productivity (i.e., annual financial reports of profit/loss statements, which included expenses, revenue, and losses).

After the IRB approved this proposal, an informed consent form was distributed to each small business owner who agreed to participate before collecting any data. The informed consent form indicated that participants' information would not be shared and described procedures to be followed to protect this information from others. The informed consent form described participants' rights to withdraw from the study at any time, the study's purpose, the confidential and voluntary nature of the study, and the benefits and risks of participating in the study. The interviews began after each small business owner agreed to participate in the study had read, signed, and returned the informed consent form via email and before collecting data.

Research Method

There are three types of research methods (a) qualitative, (b) quantitative, or (c) mixed (Yin, 2018). Researchers use a qualitative method when (a) seeking to explore, (b) describe, or (c) understand a phenomenon (Griffith et al., 2017). Researchers use the quantitative method when (a) conducting experiments, (b) seeking to understand cause and effect, or (c) exploring possible relationships that might exist between variables (King et al., 2019). Mixed-methods research is practical when researchers combine qualitative methods and quantitative methods in the same study to answer the research question (Counsell & Harlow, 2017).

Researchers consider various research methods to identify the most helpful method to accomplish the study (Yin, 2018). For this study, I did not choose quantitative or mixed-methods. Quantitative researchers conduct a statistical analysis of data to produce and examine quantifiable results (Bloomfield & Fisher, 2019). Mixed-methods researchers explore a broader and more complete answer to a research question when a single method is not adequate (Şahin & Öztürk, 2019). Quantitative or mixed-methods was not selected because the researcher did not intend to use statistical analysis, test a hypothesis, or determine causal relationships.

Qualitative researchers explore a phenomenon to understand the participants' perceptions and views using the participants' responses to interview questions (House, 2018). Various qualitative techniques are available to collect data--e.g., (a) interviews of participants, (b) reviewing documents and records, and (c) conducting observations (House, 2018). Qualitative researchers use open-ended interview questions when interviewing research participants (Yin, 2018). Using strategically crafted open-ended interview questions, qualitative researchers can elicit rich and thick responses based on participants' beliefs, experiences, and stories (Ryan & Sharts-Hopko, 2017). Data collection consisted of conducting interviews and reviewing records to explore the strategies used by small business owners to increase employee productivity by providing an employer-provided tax-advantaged retirement plan. Therefore, the intent was to use a qualitative method to investigate a phenomenon in-depth within its real-world context.

Research Design

I considered three qualitative research designs (a) ethnographic, (b) phenomenological, and (c) case study. Fusch et al. (2018) theorized that researchers use an ethnographic design to explore beliefs, feelings, and relationships between individuals and their culture. The research question cannot be answered through an exploration of shared patterns of beliefs, feelings, and meanings of the relationship between individuals and their culture-sharing group. Marshall and Rossman (2021) noted that researchers use a phenomenological design when exploring the meaning of lived experiences and participants' worldviews. As this study did not explore the lived experiences attributed to a phenomenon; the phenomenological design is not appropriate.

Researchers use the case study design to explore and address the *how*, *what*, and *why* of the participants' experiences in relation to real-life issues (Marshall & Rossman, 2021; Yin, 2018). I employed a case study design to conduct an in-depth exploration of the phenomenon by gathering information from multiple sources in order to better understand strategies some small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. Harrison et al. (2017) noted that researchers conducting case studies are typically concerned with an in-depth exploration of a problem in the natural setting and real-world context of the participants by reviewing multiple evidence sources to explore patterns and themes. Gustafsson (2017) noted that case study research could consist of either single or multiple case studies. When using a single case study design, researchers study an individual case and frequently conduct interviews with several individuals from one organization or case

(Yin, 2018). In the multiple case study design, a researcher studies data from two or more cases to make logical conclusions more significant (Yin, 2018). A case study was the most appropriate research design as the research question relates to a phenomenon occurring in real life.

Qualitative methodologists have confirmed that several factors affect the number of interviews required to achieve data saturation (Blaikie, 2018; Sim et al., 2018). Lowe et al. (2018) noted that achieving data saturation is a fundamental part of qualitative research data collection. Data saturation is the point during the data collection process when no new information relevant to the study can be reasonably observed. Enough data have been collected to answer the research question (Fusch & Ness, 2015; Lowe et al., 2018). Data saturation occurs when no new data, themes, or codes emerge from the participants interviews (Vasileiou et al., 2018). Data saturation was reached upon completion of the sixth interview. If data saturation was not achieved, additional small business owners would have been recruited to continue the interviewing process until data saturation was achieved.

Population and Sampling

Robson and McCartan (2016) labeled a research population as an extensive collection of people with comparable qualities who focus on a scientific inquiry. Farrugia (2019) defined purposeful sampling as a method by which researchers use their judgment to methodically and decisively select the sample from the population to best answer the research question. Researchers use purposeful sampling to choose the sampling typology when selecting participants who can provide information-rich and in-depth knowledge of

the research phenomenon (Moser & Korstjens, 2018). In this study, the selection of participants was through a purposeful sampling process. To be included in this study, participants were required to be small business owners from one of three central Texas counties (Bell, Coryell, & Lampasas) who offered an employer-provided tax-advantaged retirement plan to employees to increase productivity. To determine the population, the SBA DSBS found at https://web.sba.gov/pro-net/search/dsp_dsbs.cfm was utilized to locate small businesses in three central Texas counties.

Data saturation was achieved after interviewing and collecting internal company documents from six small business owners. When no new information is obtained from participants and the data is repeated, data saturation is achieved (Fusch & Ness, 2015; Lowe et al., 2018). Qualitative methodologists have not agreed on the exact sample size needed to achieve data saturation in qualitative studies (Cesana & Antonelli, 2019). The appropriate sample size for qualitative studies is determined when considering the research (Blaikie, 2018). The number of interviews needed to reach data saturation and identify themes can vary by location (Hagaman & Wutich, 2017). I interviewed six small business owners who had successfully implemented strategies to offer an employer-provided tax-advantaged retirement plan to increase employee productivity. The selection of six small business owners was sufficient to provide information-rich data from small business owners to answer the research question. Osborne and Hammoud (2017) conducted a multiple case study with four participants and achieved data saturation.

The interviews were conducted face-to-face with each small business owner who had agreed to participate and conducted via teleconferencing. Flick (2018) recommended

that interviewers try to create an atmosphere in which participants feel comfortable talking. Participants may feel more comfortable in a face-to-face setting, allowing them to be relaxed, see, and respond to the interviewer (Flick, 2018). Due to the current COVID-19 pandemic, other methods of conducting face-to-face interviews were used, such as teleconferencing through Google Meets, Microsoft Teams, Skype, or Zoom. The choice of teleconferencing platform chosen was based upon each participant's choice. Gray et al. (2020) stated that qualitative researchers have unique opportunities to conduct interviews due to increased teleconferencing tools. Researchers can conduct semistructured face-to-face interviews through teleconferencing (Gray et al., 2020). Providing participants with the option of interviewing via teleconferencing encourages participants to be more relaxed because they are in a comfortable and familiar environment (Irani, 2018). McGrath et al. (2019) agreed that interviews should be conducted in a comfortable area free from distractions to allow the participants to feel at ease and respond freely. DeJonckheere and Vaughn (2019) recommended that interviews be conducted in a private setting rather than a public setting to allow for a more precise audio recording and allow the researcher and participants to speak privately without interruption. The teleconferencing recommendations by the above researchers was followed.

Ethical Research

Researchers' use of an informed consent form helps ensure that participants understand the study's participation requirements (Robson & McCartan, 2016; Schnurr & Taylor, 2019). Participant consent was obtained with an informed consent form. The

informed consent form included (a) the list of interview questions, (b) requested permission to audio record the interviews through the use of an audio recording device, (c) requested permission to review relevant internal company documents as part of the data collection process, (d) described details on how I planned to use the information provided by the participants, (e) described the procedures for protecting information about the participants and the participant's organization from unauthorized personnel, and (f) explained the nature of the study. Participants that choose to withdraw were asked to do so via written email communication to my Walden email. Participants that withdrew did so prior to the interviews. Hammersley (2015) recommended that when participants withdraw, they should have the option to have their data destroyed, either entirely or partially. The informed consent form also informed the participants that participation was voluntary, and that no compensation was offered.

Each phase of the research project was conducted ethically. When conducting research interviews, it is necessary to consider ethical issues (Head, 2020; Sobočan et al., 2019). Researchers should always consider ethical principles when conducting research that involves human subjects. Brothers et al. (2019) recommended that researchers establish and maintain adequate ethical procedures that protect participants' confidentiality. Causing no harm, respecting confidentiality, and protecting privacy are the most common ethical principles that should be applied when conducting research studies (Žydzīūnaitė, 2018). The *Belmont Report* outlines three ethical principles when conducting human research -- all of which will be applied (a) respect of persons, (b) beneficence, and (c) justice. To ensure compliance with the *Belmont Report*, each

participant was treated with autonomy and respect, their privacy protected, and informed consent obtained. To ensure the participants' privacy and confidentiality, I was the only person who knew the participants' identities and responses.

The data collection process did not begin until permission was obtained from the Walden University IRB to ensure participants' ethical security. The IRB approval number for this study is 08-04-21-0758158. The collected data is stored electronically on a flash drive in a personal safe located in my home office and on a personal password-protected laptop for protection from unauthorized users. The data will be deleted five years after the study receives approval from the Chief Academic Officer (CAO) approval date. Names and all other personally identifiable information of individuals or organizations were omitted to protect participants' confidentiality. Ross et al. (2018) suggested that researchers can protect participants' confidentiality by placing specific identifiers, such as names and addresses, in a separate document. Each participant and business received a unique code starting with P1 and C1 (e.g., Participant 1; Company 1), recorded in a separate document on my computer. Five years after the publication date of the study, all electronic data files will be deleted. Voice recordings will be destroyed, and all documents that contain data collected for the study will be shredded. All hardcopy documents associated with this study (e.g., transcripts, field notes, organizational documents) will be destroyed using a paper shredder. A burn barrel will be employed to incinerate the shredded paper. All electronic data from all electronic devices will be shredded using a file shredder program (e.g., Advanced System Optimizer, WipeFile, or Hard Disk Scrubber).

Data Collection Instruments

As the researcher in this qualitative study, I was the data collection instrument. Yin (2018) suggested that researchers use an interview protocol as a framework to guide the line of inquiry. The primary source of data collection consisted of face-to-face semistructured interviews conducted with small business owners. Watts et al. (2017) recommended that qualitative researchers collect data using prompts and open-ended interview questions with participants to strengthen the study's findings. Yin (2018) suggested that encouraging participants to elaborate on the research topic can be accomplished through follow-up interview questions that elicit additional information from participants. A practical method of enhancing the study's credibility is to record participants' observations while collecting data during the interview process (Berthelsen et al., 2017). The interview protocol (see Appendix A) contained seven open-ended questions to query the participants at each interview. Yin (2018) articulated that an essential qualitative research tool involving interviews and enhancing the study's trustworthiness is a detailed and relevant interview protocol.

A secondary data source consisted of any internal company documentation provided by the small business owners. Yin (2018) noted that multiple data sources increase the certainty that the study correctly depicted the phenomenon. Yin recommended that researchers should collect any published and unpublished company documents as secondary sources. Some examples of documentation included (a) any internal company documentation related to how offering an employer-provided retirement plan might have increased employee productivity, (b) human resource guides

or manuals about the employer-provided tax-advantaged retirement plan offered, and (c) any financial documentation that indicated an increase in revenue as a result of increased employee productivity (i.e., annual financial reports of profit/loss statements, which include expenses, revenue, and losses). Small business owners were asked if they were willing to participate in the doctoral study during the initial telephonic contact. If they indicated a willingness to participate, they were asked if they are willing to share any documentation relevant to an employee-sponsored retirement plan and increased employee productivity. If they stated “No,” they were thanked for their time and I continued to telephonically contact additional small business owners until permission was received to record the interview and provide supporting company documentation.

To ensure the reliability and validity of the interview data collected, I used member checking. Member checking consists of participant feedback, validation by participants, or dependability checking (Boucerredj & Debbache, 2018; Varpio et al., 2017). When researchers conduct member checking, each participant reviews the researcher’s interpretive summary of the interview transcript for accuracy (Varpio et al., 2017). Thomas (2017) stipulated that the process of member checking, also known as respondent validation, might enhance the credibility and validity of the study. Fusch and Ness (2015) related that member checking allows participants to correct the researcher's interpretations and add missing information to achieve data saturation. Interviews were transcribed into a Microsoft Word document, interpreted, and provided to participants to check to enhance validity and reliability. Participants were provided with an electronic summary (i.e., MS Word) of my interpretations of their responses to ensure that I had

summarized and captured their intended meanings. Participants were asked in an email to review an interpretative summary of their respective interview for accuracy, make any additions, clarifications, or deletions they wish to make, and then return it via email. Participants were informed that if they have not responded within seven days, it was presumed they approved of the interpretations of their responses.

Data Collection Technique

Data collection is a critical component of the research process. Marshall and Rossman (2021) asserted that data collection is paramount in qualitative research. Heath et al. (2018) recommended using face-to-face semistructured interviews to collect data. Archibald et al. (2019) identified the advantages and disadvantages of teleconferencing to conduct semistructured face-to-face interviews. Advantages can include (a) forming and maintaining rapport with the participant, (b) convenience for both the participant and the researcher (e.g., access, time-effectiveness, and cost-effectiveness), and (c) simplicity and user-friendliness for both the researcher and the participant (Archibald et al., 2019). Disadvantages can include connectivity difficulties, low call quality, and audio or reliability and quality issues (Archibald et al., 2019). Each interview was audio recorded using a recording device, with the camera and microphone on my Dell Inspiron 5770 Laptop and the Voice Recorder application installed on my iPhone 12 Pro Max. Upon completing the interviews, I transcribed the interviews into text documents.

The small business owners were asked if they agreed to the audio-recorded interview during the initial telephonic contact. All the small business owners consented to the interview being audio-recorded. Telephonic contact continued until additional small

business owners granted permission to record the interview and provided supporting company documentation. Interviews were conducted via teleconferencing due to the COVID-19 pandemic and audio recorded using Microsoft Teams or Zoom. Before conducting the interviews, the recording devices were tested to ensure that they worked correctly. The interview information (date, time, and location) was recorded with a pen and a notebook. Before the interviews started, the participants were informed about the purpose of the interview. During the face-to-face interview, the participants were asked open-ended questions to gain insights into the participants' successful strategies used by small business owners to offer an employer-provided tax-advantaged retirement plan to increase employee productivity. Doody and Doody (2015) indicated that to ensure the interaction is current and ethical, the interview protocol maximizes the amount of time spent with the participant. An interview protocol (see Appendix A) was utilized. After data collection from the participants using semistructured interviews, member checking with the participants was performed by sending a one-to-two-page summary of the interview to the participants to crosscheck the interpretation of the data collected. I followed up with a conversation to ensure that I correctly interpreted their responses and I asked if any information needed to be added or validated.

Data Organization Technique

In qualitative studies, data organization is a significant concern to researchers. Yin (2018) emphasized that researchers should be vigilant and meticulous during data organization, especially when sorting and organizing original data. Williams and Moser (2019) recommended that collected data be classified into themes from coding designed

for data analysis and interpretation. The use of a reflective research journal, Microsoft Excel, and Microsoft Word were used to track the data. The collected data is stored on a personal laptop computer within a folder created for filing the collected data. A file naming system was used to identify each participant and protect identities. For example, the laptop's primary study folder is labeled as "Interviews from Doctoral Study." Each subsequent folder under this folder was labeled with the assigned participant, interview date, and interview time (e.g., P1_06202020_1600). In order to organize the data for better clarity and flow, a spreadsheet was used.

To ensure the collected data's security, I was the only person with unrestricted access to all the data. Kirilova and Karcher (2017) and Yoost (2020) recommended that participant information be protected for at least 5 years. All the electronic data was put in safekeeping on a flash drive in a personal safe located within my home office and on a personal, password-protected computer. Singh et al. (2021) recommended that data be stored appropriately during the research process and that a password is highly encouraged. I will ensure that the identity of the participants is protected and the data held securely.

Data Analysis

Data analysis is a critical step for exploring and understanding the collected data. Analyzing the data collected is significant for the researcher to accomplish. Data analysis occurs when researchers explore the data to identify patterns, identify themes, and interpret the data (Azungah, 2018). Qualitative researchers aim to discover and explore a new understanding of a natural phenomenon through data analysis (Squires & Dorsen,

2018). For this qualitative multiple case study, I used methodological triangulation. Abdalla et al. (2018) expressed that methodological triangulation occurs when researchers use multiple sources of data (e.g., interviews, observations, and archival documents) to corroborate findings and ensure reliability by obtaining multiple perspectives of the phenomenon. Researchers use methodological triangulation to strengthen a study's validity by supporting study findings through interviews and collected documentation (Yin, 2018). Triangulation ensures dependability and reliability (Migala & Flick, 2019). Fusch et al. (2018) pointed out that researchers should triangulate data from multiple sources to ensure the research is valid. I triangulated the data across different sources in order to strengthen the study results.

Software such as NVivo 12, is a useful tool for analyzing data. Maher et al. (2018) suggested that researchers use NVivo, a computer software program specifically designed for qualitative research, to analyze data, develop codes and identify categories, trends, and themes. Data was imported to NVivo 12, assigned codes, the data were organized into themes from the interviews, and the data were triangulated with the small business owners' documents. NVivo was utilized to process the unstructured text and the audio recordings of the interviews.

Yin (2018) recommended the use of a 5-phase cycle for analyzing data that include the following: First, compiling information through interviews, field notes, and other data in order to compile, sort, and arrange the data into proper order. I compiled the information by gathering and organizing all interview transcripts, documentation, and other data. Secondly, disassembling the compiled data requires breaking the data into

smaller fragments that distinguish labels. Data was disassembled by coding each interview transcript using initial coding and descriptive coding techniques. Third, reassemble the fragmented data and recomb the data into sequential groups to array them by lists or a tabular form. Recombining the data occurred by looking for patterns. Saldaña (2016) categorized patterns through several methods (a) similarity, (b) difference, (c) frequency, (d) sequence, (e) correspondence, and (f) causation. Fourth, interpreting the reassembled data so that it can be explained. By crafting assertions based on the pattern codes the data was interpreted. Fifth, drawing conclusions based on interpretations. I concluded by evaluating the themes identified through the coding and analysis process by following Yin's 5-phase cycle to analyze data, focusing on key themes and correlating the literature's critical themes. After completing the data analysis, the findings were written up and correlated to Herzberg's two-factor theory.

Reliability and Validity

Researchers reveal attention to detail to meet reliability and validity. Rose and Johnson (2020) defined reliability and validity as phrases associated with accuracy and precision in research. Interview protocols are applied in qualitative research to engage participants consistently and strengthen reliability and validity (Castillo-Montoya, 2016; Yin, 2018). The most common criteria to achieve rigor in qualitative research is reliability, validity, credibility, transferability, and confirmability (Anderson, 2017). I used an interview protocol and ensured the reliability, validity, credibility, transferability, and confirmability of the analysis to improve the accuracy and precision of the data analysis.

Reliability

Researchers use an interview protocol to promote reliability of the study results. The consistency and reliability of researching qualitative research findings are referred to as dependability (Rose & Johnson, 2020). Rose and Johnson (2020) posited dependability is necessary for qualitative research, and researchers use member checking to evaluate whether indicators measure the intended concept. Member checking is informant response, respondent validation, or dependability checking (Varpio et al., 2017). When a researcher conducts member checking, they disclose data interpretations with participants for review and comment (Varpio et al., 2017). To ensure data or interpretations' dependability, participants review a synthesis of the interview for accuracy and to provide additional feedback (Thomas, 2017). Yin (2018) summarized that when a researcher shares interpretations or data with interview participants, it gains feedback and allows for checking or correcting research interpretations. The interviews were transcribed into a Microsoft Word document, interpreted by me, and participants were asked to review the interpretation to ensure their meanings and intentions were accurately captured, and/or to provide additional information. I used member checking following the interviews to ensure that the findings of the study are credible.

Validity

Validity of a qualitative study relates to the truthfulness or trustworthiness of the study results. When the data are valid, it strengthens the researcher's claims (FitzPatrick, 2019). Yin (2018) articulated that qualitative validity focuses on credibility, authenticity, and trustworthiness. The criteria to validate a qualitative study are credibility,

transferability, and confirmability (Anderson, 2017). A qualitative researcher should be concerned about two significant characteristics, rigor and truth, when designing a study, analyzing the results, and judging its quality (Cypress, 2017).

Credibility

Credibility can be established by using member checking and triangulation. Stewart et al. (2017) described that credibility is how confident the qualitative researcher is in the truth of the research study's findings. Researchers can enhance a study's credibility by engaging in methodological triangulation and conducting interpretative member checking (Jordan, 2018). Credibility strengthens claims that researchers make by providing an accurate interpretation of the experience and the participant's perception (FitzPatrick, 2019). Interpretive member checking can help ensure that participants' responses are recorded accurately before analyzing the data (Thomas, 2017). Researchers use member checking to enhance credibility by validating the collected data with participants. Member checking was employed by asking participants to review an interpretative summary of their interview, to help improve the study's accuracy. Methodological triangulation was performed to compare the data collected from participants with their annual financial reports.

Transferability

Transferability is the process of one set of conclusions being used in another similar setting or situation. Transferability in qualitative research is researchers' ability to relate the same results to other contexts or settings with other participants (Korstjens & Moser, 2018). Marshall and Rossman (2021) stated that transferability is recognized

when a qualitative study's findings can be shifted to an alternative setting or situation while keeping the meanings found. Constantinou et al. (2017) alluded to the results' transferability when the researcher describes the phenomenon explored with the framework to explore the case in appropriate detail so the results can be carefully applied to other cases. Fusch et al. (2018) expressed that a study's transferability is enhanced through detailed and thick descriptions. Houghton et al. (2017) stated researchers should provide elaborate descriptions that are well-defined to enhance transferability, and readers need to understand whether particular findings are transferable to another setting. To achieve transferability researchers provide thick, rich descriptions of the phenomenon explored (Fusch et al., 2018). A full description of the research processes, procedures, components, analysis, and findings enable other researchers to determine the findings' transferability.

To assist in transferability, I provided thick descriptions of the research processes, procedures, components, analysis, and findings to provide readers with information they may use to determine potential transferability and future research. The descriptions included details regarding the interview protocol, data collection instruments, data analysis practices, and specific findings related to the key themes of successful strategies of small business owners who offer an employer-provided tax-advantaged retirement plan to increase productivity.

Confirmability

Confirmability signifies the accuracy and neutrality of the data. Confirmability refers to the degree to which the results could be confirmed or verified by another

researcher (Marshall & Rossman, 2021). Confirmability can be ascertained in a study when others can reproduce the research findings. Researchers use multiple sources as a form of record audit to provide quality data for the accuracy and justification of qualitative research to achieve confirmability (Yin, 2018). To assist in confirmability, I used methodological triangulation of the interview data with the participants' annual reports and a review of the interview data and notes taken during data collection.

Data Saturation

Data saturation signifies the researcher has collected data from interviews and documents to the point where no new evidence appears. Marshall and Rossman (2021) theorized that achieving data saturation can occur during the data collection process when no new or relevant data appears. There is no specific number of interviews required to achieve data saturation (Fusch & Ness, 2015; Hennink et al., 2017). To achieve data saturation, six small business owners were interviewed and internal organization documents were collected. I continued expanding the sample size until data saturation was achieved.

Transition and Summary

The objective of this qualitative multiple case study was to explore strategies small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. In Section 2, I included an introduction, restated the purpose statement, described my role as the researcher, outlined the participant selection process, and further explained the selected research method and research design. I explained (a) population and sampling method; (b) ethical research, (c) data

collection instruments, technique, and organization; and (d) data analysis techniques, as well as discussions on the methods and techniques for guaranteeing the reliability and validity of this study. I concluded Section 2 by establishing reliability and validity of this study, the credibility, achievability, practicality, and reproducibility or repeatability of the study. In Section 3, I present an introduction, a presentation of the findings, the application to professional practice, implications for social change, recommendations for action, and recommendations for further research, my reflections, and conclusions.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies some small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. The data came from small business owner interviews who had successfully offered employees an employer-provided tax-advantaged retirement plan to increase productivity and company documentation from six small business owners in three central Texas counties (Bell, Coryell, & Lampasas). The findings showed small business owners' strategies for offering an employer-provided tax-advantaged retirement plan to increase employee productivity.

Semistructured face-to-face interviews via telecommunication software with six small business owners allowed me to gain the participants' trust by having one-on-one personal contact with each interviewee during the interview process. Participants were assigned numbers, such as P1, P2, P3, P4, P5, and P6. Participant responses were uploaded into NVivo 12 software to organize the responses to identify and create common themes for coding. I transcribed the interviews, ensured I summarized the meaning of the participants' responses, and conducted member checking.

Data were triangulated from various data sources provided by the small business owners. I used methodological triangulation to ensure validity and compared transcriptions, interview responses, direct observation, and business records to supplement the semistructured interviews. After transcribing each interview, I imported the data into NVivo 12 software to assist in discovering key themes. I performed member

checking to clarify the interview information by providing the participants with a summarized interview transcript to ensure the information provided was accurate.

Based on the research question, analysis of the interview questions, and company documents, I identified three main themes: (a) retirement planning, (b) financial education, and (c) automatic enrollment. In Section 3, I provide a detailed description of the study's findings. This section includes a Presentation of the Findings, Applications to Professional Practice, Implications of Social Change, Recommendations for Action, Recommendation of Further Research, Reflections, and study Conclusions.

Presentation of the Findings

I used semistructured interviews to gain an in-depth understanding of the strategies small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. I reviewed internal company documentation about the company's employer-provided tax-advantaged retirement plan, human resource guides manuals, and annual financial reports to enhance the triangulation of data for this study. Interviews were conducted via telecommunications software of the participants' choice. Each interview lasted no more than 1 hour. After I conducted each interview, I transcribed the interviews and uploaded the transcription into NVivo 12 software to identify common themes and codes on each document. I replaced the names of each small business owner with the names of P1, P2, P3, P4, P5, and P6 to protect their identities. Once all data was coded and there were no new themes, I performed member checking by providing each participant with a summarized transcription to close any possible gaps or inaccurate statements and data triangulation. Participants contributed

ideas, experiences, and insights regarding strategies to offer employees an employer-provided tax-advantaged retirement plan to increase productivity during the interview process. These six small business owners participated in the semistructured interviews. They responded to the research question: What strategies do small business owners use to offer employees an employer-provided tax-advantaged retirement plan to increase productivity?

The conceptual framework for the study was Herzberg's two-factor theory. The study's findings also aligned with the basic premise of Herzberg's two-factor theory is job satisfaction [motivation] and job dissatisfaction [hygiene] factors (Herzberg, 1968). Using Herzberg's two-factor theory, specifically, hygiene factors, assisted me in understanding strategies small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity. I used case study research as it allowed the research of a phenomenon within a real-life context. Case study research is appropriate for exploring strategies with a thorough and wide-ranging approach (Yin, 2018). While using Herzberg's two-factor theory as my conceptual framework, I explored strategies small business owners effectively implemented for offering an employer-provided tax-advantaged retirement plan to employees to increase productivity. The findings of the three themes supported the hygiene factor of Herzberg's two-factor theory, the conceptual framework of the research.

Analysis of Findings

After the interview data were analyzed, three major themes emerged. These themes were retirement planning, financial education, and automatic enrollment. The

three emergent themes from the data were: (a) retirement planning, (b) financial education, and (c) automatic enrollment.

Theme 1: Retirement Planning

The first emergent theme was retirement planning. The successful strategy rendered from this emergent theme was ensuring employees understood the advantages of participating in an employer-provided tax-advantaged retirement plan. None of the participants provided an employer-provided tax-advantaged retirement plan 5 years ago. All participants agreed that they thought the company was a "revolving door" with employees when they did not offer a retirement plan because employees left before a year had elapsed. All interviewed leaders indicated that employees left the workplace because there was no retirement plan available, even though they offered other benefits (e.g., health insurance and flexible work schedules). Table 3, shown below, is a categorization of the subthemes for Retirement Planning.

Table 3

Retirement Planning Themes

| Theme | <i>n</i> | % |
|---------------------|----------|-------|
| Retirement planning | 18 | 69.23 |
| Retirement future | 4 | 15.38 |
| Available plans | 4 | 15.38 |

Note. *N* = number of frequencies stated.

% = Percentage of frequencies stated.

Employer retirement plans play an essential role in improving the prospects for financially successful retirements. Workers need financial information regarding retirement programs for proper retirement planning (Nguyen & Rozsa, 2019). Employees

who understand retirement planning feel prepared for retirement (Hoffmann & Plotkina, 2020). Employers who take responsibility for retirement planning for employees encourage proactive retirement savings (Lee et al., 2018). Retirement planning is essential and may affect employee productivity (Hoffmann & Plotkina, 2020). Retirement planning allows employees to prepare for retirement and adjust to life changes (Lee et al., 2021; Mata, 2021). Contributions can be made with before-tax earnings to a retirement plan which can be rolled over and are tax-deferred until withdrawal (Lavecchia, 2018).

The central part of an employee's life is (a) work and (b) the process of planning for retirement, which cannot be overlooked. There are two significant elements in the retirement planning process: planning to enter into a new situation and leaving the career the employee may have had most of their adult life. Employees who do not adequately plan may experience catastrophic results. Thus, it has become essential for employees to understand basic retirement planning financial management. The importance of retirement benefits allows employees to decide when it is the right time to retire (Clark et al., 2019). Small business owners can enhance their retirement plans by encouraging employees to plan for retirement. Employees need to plan for a long retirement as individuals live longer, especially if their family has a history of living longer (Kumar et al., 2019). Employees need good retirement planning to meet their needs.

All participants agreed that offering a retirement plan to employees was vital. P1 stated, "By providing the retirement plan to my employees, less financial stress increased productivity. They are no longer worrying about life after retirement, thus improving productivity." P2 stated, "Companies should take an increased responsibility to assist

staff on achieving retirement financial goals." P3 stated, "While my workforce was happy and productive, I have realized a much more personal relationship with employees as we track our earnings. It is a new topic of conversation and one we all enjoy." P4 stated, "The additional benefit has helped retain trained and trustworthy employee. This allows us, the owners, to concentrate on marketing to attract more customers." P5 stated, "The longer they stay with the company the more they can accrue dollar amounts over time, and we can match the percentage value on the retirement plan." P6 stated, "We offer a retirement plan from the day they start working for us." By providing employees with an employer-provided tax-advantaged retirement plan the participants observed an increase in employee productivity in addition to assisting employees to prepare for retirement.

The participants informed all new employees that the small business owners are not exercising any fiduciary responsibility and they are not financial professionals. They encourage their employees to save for retirement verbally and with a signed employee acknowledgment. Fiduciary responsibility falls into three categories: (a) management, (b) investment advice, and (c) administration (DoT, 2021). The participants informed all new employees that the money contributed to the retirement plan is deducted from earnings to reduce the employee's taxable income. The participants provided their employees with a quarterly newsletter by the retirement plan administrator regarding retirement planning. By providing new employees about contributing to retirement planning employers can encourage employees to save for retirement.

The findings for retirement planning aligned with the hygiene factor of Herzberg's two-factor theory (Herzberg, 1968). Extrinsic factors include (a) aspects of the work

environment, (b) salary and benefits, and (c) job security (Herzberg, 1968). Extrinsic factors influence employee productivity because dissatisfied employees will seek employment elsewhere. The participants recognized that benefits could influence employee productivity, such as an employer-provided tax-advantaged retirement plan. Herzberg (1987) recognized that hygiene factors could reduce job dissatisfaction. Herzberg et al. (1959) emphasized that employees are more productive when employers offer benefits, such as an employer-provided tax-advantaged retirement plan.

Theme 2: Financial Education

The second emergent theme was financial education. The successful strategy provided from this emergent theme was ensuring employees understood the importance of financial education to save for retirement by participating in an employer-provided tax-advantaged retirement plan. All participants agreed that providing their employees with training related to financial education assisted in increasing employee contributions in an employer-provided tax-advantaged retirement plan. All participants noted that the longer an employee remained with the company, the employees increased their deduction percentage to save more. Table 4, shown below, is a categorization of the subthemes for Financial Education.

Table 4

Financial Education Themes

| Theme | <i>n</i> | % |
|---------------------|----------|-------|
| Financial Education | 13 | 72.22 |
| Training | 5 | 27.78 |

Note. *N* = number of frequencies stated. % = Percentage of frequencies stated.

Financial education can be a significant event in an employee's life and well-being. Financial education could increase employee financial literacy, thereby increasing what a person comprehends and impacting current savings habits towards retirement planning (Chung & Park, 2019; Hauff et al., 2020). According to García and Vila (2020), financial education is a formidable instrument for retirement savings. Employers can encourage employees to participate in retirement savings plans through financial education. They are improving the financial well-being of individuals through financial education (Riitsalu, 2018). Employers can provide financial education to employees to increase participation in employer-provided tax-advantaged retirement plans.

Financial education is needed for employees when employers provide an employer-provided tax-advantaged retirement plan. Critical factors in saving for retirement are financial literacy and, consequently, financial education programs to improve financial literacy (Herrador-Alcaide et al., 2021). Employees make wrong financial decisions by not participating in employer-provided training for retirement planning. Employees make retirement planning decisions because of the financial literacy provided through the financial education program. Proper retirement planning can be provided to employees through financial education (Kimiyağahlam et al., 2019). Designing and implementing financial education programs are not one size fits all (Kimiyağahlam et al., 2019) and might not work well with all employees nor raise the employees' level of financial sophistication. Employers could use national federal education strategies and plans developed by the Financial Literacy and Education

Commission, an agency of the Department of the Treasury (Chung & Park, 2019). Financial education impacts an individual preparation for retirement (Chung & Park, 2019). Pre-retiree enthusiasm for transitioning to retirement governs their financial happiness, based on the measures taken when planning for retirement (De los Santos et al., 2020). Financial literacy is essential to prepare employees for the transition to retirement (De los Santos et al., 2020). Employers who provide employees with financial education training can assist employees with making appropriate decisions to plan for retirement.

Financial education plays a significant role in assisting employees plan for retirement. P1 stated, "We educate our staff and contractors to take charge of their retirement strategies through company-provided pre-tax benefits and post-tax strategies." P2 stated, "Financial education was the easiest part in showing the different strategies available to save for retirement." P3 stated, "Mainly through empowerment through education of different strategies to reach their desired goals." P4 stated,

Through education of the long term benefits we have seen that staff feel they are more in charge of their financial well-being in the long term. This peace of mind brings better morale to the company as a whole and increases productivity.

P5 stated, "By providing our staff with financial education training, we have seen staff show better financial confidence and increase their contributions and continually optimize their long-term financial goals." P6 stated, "We fill that by providing our staff with training through financial education we give them an opportunity to increasing

wealth.” Retirement planning improves when employers provide employees with valuable financial education training.

The findings for financial education aligned with the motivation factor of Herzberg's two-factor theory (Herzberg, 1968). Intrinsic factors include (a) achievement, (b) recognition, (c) work itself, (d) responsibility, and (e) advancement or growth (Herzberg, 1968). Intrinsic factors influence employee productivity as satisfied employees are productive. The participants recognized that benefits could influence employee productivity, such as providing employees the financial education about the benefit of saving for retirement through an employer-provided tax-advantaged retirement plan. Herzberg (1987) recognized that motivation factors could increase job satisfaction. Herzberg et al. (1959) emphasized that employees are more productive when they have a sense of achievement. Employers who provide employee benefits can see an increase in employee productivity.

Theme 3: Automatic Enrollment

The third emergent theme was automatic enrollment. The successful strategy rendered from this emergent theme was ensuring that new employees are automatically enrolled in the employer-provided tax-advantaged retirement plan. All participants agreed that automatically enrolling employees in the employer-provided tax-advantaged retirement plan encourages them to be better prepared for retirement. All the leaders indicated that employees automatically enrolled in the retirement plan had less stress and were more productive. Table 5, shown below, is a categorization of the subthemes for Retirement Planning.

Table 5*Automatic Enrollment Themes*

| Theme | <i>n</i> | % |
|----------------------|----------|-----|
| Automatic Enrollment | 6 | 100 |

Note. *N* = number of frequencies stated.

% = Percentage of frequencies stated.

Automatically enrolling employees in an employer-provided tax-advantaged retirement plan is a valuable business tool. P1 stated, "There are less financial worries and distractions, so my staff are able to concentrate on work and not their finances do to us automatically enrolling employees when they start working for us." P2 stated, "Money is a great source of anxiety and stress for most of society today. Anxiety and stress takes a toll on productivity in the workplace. By automatically enrolling our employees, we feel that we are relieving some of the anxiety and stress." P3 stated, "Initially, participating in a retirement plan was made voluntary. After 2 years, we decided to automatically enroll all new employees and then give them the option of continuing to participate or not participating after a couple of months." P4 stated:

We explained to all new employees when they start that they are automatically enrolled in the employer-provided tax-advantaged retirement plan. We explained that it is beneficial to their current and future needs, with the current being pre-tax withholding to reduce their taxable income and future is providing them with income in their retirement years.

P5 stated,

At first, when we implemented the employer-provided tax-advantaged

retirement plan, most of our staff was not interested. Then we noticed that the employees that did enroll were more productive than those who did not enroll. At that point, we decided to automatically enroll all new employees.

P6 stated,

We implemented automatic enrollment for our employees because we would rather see our money go towards our employees in order to retain the well-qualified. We realized that the money we contributed to an employer-provided tax-advantaged retirement plan allowed us to have a tax deduction when filing our taxes.

When an employer automatically enrolls new employees in the employer-provided tax-advantaged retirement plan they are encouraging saving for retirement.

Automatic enrollment in an employer-provided tax-advantaged retirement plan is advantageous to the employer and the employee. Companies can encourage contributions for retirement savings by automatically enrolling new employees in an employer-provided tax-advantaged retirement plan (Goda et al., 2020). Employers that utilize automatic enrollment in an employer-provided tax-advantaged retirement plan have a higher participation rate than employers who do not automatically enroll employees (Butrica & Karamcheva, 2019). Employees should not assume that all the predetermined characteristics in an employer-provided tax-advantaged retirement plan are the best for the employee (Butt et al., 2018), which is why an employee needs to increase their retirement plan knowledge (Goda et al., 2020). Automatic enrollment in retirement plans could dramatically increase the proportion of employees contributing to the plan, and

employees who would not otherwise have participated will see the benefits of participating. Employers that implement automatic enrollment at a 3% default before-tax contribution rate can increase contributions by employees (Foltice et al., 2018). Congress encouraged employers to automatically enroll employees in employer-provided tax-advantaged retirement plans (Pension Protection Act, 2006). Automatic enrollment could increase economic security in retirement (Pereira & Afonso, 2020). If employees want to save more, they can increase their contribution rate to the maximum allowed by the employer-provided tax-advantaged retirement plan. Automatic enrollment in employer-provided tax-advantaged retirement plans can increase participation.

The findings for automatic enrollment aligned with the hygiene factor of Herzberg's two-factor theory (Herzberg, 1968). Extrinsic factors include (a) aspects of the work environment, (b) salary and benefits, and (c) job security (Herzberg, 1968). Extrinsic factors influence employee productivity because dissatisfied employees will seek employment elsewhere. The participants recognized that benefits could influence employee productivity, such as automatically enrolling employees in an employer-provided tax-advantaged retirement plan. Herzberg (1987) recognized that hygiene factors could reduce job dissatisfaction. Herzberg et al. (1959) emphasized that employees are more productive when they have a sense of achievement. Employers who automatically enroll employees in an employer-provided tax-advantaged retirement plan can increase employee productivity.

Applications to Professional Practice

The results of this study could offer small business owner's opportunities for successful strategies they could implement to increase employee productivity. Small business owners could use this research to inspire employees to save for retirement while increasing employee productivity by offering an employer-provided tax-advantaged retirement plan. The first strategy small business owners could use is to encourage employees to participate in or increase contributions to an employer-provided tax-advantaged retirement plan. An employee who plans for retirement can adjust to changes in life (Lee et al., 2021; Mata, 2021). The second strategy small business owners could use is to provide employees with the necessary financial education training through programs to encourage saving for retirement through an employer-provided tax-advantaged retirement plan. Employers could increase participation rates in employer-provided tax-advantaged retirement plans through financial education to employees (Riitsalu, 2018). The third strategy small business owners can use is to automatically enroll new employees in the employer-provided tax-advantaged retirement plan. By automatically enrolling employees in an employer-provided tax-advantaged retirement plan, employers encourage saving for retirement (Goda et al., 2020). The study's findings are relevant to improving business practice because the three emergent themes rendered three successful strategies that small business owners can use to improve employee productivity and promote retirement savings.

Implications for Social Change

This research's implications for positive social change identified successful strategies that small business owners could use to offer an employer-provided tax-advantaged retirement plan to increase employee productivity. Another implication for positive social change from the study's findings could include (a) benefiting residents local to the area through enhanced stability of communities with employment opportunities, (b) enabling residents to increase contributions to community betterment, and (c) allowing retirees to maintain their lifestyle without continuing to work. The strategies identified are (a) retirement planning, (b) financial education, and (c) automatic enrollment. The first strategy could assist employers with encouraging employees to save for retirement. The second strategy could assist employees in saving for retirement, therefore, alleviating retired employees from having to rely on social welfare programs or returning to the workforce. The third strategy would allow employers to urge their employees to save for retirement.

Recommendations for Action

My recommendation for further action is for small business owners who want to increase employee productivity is to consider implementing the successful strategies found in this study. Small business owners should implement these successful strategies to increase employee productivity and encourage employees to save for retirement. Employers could incentivize employees to prepare for retirement adequately (Lee et al., 2018). A second recommendation for further action is for small business owners who do not have an employer-provided tax-advantaged retirement plan to consider implementing

these strategies to increase employee productivity. Small business owners who do not have an employer-provided tax-advantaged retirement plan could retain employees by offering an employer-provided tax-advantaged retirement plan. Employee productivity can be affected by an employer-provided tax-advantaged retirement plan (Hoffmann & Plotkina, 2020). I will share a 1-to-2-page summary with the small business owners who participated in my study. I may eventually share my findings with small business owners who (a) do not have an employer-provided tax-advantaged retirement plan to increase employee productivity, (b) reduce employees leaving to other businesses that have an employer-provided tax-advantaged retirement plan, and (c) who do not understand the tax advantages of offering an employer-provided tax-advantaged retirement plan. Finally, I plan to continue my research on employer-provided tax-advantaged retirement plans and the benefits of offering employer-provided tax-advantaged retirement plans to employees.

Recommendations for Further Research

Recommendations for further research include focusing on varying geographical locations. Future researchers should also consider studying small business owners who have increased profitability through the increased productivity of employees. Future research could help small business owners who offer an employer-provided tax-advantaged retirement plan to encourage other small business owners in their local communities who do not offer an employer-provided tax-advantaged retirement plan to employees. Future researchers could consider and explore the impact of interactive tools on how small business owners increase employee productivity through offering an employer-provided tax-advantaged retirement plan (Lusardi, Samek, et al., 2017).

Additional research could add to the limited scholarly knowledge and understanding of successful strategies to increase employee productivity in small businesses by offering an employer-provided tax-advantaged retirement plan.

The primary limitation of this study was that the data collected for this study might not accurately represent all small businesses. A recommendation for further research involves including more participants by researching a larger metropolitan area. A larger metropolitan area (such as Austin, Dallas, Fort Worth, Houston, or San Antonio) could provide more small businesses with an employer-provided tax-advantaged retirement plan.

Reflections

The Doctor of Business Administration doctoral research study process required a vast expansion of belief in my ability to overcome any obstacle to achieve desired outcomes. This process has resulted in significant personal, professional, and academic growth. The process allowed me to explore successful strategies small business owners used to offer employees an employer-provided tax-advantaged retirement plan to increase productivity. Exploring successful strategies small business owners use to offer employees an employer-provided tax-advantaged retirement plan to increase productivity was an educational experience.

I learned through the study that small business owners who offer an employer-provided tax-advantaged retirement plan to increase employee productivity also increases employee readiness for retirement and reduces employee turnover. Throughout the study,

I deliberately avoided influencing participant responses and shaping data to align with preconceptions. No bias was revealed with any of the participants.

Conclusion

The purpose of this multiple case qualitative study was to explore strategies small business owners use to offer an employer-provided tax-advantaged retirement plan to increase employee productivity. Small business owners who use effective strategies should assist employees in saving for retirement by offering an employer-provided tax-advantaged retirement plan. Employee benefits are an essential part of the monetary compensation employees receive for their work. The future of retirement should not rely on just receiving social security. When an individual saves for retirement through an employer-provided tax-advantaged retirement plan, it not only increases employee productivity but can lead to better retirement satisfaction. Findings in this study revealed that small business owners who assisted employees through (a) retirement planning, (b) financial education, and (c) automatic enrollment increased employee productivity. This study revealed essential strategies for both business and social impact.

References

- Abdalla, M. M., Oliveira, L. G. L., Azevedo, C. E. F., & Gonzalez, R. K. (2018). Quality in qualitative organizational research: Types of triangulation as a methodological alternative. *Administração: Ensino e Pesquisa*, *19*(1), 66-98.
<https://doi.org/10.13058/raep.2018.v19n1.578>
- Adam, A. M., Frimpong, S., & Boadu, M. O. (2017). Financial literacy and financial planning: Implication for financial well-being of retirees. *Business & Economic Horizons*, *13*(2), 224-236. <https://doi.org/10.15208/beh.2017.17>
- Ahmad, Z. A. S., Firdaus, B. G. M., Tendot, B. A. B. N., Mastura, B. A., & Hazlina, B. A. S. I. H. (2017). Retirement planning: Young professionals in private sector. *SHS Web of Conferences*, *36*, 1-8. <https://doi.org/10.1051/shsconf/20173600024>
- Akindele, I. T., Olatoye, O. A., & Oyekanmi, T. T. (2020). Impact of performance appraisal strategy on employee productivity: Evidence from selected Nigerian banks. *Journal of Management & Social Sciences*, *9*(1), 769-783.
<http://www.fountainjournals.com/index.php/fujmas/article/view/281>
- Al Mamun, C. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in the business organization: A conceptual view. *Problems and Perspectives in Management*, *15*(1), 63-71.
[https://doi.org/10.21511/ppm.15\(1\).2017.06](https://doi.org/10.21511/ppm.15(1).2017.06)
- Anderson, V. (2017). Criteria for evaluating qualitative research. *Human Resource Development Quarterly*, *28*(2), 125–133. <https://doi.org/10.1002/hrdq.21282>
- Archibald, M. M., Ambagtsheer, R. C., Casey, M. G., & Lawless, M. (2019). Using

Zoom videoconferencing for qualitative data collection: Perceptions and experiences of researchers and participants. *International Journal of Qualitative Methods*, 18, 1-8. <http://doi.org/10.1177/1609406919874596>

Ayalew, F., Kibwana, S., Shawula, S., Misganaw, E., Abosse, Z., van Roosmalen, J., Stekelenburg, J., Kim, Y. M., Teshome, M., & Mariam, D. W. (2019).

Understanding job satisfaction and motivation among nurses in public health facilities of Ethiopia: A cross-sectional study. *BMC Nursing*, 18(1), 1-13.

<https://doi.org/10.1186/s12912-019-0373-8>

Azungah, T. (2018). Qualitative research: Deductive and inductive approaches to data analysis. *Qualitative Research Journal*, 18(4), 383-400.

<https://doi.org/10.1108/QRJ-D-18-00035>

Barba-Sánchez, V., & Atienza-Sahuquillo, C. (2017). Entrepreneurial motivation and self-employment: Evidence from expectancy theory. *International Entrepreneurship and Management Journal*, 13(4), 1097-1115.

<http://doi.org/10.1007/s11365-017-0441-z>

Barigozzi, F., Burani, N., & Raggi, D. (2018). Productivity crowding-out in labor markets with motivated workers. *Journal of Economic Behavior & Organization*, 151, 199-218. <https://doi.org/10.1016/j.jebo.2018.03.018>

Berthelsen, C. B., Lindhardt, T., & Frederiksen, K. (2017). A discussion of differences in preparation, performance and post reflections in participant observations within two grounded theory approaches. *Scandinavian Journal of Caring Sciences*, 31(2), 413-420. <https://doi.org/10.1111/scs.12353>

- Birdthistle, W. A. (2018). Federalism of personal finance: State & federal retirement plans. *Seattle University Law Review*, 41(2), 367-385.
<https://digitalcommons.law.seattleu.edu/sulr/vol41/iss2/40/>
- Blaikie, N. (2018). Confounding issues related to determining sample size in qualitative research. *International Journal of Social Research Methodology*, 21(5), 635-641.
<https://doi.org/10.1080/13645579.2018.1454644>
- Blanz, M. (2017). Employees' job satisfaction: A test of the job characteristics model among social work practitioners. *Journal of Evidence-Informed Social Work*, 14(1), 35-50. <https://doi.org/10.1080/23761407.2017.1288187>
- Blasi, J., Kruse, D., & Freeman, R. B. (2018). Broad-based employee stock ownership and profit sharing: History, evidence, and policy implications, *Journal of Participation and Employee Ownership*, 1(1) 38-60. <https://doi.org/10.1108/JPEO-02-2018-0001>.
- Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses' Association (JARNA)*, 22(2), 27-30.
<https://doi.org/10.33235/jarna.22.2.27-30>
- Board of Governors of the Federal Reserve System. (2019). *Report on the economic well-being of U.S. households in 2018*. Washington, DC: US GPO.
<https://www.federalreserve.gov/publications/files/2018-report-economic-well-being-us-households-201905.pdf>

- Boucerredj, L., & Debbache, N. (2018). Qualitative and quantitative optimization for dependability analysis. *Informatica*, 42(3), 439-450.
<https://doi.org/10.31449/inf.v42i3.1580>
- Brothers, K. B., Rivera, S. M., Cadigan, R. J., Sharp, R. R., Goldenberg, A. J., Cook-Deegan, R., Majumder, M. A., & McGuire, A. L. (2019). A Belmont reboot: Building a normative foundation for human research in the 21st Century. *Journal of Law, Medicine & Ethics*, 47(1), 165-172.
<https://doi.org/10.1177/1073110519840497>
- Brown, D. C., Cederburg, S., & O'Doherty, M. S. (2017). Tax uncertainty and retirement savings diversification. *Journal of Financial Economics*, 126(3), 689-712.
<https://doi.org/10.1016/j.jfineco.2017.10.001>
- Brüggen, E. C., Hogreve, J., Holmlund, M., Kabadayi, S., & Löfgren, M. (2017). Financial well-being: A conceptualization and research agenda. *Journal of Business Research*, 79, 228-237. <https://doi.org/10.1016/j.jbusres.2017.03.013>
- Bureau of Labor Statistics. (2018). *The Economics Daily*, 51 percent of private industry workers had access to only defined contribution retirement plans.
https://www.bls.gov/opub/ted/2018/51-percent-of-private-industry-workers-had-access-to-only-defined-contribution-retirement-plans-march-2018.htm?view_full
- Burnett, J., Davis, K., Murawski, C., Wilkins, R., & Wilkinson, N. (2018). Measuring the adequacy of retirement savings. *Review of Income & Wealth*, 64(4), 900-927.
<https://doi.org/10.1111/roiw.12307>

- Butrica, B. A., & Karamcheva, N. S. (2019). Automatic enrollment and its relation to the incidence and distribution of DC plan contributions: Evidence from a national survey of older workers. *Journal of Consumer Affairs*, 53(3), 1192-1219. <https://doi.org/10.1111/joca.12223>
- Butt, A., Donald, M. S., Foster, D. F., Thorp, S., & Warren, G. J. (2018). One size fits all? Tailoring retirement plan defaults. *Journal of Economic Behavior & Organization* (145), 546-566. <https://doi.org/10.1016/j.jebo.2017.11.022>
- Castillo-Montoya, M. (2016). Preparing for interview research: The interview protocol refinement framework. *The Qualitative Report*, 21(5), 811-831. <https://nsuworks.nova.edu/tqr/vol21/iss5/2>
- Census Bureau. (2017). *North American industry classification system*. https://www.census.gov/eos/www/naics/2017NAICS/2017_NAICS_Manual.pdf
- Cesana, B. M., & Antonelli, P. (2019). Sample size calculations need to be adequate and parsimonious. *Journal of Clinical Epidemiology*, 108, 140-141. <https://doi.org/10.1016/j.jclinepi.2018.11.018>
- Chhetri, P., Gekara, V., Manzoni, A., & Montague, A. (2018). Productivity benefits of employer-sponsored training: A study of the Australia transport and logistics industry. *Education & Training*, 60(9), 1009-1025. <https://doi.org/10.1108/ET-02-2017-0029>
- Chopra, K. (2019). Indian shopper motivation to use artificial intelligence: Generating Vroom's expectancy theory of motivation using grounded theory approach. *International Journal of Retail & Distribution Management*, 47(3), 331-347.

<https://doi.org/10.1108/IJRDM-11-2018-0251>

Chukwudumebi, C. S., & Kifordu, A. A. (2018). The significance of fringe benefits on employee morale and productivity. *Romanian Economic Journal*, XXI(68), 78-92.

<http://www.rejournal.eu/article/significance-fringe-benefits-employee-morale-and-productivity>

Chung, Y., & Park, Y. (2019). What I know, what I think I know, and whom I know. *Journal of Consumer Affairs*, 53(3), 1312-1349.

<https://doi.org/10.1111/joca.12231>

Clark, R. L., Hammond, R. G., & Khalaf, C. (2019). Planning for retirement? The importance of time preferences. *Journal of Labor Research*, 40(2), 127-150.

<https://doi.org/10.1007/s12122-019-09287-y>

Clark, R. L., Lusardi, A., & Mitchell, O. S. (2017). Employee financial literacy and retirement plan behavior: A case study. *Economic Inquiry*, 55(1), 248-259.

<https://doi.org/10.1111/ecin.12389>

Clark, R. L., Pathak, A., & Pelletier, D. (2018). Supplemental retirement savings plans in the public sector: Participation and contribution decisions by school personnel.

Journal of Labor Research, 39(4), 383-404. <https://doi.org/10.1007/s12122-018-9270-2>

Constantinou, C., Georgiou, M., & Perdikogianni, M. (2017). A comparative method for themes saturation (CoMeTS) in qualitative interviews. *Qualitative Research*,

17(5), 571-588. <https://doi.org/10.1177/1468794116686650>

Consumer Financial Protection Bureau. (2018). *Pathways to financial well-being: The*

role of financial capability. <https://www.consumerfinance.gov/data-research/research-reports/pathways-financial-well-being/>

Corder, E., & Ronnie, L. (2018). The role of the psychological contract in the motivation of nurses. *Leadership in Health Services, 31*(1), 62-76.

<https://doi.org/10.1108/LHS-02-2017-0008>

Counsell, A., & Harlow, L. L. (2017). Reporting practices and use of quantitative methods in Canadian journal articles in psychology. *Canadian Psychology/Psychologie Canadienne, 58*(2), 140-147.

<https://doi.org/10.1037/cap0000074>

Cribb, J., & Emmerson, C. (2021). What can we learn about automatic enrollment into pensions from small employers? *National Tax Journal, 74*(2), 377–404.

<https://doi.org/10.1086/714113>

Cypress, B. S. (2017). Rigor or reliability and validity in qualitative research: Perspectives, strategies, reconceptualization, and recommendations. *Dimensions of Critical Care Nursing, 36*(4), 253-263.

<https://doi.org/10.1097/DCC.0000000000000253>

Danjuma, K. J., & Ajike, A. M. (2016). Human capital efficiency and corporate performance: The Nigerian perspective. *The International Journal of Business & Management, 4*(3), 1-9.

<http://www.internationaljournalcorner.com/index.php/theijbm/article/view/12623>

- Davies, E. M. M., Van der Heijden, B. I. I. M., & Stephenson, J. (2018). Are managers open to involvement in employee retirement? The influence of manager psychosocial characteristics, decision-making environment and older employee situational factors. *Ageing & Society*, 38(6), 1279-1301.
<https://doi.org/10.1017/S0144686X17000022>
- de la Torre-Ruiz, J. M., Vidal-Salazar, M. D., & Córdón-Pozo, E. (2019). Employees are satisfied with their benefits, but so what? The consequences of benefit satisfaction on employees' organizational commitment and turnover intentions. *The International Journal of Human Resource Management*, 30(13), 2097-2120.
<https://doi.org/10.1080/09585192.2017.1314315>
- De los Santos, J. A. A., Labrague, L. J., & Milla, N. E. (2020). Happiness and retirement readiness among pre-retiring employees: A cross-sectional study. *Ageing International*, 45(1), 85-98. <https://doi.org/10.1007/s12126-019-09351-z>
- de Oliveira, S. F., & Santana, P. M. (2019). Financial education at workplace. *Revista Pensamento Contemporâneo Em Administração*, 13(1), 123-149.
<https://doi.org/10.12712/rpca.v13i1.27693>
- DeJonckheere, M., & Vaughn, L. M. (2019). Semistructured interviewing in primary care research: A balance of relationship and rigour. *Family Medicine and Community Health*, 7, e000057. <http://doi.org/10.1136/fmch-2018-000057>
- Department of Labor. (2020). *Types of retirement plans*.
<https://www.dol.gov/general/topic/retirement/typesofplans>
- Department of the Treasury. (2019a). *Publication 560, Retirement plans for small*

business (SEP, SIMPLE, and Qualified Plans) <https://www.irs.gov>

Department of the Treasury. (2019b). *Retirement topics - exceptions to tax on early distributions.* <https://www.irs.gov>

Department of the Treasury. (2020). *Lots of benefits - when you set up an employee retirement plan.* <https://www.irs.gov>

Department of Treasury. (2021). Retirement plan fiduciary responsibilities. Retrieved from <https://www.irs.gov/retirement-plans/retirement-plan-fiduciary-responsibilities>

Doody, O., & Doody, C. M. (2015). Conducting a pilot study: Case study of a novice researcher. *British Journal of Nursing*, 24(21), 1074-1078.
<https://doi.org/10.12968/bjon.2015.24.21.1074>

Dunne, T. (2018). Improving retirement readiness: Is the answer SIMPLE? *Journal of Pension Benefits: Issues in Administration*, 25(3), 25-29.
<https://lrus.wolterskluwer.com/store/product/journal-of-pension-benefits/>

Emiroglu, O., Guneyli, A., & Burgul, N. S. (2017). Motivational sources of teachers in a developing country. *Revista de Cercetare Si Interventie Sociala (Review of Research and Social Intervention)*, 57, 51-66. <http://www.rcis.ro/en/section1/145-volumul-572017iunie/2371-motivational-sources-of-teachers-in-a-developing-country.html>

Employee Retirement Income Security Act. (1974). 29 USC. §§ 1001 - 1461
<https://www.law.cornell.edu/uscode/text/29/chapter-18>

Farrugia, B. (2019). WASP (write a scientific paper): Sampling in qualitative research.

Early Human Development, 133, 69-71.

<https://doi.org/10.1016/j.earlhumdev.2019.03.016>

Feng, J. (2018). Voluntary retirement savings: The case of Australia. *Journal of Family and Economic Issues*, 39(1), 2-18. <http://doi.org/10.1007/s10834-017-9536-5>

FitzPatrick, B. (2019). Validity in qualitative health education research. *Currents in Pharmacy Teaching and Learning*, 11(2), 211–217.

<https://doi.org/10.1016/j.cptl.2018.11.014>

Flick, U. (2018). *An introduction to qualitative research*. (6th ed). Sage.

Foltice, B., Arling, P. A., Kirby, J. E., & Saajasto, K. (2018). Persistent anchoring to default rates when electing 401(k) contributions. *Review of Behavioral Finance*, 10(1), 88-104. <https://doi.org/10.1108/RBF-07-2016-0043>

Ford, R. G., Ainley, D. G., Lescroël, A., Lyver, P. O., Toniolo, V., & Ballard, G. (2015). Testing assumptions of central place foraging theory: A study of Adélie penguins *Pygoscelis adeliae* in the Ross Sea. *Journal of Avian Biology*, 46(2), 193-205.

<https://doi.org/10.1111/jav.00491>

Fossaluzza, V., Izbicki, R., da Silva, G. M., & Esteves, L. G. (2017). Coherent hypothesis testing. *American Statistician*, 71(3), 242-248.

<https://doi.org/10.1080/00031305.2016.1237893>

Freeman, J. (2018). Sources of retirement income. *Tennessee Nurse*, 81(2), 3-13.

<https://www.tnaonline.org/>

- Fusch, P. I., Fusch, G. E., & Ness, L. R. (2017). How to conduct a mini-ethnographic case study: A guide for novice researchers. *The Qualitative Report*, 22(3), 923-941. <https://nsuworks.nova.edu/tqr/vol22/iss3/16/>
- Fusch, P. I., Fusch, G. E., & Ness, L. R. (2018). Denzin's paradigm shift: Revisiting triangulation in qualitative research. *Journal of Social Change*, 10(10), 19-32. <https://doi.org/10.5590/JOSC.2018.10.1.02>
- Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, 20(9), 1408-1416. <http://www.nova.edu/ssss/QR/QR20/9/fusch1.pdf>
- García, J. M., & Vila, J. (2020). Financial literacy is not enough: The role of nudging toward adequate long-term saving behavior. *Journal of Business Research*, 112, 472-477. <https://doi.org/10.1016/j.jbusres.2020.01.061>
- Gibson, K. R., O'Leary, K., & Weintraub, J. R. (2020). The little things that make employees feel appreciated. *Harvard Business Review Digital Articles*, 2-6. <https://hbr.org>
- Gilboa, S., Seger-Guttman, T., & Mimran, O. (2019). The unique role of relationship marketing in small businesses' customer experience. *Journal of Retailing and Consumer Services*, 51, 152-164. <https://doi.org/10.1016/j.jretconser.2019.06.004>
- Goda, G. S., Levy, M. R., Manchester, C. F., Sojourner, A., & Tasoff, J. (2020). Who is a passive saver under opt-in and auto-enrollment?. *Journal of Economic Behavior and Organization*, 173, 301-321. <https://doi.org/10.1016/j.jebo.2019.08.026>
- Government Accountability Office. (2017). *GAO-18-111SP, The Nation's retirement*

system: A comprehensive re-evaluation is needed to better promote future retirement security. <https://www.gao.gov/assets/690/687797.pdf>

Government Accountability Office. (2019). *GAO-19-342T, The Nation's retirement system: A comprehensive re-evaluation is needed to better promote future retirement security.* <https://www.gao.gov/assets/700/696766.pdf>

Gray, L. M., Wong-Wylie, G., Rempel, G. R., & Cook, K. (2020). Expanding qualitative research interview strategies: Zoom video communications. *The Qualitative Report*, 20(5), 1292-1301. <https://nsuworks.nova.edu/tqr/vol25/iss5/9/>

Greenwald, L., Copeland, C., & VanDerhei, J. (2017). The 2017 retirement confidence survey: Many workers lack retirement confidence and feel stressed about retirement preparations. *EBRI Issue Brief No. 431*. https://www.ebri.org/docs/default-source/ebri-issue-brief/ebri_ib_431_res.pdf?sfvrsn=1e8a292f_0

Griffith, D. M., Shelton, R. C., & Kegler, M. (2017). Advancing the science of qualitative research to promote health equity. *Health Education & Behavior*, 44(5), 673-676. <https://doi.org/10.1177/1090198117728549>

Gustafsson, J. T. (2017). Single case studies vs. multiple case studies: A comparative study. <https://www.diva-portal.org/smash/get/diva2:1064378/FULLTEXT01.pdf>

Hagaman, A. K., & Wutich, A. (2017). How many interviews are enough to identify metathemes in multisited and cross-cultural research? Another perspective on Guest, Bunce, and Johnson's (2006) Landmark Study. *Field Methods*, 29(1), 23-41. <https://doi.org/10.1177/1525822X16640447>

- Hammersley, M. (2015). On ethical principles for social research. *International Journal of Social Research Methodology*, 18(4), 433-449.
<https://doi.org/10.1080/13645579.2014.924169>
- Han, J., Ko, D., & Choe, H. (2019). Classifying retirement preparation planners and doers: A multi-country study. *Sustainability*, 11(10), 2815-2832.
<https://doi.org/10.3390/su11102815>
- Harrison, H., Birks, M., Franklin, R., & Mills, J. (2017). Case study research: Foundations and methodological orientations. *Forum: Qualitative Social Research*, 18(1), Article 19. <https://doi.org/10.17169/fqs-18.1.2655>
- Hassan, Y., & Lukman, R. (2020). Comparative effects of pre and post bank mergers and acquisitions (M&A) on employee productivity in selected banks in Nigeria. *Economic Insights - Trends & Challenges*, 2, 35-46. https://upg-bulletin-se.ro/wp-content/uploads/2020/06/4.Hassan_Lukman.pdf
- Hauff, J. C., Carlander, A., Gärling, T., & Nicolini, G. (2020). Retirement financial behaviour: How important is being financially literate? *Journal of Consumer Policy*, 43(3), 543-564. <https://doi.org/10.1007/s10603-019-09444-x>
- Head, G. (2020). Ethics in educational research: Review boards, ethical issues and researcher development. *European Educational Research Journal*, 19(1), 72-83.
<https://doi.org/10.1177/1474904118796315>
- Heath, J., Williamson, H., Williams, L., & Harcourt, D. (2018). "It's just more personal": Using multiple methods of qualitative data collection to facilitate participation in

research focusing on sensitive subjects. *Applied Nursing Research*, 43, 30–35.

<https://doi.org/10.1016/j.apnr.2018.06.015>

Hee, O. C., & Kamaludin, N. H. B. (2016). Motivation and job performance among nurses in the private hospitals in Malaysia. *International Journal of Caring Sciences*, 9(1), 342-347.

http://internationaljournalofcaringsciences.org/docs/33_Hee_special_9_1.pdf

Hegarty, B. (2018). Tech recruiting: How to attract and retain employees in today's full employment economy. *Strategic HR Review*, 17(5), 265-266.

<https://doi.org/10.1108/SHR-10-2018-147>

Hennink, M. M., Kaiser, B. N., & Marconi, V. C. (2017). Code saturation versus meaning saturation: How many interviews are enough? *Qualitative Health Research*, 27(4), 591-608. <https://doi.org/10.1177/1049732316665344>

Herr, J. K. (2019). Retirement readiness: An employer's role. *Pennsylvania CPA Journal*, 32-33. <https://www.picpa.org/articles/picpa-news/2019/05/30/pa-cpa-journal-retirement-readiness-an-employer-s-role>

Herrador-Alcaide, T. C., Hernández-Solís, M., & Topa, G. (2021). A model for personal financial planning towards retirement. *Journal of Business Economics and Management*, 22(2), 482-502. <https://doi.org/10.3846/jbem.2020.13978>

Herzberg, F. (1965). The motivation to work among Finnish supervisors. *Personnel Psychology*, 18(4), 393-402. <https://doi.org/10.1111/j.1744-6570.1965.tb00294.x>

Herzberg, F. (1966). *Work and the nature of man*. The World Publishing Company.

- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46(1), 53-62. <https://hbr.org>
- Herzberg, F. (1974). Motivation-hygiene profiles: Pinpointing what ails the organization. *Organizational Dynamics*, 3, 18-29. [https://doi.org/10.1016/0090-2616\(74\)90007-2](https://doi.org/10.1016/0090-2616(74)90007-2)
- Herzberg, F. (1987). One more time: How do you motivate employees? *Harvard Business Review*, 65(5), 109-120. <https://hbr.org>
- Herzberg, F., Mathapo, J., Wiener, Y., & Wiesen, L. E. (1974). Motivational-hygiene correlated of mental health: An examination of motivational inversion in a clinical population. *Journal of Consulting and Clinical Psychology*, 42(3), 411-419. <https://doi.org/10.1037/h0036697>
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. John Wiley & Sons, Inc.
- Hoffmann, A. O. I., & Plotkina, D. (2020). Why and when does financial information affect retirement planning intentions and which consumers are more likely to act on them?. *Journal of Business Research*, 117, 411 - 431. <https://doi.org/10.1016/j.jbusres.2020.06.023>
- Houghton, C., Casey, D., & Smyth, S. (2017). Selection, collection and analysis as sources of evidence in case study research. *Nurse Researcher*, 24(4), 36-41. <https://doi.org/10.7748/nr.2017.e1482>

- House, J. (2018). Authentic vs elicited data and qualitative vs quantitative research methods in pragmatics: Overcoming two non-fruitful dichotomies. *System*, 75, 4-12. <https://doi.org/10.1016/j.system.2018.03.014>
- Hur, Y. (2017). Testing Herzberg's two-factor theory of motivation in the public sector: Is it applicable to public managers? *Public Organization Review*, 18(3), 329-343. <https://doi.org/10.1007/s11115-017-0379-1>
- Irani, E. (2018). The use of videoconferencing for qualitative interviewing: Opportunities, challenges, and considerations. *Clinical Nursing Research*, 28(1), 3-8. <https://doi.org/10.1177/1054773818803170>
- Jarupathirun, S., & De Gennaro, M. (2018). Factors of work satisfaction and their influence on employee turnover in Bangkok, Thailand. *International Journal of Technology*, 9, 1460-1468. <https://doi.org/10.14716/ijtech.v9i7.1650>
- Johnson, J., Irizarry, M., Nguyen, N., & Maloney, P. (2018). Motivation 101: A guide for public servants. Part 1: Foundational theories of human motivation. <https://stars.library.ucf.edu/motivationforpublicservants/1>
- Jordan, K. (2018). Validity, reliability, and the case for participant-centered research: Reflections on a multi-platform social media study. *International Journal of Human-Computer Interaction*, 34(10), 913-921. <https://doi.org/10.1080/10447318.2018.1471570>
- Kam, C. C. S., & Meyer, J. P. (2015). How careless responding and acquiescence response bias can influence construct dimensionality: The case of job satisfaction.

Organizational Research Methods, 18(3), 512-541.

<https://doi.org/10.1177/1094428115571894>

Katsanos, K. (2019). The case for small business owners to offer retirement benefits.

<https://www.adp.com/spark/articles/2019/12/the-case-for-small-business-owners-to-offer-retirement-benefits.aspx#>

Khanna, V. (2017). Measuring job satisfaction of academicians using Herzberg theory.

Delhi Business Review, 18(2), 75-86.

https://www.delhibusinessreview.org/V18n2/dbr_v18n2f.pdf

Khurana, H., & Joshi, V. (2017). Motivation and its impact on individual performance: A comparative study based on McClelland's three need model. *CLEAR International Journal of Research in Commerce & Management*, 8(7), 110-116.

https://ijrcm.org.in/article_info.php?article_id=7770

Kilimo, D., Namusonge, G. S., Makohka, E. N., & Nyagechi, A. K. (2016). Determinants of intrinsic and extrinsic rewards on employee performance in Kapsara Tea Factory Company Trans Nzoia County Kenya. *International Journal of Academic Research in Business and Social Sciences*, 6(10), 77-94.

<https://doi.org/10.6007/IJARBSS/v6-i10/2363>

Kimiyagahlam, F., Safari, M., & Mansori, S. (2019). Influential behavioral factors on retirement planning behavior: The case of Malaysia. *Journal of Financial Counseling and Planning*, 30(2), 244-261.

<http://doi.org/10.1891/1053-3073.30.2.244>

King, K. M., Pullmann, M. D., Lyon, A. R., Dorsey, S., & Lewis, C. C. (2019). Using

implementation science to close the gap between the optimal and typical practice of quantitative methods in clinical science. *Journal of Abnormal Psychology*, 128(6), 547-562. <https://doi.org/10.1037/abn0000417>

Kirilova, D., & Karcher, S. (2017). Rethinking data sharing and human participant protection in social science research: Applications from the qualitative realm. *Data Science Journal*, 16, Article 43. <https://doi.org/10.5334/dsj-2017-043>

Kobe, K., & Schwinn, R. (2018). *Small business GDP, 1998-2014*. <https://cdn.advocacy.sba.gov/wp-content/uploads/2018/12/21060437/Small-Business-GDP-1998-2014.pdf>

Korstjens, I., & Moser, A. (2018). Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice*, 24(1), 120-124. <https://doi.org/10.1080/13814788.2017.1375092>

Kumar, S., Shukla, G. P., & Sharma, R. (2019). Analysis of key barriers in retirement planning: An approach based on interpretive structural modeling. *Journal of Modelling in Management*, 14(4), 972 - 986. <https://doi.org/10.1108/JM2-09-2018-0134>

Kurniawan, N. H., Yasin, M., & Hamidah, H. (2021). Pension and retirement intentions as determinants of employee engagement and productivity. *Management Science Letters*, 11(5), 1601–1606. <https://doi.org/10.5267/j.msl.2020.12.012>

Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. L. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes? *Journal of Economic Psychology*, 61, 244-258. <https://doi.org/10.1016/j.joep.2017.05.004>

- Lalwani, S., & Lalwani, S. J. (2017). Relevance of Herzberg's hygiene theory in today's context: An analysis of motivators and hygiene factors in present scenario in Indian context. *Singaporean Journal of Business Economics, and Management Studies*, 5(7), 19-25.
[http://www.singaporeanjbem.com/pdfs/SG_VOL_5_\(7\)/3.pdf](http://www.singaporeanjbem.com/pdfs/SG_VOL_5_(7)/3.pdf)
- Lavecchia, A. M. (2018). Do "catch-up limits" raise retirement saving? Evidence from a regression discontinuity design. *National Tax Journal*, 71(1), 121-154.
<https://doi.org/10.17310/ntj.2018.1.04>
- Leber, M., Bastič, M., Moody, L., & Schmidt Krajnc, M. (2018). A study of the impact of ergonomically designed workplaces on employee productivity. *Advances in Production Engineering & Management*, 13(1), 107-117.
<https://doi.org/10.14743/apem2018.1.277>
- Lee, Y. D., Hassan, M. I., & Lawrence, S. (2018). Retirement preparation of men and women in their positive savings periods. *Journal of Economic Studies*, 45(3), 543-564. <https://doi.org/10.1108/JES-12-2016-0266>
- Lee, Y. H., Hsieh, C. H., & Hsiao, C. W. (2021). The service of retirement preparation program for older adults in Taiwan: From the perspectives of occupational health management specialists. *Journal of Social Service Research*, 47(4), 496-505.
<https://doi.org/10.1080/01488376.2020.1845282>
- Li, K. (2018). Insight into Herzberg's two-factor incentive theory. *Proceedings of the 2018 2nd International Conference on Economic Development and Education Management (ICEDEM 2018)* (Advances in Social Science, Education and

- Humanities Research), 290, 321-324. <https://doi.org/10.2991/icedem-18.2018.81>
- Lloyd, R., & Mertens, D. (2018). Expecting more out of expectancy theory: History urges inclusion of the social context. *International Management Review*, 14(1), 28-43. <http://americanscholarspress.us/journals/IMR/pdf/IMR-1-2018/IMR-v14n1art3.pdf>
- Lowe, A., Norris, A. C., Farris, A. J., & Babbage, D. R. (2018). Quantifying thematic saturation in qualitative data analysis. *Field Methods*, 30(3), 191-207. <https://doi.org/10.1177/1525822X17749386>
- Lusardi, A. (2019). Financial literacy and the need for financial education: evidence and implications. *Swiss Journal of Economics and Statistics*, 155(1), 1-8. <https://doi.org/10.1186/s41937-019-0027-5>
- Lusardi, A., Michaud, P. C., & Mitchell, O. S. (2017). Optimal financial knowledge and wealth inequality. *Journal of Political Economy*, 125(2), 431-477. <https://doi.org/10.1086/690950>
- Lusardi, A., Michaud, P. C., & Mitchell, O. S. (2020). Assessing the impact of financial education programs: A quantitative model. *Economics of Education Review*. Advance online publication. <https://doi.org/10.1016/j.econedurev.2019.05.006>
- Lusardi, A., Samek, A., Kapteyn, A., Glinert, L., Hung, A., & Heinberg, A. (2017). Visual tools and narratives: New ways to improve financial literacy. *Journal of Pension Economics & Finance*, 16(3), 297-323. <https://doi.org/10.1017/S1474747215000323>

- MacKenzie, K. (2017). A case for incorporating financial wellness into your retirement planning practice. *Journal of Financial Service Professionals*, 71(3), 49-52.
<https://national.societyoffsp.org/>
- Maher, C., Hadfield, M., Hutchings, M., & de Eyto, A. (2018). Ensuring rigor in qualitative data analysis: A design research approach to coding combining NVivo with traditional material methods. *International Journal of Qualitative Methods*.
<https://doi.org/10.1177/1609406918786362>
- Maki, K. E., Floyd, R. G., & Roberson, T. (2015). State learning disability eligibility criteria: A comprehensive review. *School Psychology Quarterly*, 30(4), 457-469.
<https://doi.org/10.1037/spq0000109>
- Marshall, C., & Rossman, G. B. (2021). *Designing qualitative research* (7th ed.). Sage.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-396. <https://doi.org/10.1037/h0054346>
- Mata, O. G. (2021). The effect of financial literacy and gender on retirement planning among young adults. *International Journal of Bank Marketing*, 39(7), 1068-1090.
<https://doi.org/10.1108/IJBM-10-2020-0518>
- Matei, M.-C., & Abrudan, M.-M. (2016). Adapting Herzberg's two factor theory to the cultural context of Romania. *Procedia - Social and Behavioral Sciences*, 221, 95-104. <https://doi.org/10.1016/j.sbspro.2016.05.094>
- McClelland, D. C. (1961). *The achieving society*. Van Nostrand Company.
- McClelland, D. C. (1985). How motives, skills, and values determine what people do. *American Psychologist*, 40(7), 812-825. <https://doi.org/10.1037/0003->

[066X.40.7.812](#)

- McClelland, D. C., & Burnham, D. H. (1976). Power is a great motivator. *Harvard Business Review*, 54(2), 100-110. <https://hbr.org>
- McGeorge, L. A. (2019). IRA accounts and possible stretch reduction. *Florida Bar Journal*, 93(3), 36-40. <https://www.floridabar.org/the-florida-bar-journal/ira-accounts-and-possible-stretch-reduction/>
- McGrath, C., Palmgren, P. J., & Liljedahl, M. (2019). Twelve tips for conducting qualitative research interviews. *Medical Teacher*, 41(9), 1002-1006. <https://doi.org/10.1080/0142159X.2018.1497149>
- Mick, J. (2019). Protecting the rights of patients, nurses, and others participating in research. *Nursing*, 49(7), 26-36. <https://doi.org/10.1097/01.NURSE.0000559916.31202.4e>
- Migala, S., & Flick, U. (2019). Cultural and individual barriers to palliative care from different angles: Data triangulation in practice. *Qualitative Inquiry*, 25(8), 786-798. <https://doi.org/10.1177/1077800418809475>
- Miracle, V. A. (2016). The Belmont report: The triple crown of research ethics. *Dimensions of Critical Care Nursing*, 35(4), 223-228. <https://doi.org/10.1097/DCC.0000000000000186>
- Mokhniuk, A., & Yushchyshyna, L. (2018). The impact of monetary and non-monetary factors of motivation on employee productivity. *Економічний Часопис Східноєвропейського Національного Університету Імені Лесі Українки*, 1(13), 94-101. <https://doi.org/10.29038/2411-4014-2018-01-94-101>

- Moser, A., & Korstjens, I. (2018). Series: Practical guidance to qualitative research. Part 3: Sampling, data collection and analysis. *The European Journal of General Practice*, 24(1), 9-18. <https://doi.org/10.1080/13814788.2017.1375091>
- Mozayeni, S. (2019). Social security income and household savings: A new model and evidence. *Journal of Accounting & Finance*, 19(5), 89-100. <https://doi.org/10.33423/jaf.v19i5.2252>
- Mrkvicka, N., Stich, J., & Held, J. (2016). *Financial education for today's workforce: 2016 survey results*. <https://www.ifebp.org/pdf/financial-education-2016-survey-results.pdf>
- National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. (1979). *The Belmont Report: Ethical principles and guidelines for the protection of human subjects of research*. Washington, DC: U.S. Department of Health and Human Services. Retrieved from <http://www.hhs.gov/ohrp/humansubjects/guidance/Belmont.html>
- Navas, M. A. S., & Vijayakumar, M. (2018). Emotional intelligence: A review of emotional intelligence effect on organizational commitment, job satisfaction and job stress. *International Journal of Advanced Scientific Research & Development*, 5(6), 1-7. https://www.ijasrd.org/view_paper.php?id=45&iid=46
- Nejad, M. G., & O'Connor, G. (2016). An intersectional approach to evaluating consumer financial literacy. *Journal of Financial Services Marketing*, 21(4), 308-324. <https://doi.org/10.1057/s41264-016-0014-1>
- Němečková, I. (2017). The role of benefits in employee motivation and retention in the

financial sector of the Czech Republic. *Economic Research-Ekonomska*

Istrazivanja, 30(1), 694-704. <https://doi.org/10.1080/1331677X.2017.1314827>

Netemeyer, R. G., Warmath, D., Fernandes, D., & Lynch, J. G., Jr. (2018). How am I doing? Perceived financial well-being, its potential antecedents, and its relation to overall well-being. *Journal of Consumer Research*, 45(1), 68-89.

<https://doi.org/10.1093/jcr/ucx109>

Newmeyer, C., Warmath, D., O'Connor, G. E., & Wong, N. (2021). Is savings automation helpful to liquid savings? It depends on whether you have a savings habit. *Journal of Public Policy & Marketing*, 40(2), 285-297.

<https://doi.org/10.1177/0743915620950216>

Nguyen, T. A. N., & Rozsa, Z. (2019). Financial literacy and financial advice seeking for retirement investment choice. *Journal of Competitiveness*, 11(1), 70-83.

<https://doi.org/10.7441/joc.2019.01.05>

Ning, Y., Xiao, Z., & Lee, J. (2017). Shareholders and managers: Who care more about corporate diversity and employee benefits? *Journal of Management &*

Governance, 21(1), 93-118. <https://doi.org/10.1007/s10997-015-9335-z>

Olafsen, A. H., Deci, E. L., & Halvari, H. (2018). Basic psychological needs and work motivation: A longitudinal test of directionality. *Motivation and Emotion*, 42(2),

178-189. <https://doi.org/10.1007/s11031-017-9646-2>

Oloke, O. C., Oni, A. S., Babalola, D. O., & Ojelabi, R. A. (2017). Incentive package, employee's productivity and performance of real estate firms in Nigeria.

European Scientific Journal, 13(11), 246-260.

<http://doi.org/10.19044/esj.2017.v13n11p246>

Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), 50-67. <https://doi.org/1.5590/IJAMT.2017.16.1.04>

Osemeke, M., & Adegboyega, S. (2017). Critical review and comparism between Maslow, Herzberg, McClelland's theory of needs. *Funai Journal of Accounting, Business and Finance*, 1(1), 161-173. <https://www.fujabf.org/wp-content/uploads/2018/01/Critical-Review-and-Comparism-between-Maslow-Herzberg-and-McClellands-Theory-of-Needs.pdf>

Øye, C., Sørensen, N. Ø., & Glasdam, S. (2016). Qualitative research ethics on the spot: Not only on the desktop. *Nursing Ethics*, 23(4), 455-464. <https://doi.org/10.1177/0969733014567023>

Pakdel, F., Khodadoust, K., Pakdel, S., Nosrati, S., Amaghani, F. A., Farokhinia, H., Falsafi, P., & Ghanizadeah, M. (2018). Factors affecting job motivation among faculty members of Tabriz school of dentistry based on the Herzberg's 2-factor theory. *Avicenna Journal of Dental Research*, 10(2), 57-62. <https://doi.org/10.34172/ajdr.2018.13>

Pan, W., Sun, L., Sun, L., Li, C., & Leung, A. S. M. (2018). Abusive supervision and job-oriented constructive deviance in the hotel industry: Test of a nonlinear mediation and moderated curvilinear model. *International Journal of Contemporary Hospitality Management*, 30(5), 2249-2267. <https://doi.org/10.1108/IJCHM-04-2017-0212>

- Pandža, J., Đeri, L., Galamboš, A., & Galamboš, T. (2015). Two-factor analysis of employee motivation at "Postal Traffic -- Department in Novi Sad." *European Journal of Economic Studies*, 12(2), 101-111.
<https://doi.org/10.13187/es.2015.12.101>
- Perdue, P. D. (2016). State-based private employer retirement plans. *Journal of Pension Planning & Compliance*, 42(3), 68-92.
<https://lrus.wolterskluwer.com/store/product/journal-of-pension-planning-compliance/>
- Pereira, A. G., & Afonso, L. E. (2020). Automatic enrollment and employer match: an experiment with the choice of pension plans. *Revista de Gestão*, 27(3), 281-299.
<https://doi.org/10.1108/REGGE-07-2019-0077>
- Pension Protection Act of 2006, 29 U.S.C. 1001 § 901. (2006). Public Law 109-280.
<https://www.congress.gov/bill/109th-congress/house-bill/4/titles>
- Quinn, J. F., & Cahill, K. E. (2016). The new world of retirement income security in America. *American Psychologist*, 71(4), 321-333.
<https://doi.org/10.1037/a0040276>
- Rashid, Y., Rashid, A., Warraich, M. A., Sabir, S. S., & Waseem, A. (2019). Case study method: A step-by-step guide for business researchers. *International Journal of Qualitative Methods*, 18. <https://doi.org/10.1177/1609406919862424>
- Reeve, J. (2017). *Understanding motivation and emotion* (6th ed.). John Wiley & Sons, Inc.
- Revenue Act. (1978). Pub. L. No. 95-600, §§ 92 Stat 2763 (1978)

<https://www.congress.gov/bill/95th-congress/house-bill/13511>

Ribeiro-Soriano, D. (2017). Small business and entrepreneurship: Their role in economic and social development. *Entrepreneurship & Regional Development*, 29(1-2), 1-3.

<https://doi.org/10.1080/08985626.2016.1255438>

Riitsalu, L. (2018). Goals, commitment and peer effects as tools for improving the behavioural outcomes of financial education. *Citizenship Social & Economic Education*, 17(3). 188-209. <https://doi.org/10.1177/2047173418812045>

Robson, C., & McCartan, K. (2016). *Real world research* (4th ed.). John Wiley & Sons Ltd.

Rogofsky, D., Chard, R. E., & Yoong, J. (2018). Insight into the earned income tax credit and tax-advantaged retirement savings. *Social Security Bulletin*, 78(2), 1-11.

<https://www.ssa.gov/policy/docs/ssb/v78n2/v78n2p1.html>

Rose, J., & Johnson, C. W. (2020). Contextualizing reliability and validity in qualitative research: toward more rigorous and trustworthy qualitative social science in leisure research. *Journal of Leisure Research*, 51(4), 432-451.

<https://doi.org/10.1080/00222216.2020.1722042>

Rosenthal, S. (2017). *Tax-favored retirement plans*. Tax Policy Center Urban Institute and Brookings Institution. <https://www.taxpolicycenter.org/publications/tax-favored-retirement-plans>

Ross, M. W., Iguchi, M. Y., & Panicker, S. (2018). Ethical aspects of data sharing and research participant protections. *American Psychologist*, 73(2), 138-145.

<https://doi.org/10.1037/amp0000240>

- Ryan, J., & Sharts-Hopko, N. (2017). The experiences of medical marijuana patients: A scoping review of the qualitative literature. *Journal of Neuroscience Nursing*, 49(3), 185-190. <https://doi.org/10.1097/JNN.0000000000000283>
- Rybnicek, R., Bergner, S., & Gutschelhofer, A. (2019). How individual needs influence motivation effects: A neuroscientific study on McClelland's need theory. *Review of Managerial Science*, 13(2), 443-482. <https://doi.org/10.1007/s11846-017-0252-1>
- Şahin, M. D., & Öztürk, G. (2019). Mixed method research: Theoretical foundations, designs and its use in educational research. *International Journal of Contemporary Educational Research*, 6(2), 301-310. <https://doi.org/10.33200/ijcer.574002>
- Saldaña, J. (2016). *The Coding Manual for Qualitative Researchers*. (3rd ed.). Sage Publications.
- Saranya, R. (2016). Impact assessment of fringe benefits in job satisfaction and employees' attitude. *CLEAR International Journal of Research in Commerce & Management*, 7(6), 43-46. https://ijrcm.org.in/article_info.php?article_id=6699
- Scharf, D., & Price, J. (2019). Are your employees on the path to retirement readiness? How to tell and what to do about it. *Benefits Quarterly*, 35, 33-39. <https://www.iscebs.org/Resources/BQ/Pages/BQ-executive-summaries-2019.aspx>
- Schlachter, S. D., & Pieper, J. R. (2019). Employee referral hiring in organizations: An integrative conceptual review, model, and agenda for future research. *Journal of Applied Psychology*, 104(11), 1325-1346. <https://doi.org/10.1037/ap10000412>

- Schnurr, M. A., & Taylor, A. (2019). Bridging the gap between the research ethics board and the scholarship of teaching and learning. *Canadian Journal for the Scholarship of Teaching and Learning*, 10(1), Article 12.
<https://doi.org/10.5206/cjsotl-rcacea.2019.1.8003>
- Schobel, B. D. (2020). How Congress might slow the growth of social security benefits. *Journal of Financial Service Professionals*, 74(2), 36-40.
<https://national.societyoffsp.org/>
- Shaban, O. S., Al-Zubi, Z., Ali, N., & Alqotaish, A. (2017). The effect of low morale and motivation on employees' productivity & competitiveness in Jordanian industrial companies. *International Business Research*, 10(7), 1-7.
<https://doi.org/10.5539/v10n7p1>
- Shekhar, P., Prince, M., Finelli, C., Demonbrun, M., & Waters, C. (2018). Integrating quantitative and qualitative research methods to examine student resistance to active learning. *European Journal of Engineering Education*, 44(1/2), 6-18.
<https://doi.org/10.1080/03043797.2018.1438988>
- Sherlock, M. F. (2019). *The retirement savings contribution credit*. Congressional Research Service: Report, 1-2.
<https://crsreports.congress.gov/product/pdf/IF/IF11159>
- Sim, J., Saunders, B., Waterfield, J., & Kingstone, T. (2018). Can sample size in qualitative research be determined a priori? *International Journal of Social Research Methodology*, 21(5), 619-634.
<https://doi.org/10.1080/13645579.2018.1454643>

- Singh, D. P., Kaushik, P., Jain, M., Tiwari, V., & Rajpoot, S. (2021). Data storage security issues in cloud computing. *2021 International Conference on Innovative Practices in Technology and Management (ICIPTM), Innovative Practices in Technology and Management (ICIPTM), 2021 International Conference On*, 216-220. <https://doi.org/10.1109/ICIPTM52218.2021.9388321>
- Singh, T., Kaur, M., Verma, M., & Kumar, R. (2019). Job satisfaction among health care providers: A cross-sectional study in public health facilities of Punjab, India. *Journal of Family Medicine & Primary Care*, 8(10), 3268-3275. https://doi.org/10.4103/jfmpe.jfmpe_600_19
- Small Business Administration. (2018a). *2018 Small business profile, Texas*. <https://www.sba.gov/sites/default/files/advocacy/2018-Small-Business-Profiles-TX.pdf>
- Small Business Administration. (2018b). *2018 Small business profile, United States*. <https://www.sba.gov/sites/default/files/advocacy/2018-Small-Business-Profiles-US.pdf>
- Small Business Administration. (2019a). *Small businesses generate 44 percent of US economic activity*. <https://advocacy.sba.gov/2019/01/30/small-businesses-generate-44-percent-of-u-s-economic-activity/>
- Small Business Administration. (2019b). *Size standards*. <https://www.sba.gov/federal-contracting/contracting-guide/size-standards>
- Small Business Administration. (2019c). *Table of size standards*. <https://www.sba.gov/document/support--table-size-standards>

Small Business Job Protection Act. (1996), Pub L. No. 104-188, §§110 Stat. 1755 (1996).

<https://www.congress.gov/bill/104th-congress/house-bill/3448>

Sobočan, A. M., Bertotti, T., & Strom-Gottfried, K. (2019). Ethical considerations in social work research. *European Journal of Social Work*, 22(5), 805-818.

<https://doi.org/10.1080/13691457.2018.1544117>

Social Security Administration. (2020a). *Benefits planner: Retirement*.

<https://www.ssa.gov/planners/retire/1960.html>

Social Security Administration. (2020b). *Fact Sheet, 2019*.

<https://www.ssa.gov/news/press/factsheets/basicfact-alt.pdf>

Social Security Administration. (2020c). *Social Security Act of 1935*.

<https://www.ssa.gov/history/hfaq.html>

Social Security Administration. (2020d). *Social Security Credits*.

<https://www.ssa.gov/planners/credits.html>

Squires, A., & Dorsen, C. (2018). Qualitative research in nursing and health professions regulation. *Journal of Nursing Regulation*, 9(3), 15-26.

[https://doi.org/10.1016/S2155-8256\(18\)30150-9](https://doi.org/10.1016/S2155-8256(18)30150-9)

Sreenath, S., Mohan, P. A., & Lavanya, M. P. (2019). Employee benefits and its effect on productivity at Semcon India Private Limited, Bangalore. *Journal of*

Management, 10(1), 55-64. <https://doi.org/10.18311/sdmimd/2019/23126>

Stalmašeková, N., Genzorová, T., & Čorejová, T. (2017). Employee benefits as one of factors of work motivation. *CBU International Conference Proceedings 2017:*

Innovations in Science and Education, 5, 448-452.

<http://doi.org/10.12955/cbup.v5.964>

Stefan, S. C., Popa, S. C., & Albu, C. F. (2020). Implications of Maslow's hierarchy of needs theory on healthcare employees' performance. *Transylvanian Review of Administrative Sciences*, 16(59), 124-143. <http://doi.org/10.24193/tras.59E.7>

Stewart, H., Gapp, R., & Harwood, I. (2017). Exploring the alchemy of qualitative management research: Seeking trustworthiness, credibility and rigor through crystallization. *The Qualitative Report*, 22(1), 1-19.

<https://nsuworks.nova.edu/tqr/vol22/iss1/1>

Supatn, N., & Puapradit, T. (2019). Roles of expectancy on employee engagement and job performance. *Journal of Administrative and Business Studies JABS 2019*, 5(2), 88-98. <https://doi.org/10.20474/jabs-5.2.3>

Sun, W. (2017). Why small-business owners should offer pension plans.

<https://www.nerdwallet.com/blog/investing/small-business-owners-offer-pension-plans/>

Suyono, J., & Mudjanarko, S. W. (2017). Motivation engineering to employee by employees Abraham Maslow theory. *Journal of Education, Teaching and Learning*, 2(1), 27-33. <https://doi.org/10.26737/jetl.v2i1.141>

Theofanidis, D., & Fountouki, A. (2018). Limitations and delimitations in the research process. *Perioperative Nursing*, 7(3), 155-163.

<https://doi.org/10.5281/zenodo.2552022>

- Thomas, D. R. (2017). Feedback from research participants: are member checks useful in qualitative research? *Qualitative Research in Psychology, 14*(1), 23-41.
<https://doi.org/10.1080/14780887.2016.1219435>
- Toews, I., Glenton, C., Lewin, S., Berg, R. C., Noyes, J., Booth, A., Marusic, A., Malicki, M., Munthe-Kaas, H. M., & Meerpohl, J. J. (2016). Extent, awareness and perception of dissemination bias in qualitative research: An explorative survey. *PLoS ONE, 11*(8), 1-16. <https://doi.org/10.1371/journal.pone.0159290>
- Topa, G., Lunceford, G., & Boyatzis, R. E. (2018). Financial planning for retirement: A psychosocial perspective. *Frontiers in Psychology, 8*. 1-8.
<https://doi.org/10.3389/fpsyg.2017.02338>
- Topoleski, J. J. (2019). *Worker participation in employer-sponsored pensions: A fact sheet*. Congressional Research Service: Report, 1-6.
<https://crsreports.congress.gov/product/pdf/R/R43439>
- Van den Broeck, A., Carpini, J. A., & Diefendorff, J. M. (2019). How much effort will I put into my work? It depends on your type of motivation. In R. Ryan, *Oxford Handbook of Human Motivation (2nd Ed)* (pp. 354-372). John Wiley & Sons.
<https://doi.org/10.1093/oxfordhb/9780190666453.013.27>
- Varpio, L., Ajjawi, R., Monrouxe, L. V., O'Brien, B. C., & Rees, C. E. (2017). Shedding the cobra effect: Problematising thematic emergence, triangulation, saturation and member checking. *Medical Education, 51*(1), 40-50.
<https://doi.org/10.1111/medu.13124>
- Vasileiou, K., Barnett, J., Thorpe, S., & Young, T. (2018). Characterising and justifying

sample size sufficiency in interview-based studies: systematic analysis of qualitative health research over a 15-year period. *BMC Medical Research Methodology*, 148, 1-18. <https://doi.org/10.1186/s12874-018-0594-7>

Vroom, V. H. (1964). *Work and motivation*. John Wiley & Sons, Inc.

Wagner, J., & Walstad, W. B. (2019). The effects of financial education on short-term and long-term financial behaviors. *Journal of Consumer Affairs*, 53(1), 234-259. <https://doi.org/10.1111/joca.12210>

Watts, L. L., Todd, E. M., Mulhearn, T. J., Medeiros, K. E., Mumford, M. D., & Connelly, S. (2017). Qualitative evaluation methods in ethics education: A systematic review and analysis of best practices. *Accountability in Research: Policies and Quality Assurance*, 24(4), 225-242. <https://doi.org/10.1080/08989621.2016.1274975>

Webb, A. S., & Welsh, A. J. (2019). Phenomenology as a methodology for Scholarship of Teaching and Learning research. *Teaching & Learning Inquiry*, 7(1), 168-181. <https://doi.org/10.20343/teachlearninqu.7.1.11>

Wen, X., Butt, R. S., Khan, R., Murad, M., Ashraf, S. F., & Michael, A. (2018). Effect of motivational factors on job satisfaction of administrative staff in telecom sector of Pakistan. *Human Resource Research*, 2(1), 61-72. <https://doi.org/10.5296/hrr.v2i1.13672>

Williams, M., & Moser, T. (2019). The Art of Coding and Thematic Exploration in Qualitative Research. *International Management Review*, 15(1), 45-55. <http://americanscholarspress.us/journals/IMR/pdf/IMR-1-2019/IMR->

[v15n1art4.pdf](#)

Yin, R. K. (2018). *Case study research design and methods* (6th ed.). Sage Publications, Inc.

Yoost, D. (2020). Ensuring data privacy and security. *The RMA Journal*, 102(6), 68-74.

<https://www.rmahq.org/>

Zakaria, N. H., Alias, M., & Rani, M. (2020). Employee's productivity: The most dominant factors. *International Journal of Entrepreneurship and Management Practice (IJEMP)*, 3(9), 10-13. <https://doi.org/10.35631/IJEMP.39001>

Žydžiūnaitė, V. (2018). Implementing ethical principles in social research: Challenges, possibilities and limitations. *Vocational Training: Research & Realities*, 29(1), 19-43. <https://doi.org/10.2478/vtrr-2018-0003>

Appendix A: Interview Protocol

| What to do: | What to say: |
|--------------------------------|--|
| Introduce the Interview | <p>Explain: Purpose, Consent Withdraw, and Questions</p> <p>The purpose of this study is to explore strategies some small business owners use to offer an employer-provided tax-advantaged retirement plan to employees to increase productivity in the central Texas region.</p> <p>At any time, you may change your mind and withdraw from the study. Please inform me if you decide to withdraw before publication</p> |
| Interview Questions | <p>Do you have any questions at this time?</p> <ol style="list-style-type: none"> 1. What strategies did you use to offer an employer-provided tax-advantaged retirement plan to employees? 2. How did you implement strategies to offer an employer-provided tax-advantaged retirement plan to employees? 3. What were the key barriers to implementing your strategies when offering the employer-provided tax-advantaged retirement plan to employees? 4. How did you address the key barriers to implementing your strategies when offering an employer-provided tax-advantaged retirement plan to employees? 5. How has your organization used the strategies to improve productivity when offering an employer-provided tax-advantaged retirement plan to employees? 6. How did you measure your strategies' effectiveness on increased productivity when implementing the employer-provided tax-advantaged retirement plan? 7. What additional information would you like to share about offering an employer-provided tax-advantaged retirement plan to employees to increase productivity? |
| Thanks & Follow-up | <p>I appreciate the time you have taken to participate. Within one week of completing the interviews, I will email you the transcribed interview along with my data interpretations. At that time, I will also request a follow-up interview to verify if you agree with my transcription, ask additional questions and see if you would like to add or change anything.</p> |