

2022

Strategies for Reducing Employee Turnover in Small and Medium Enterprises

Olusegun Ayinde Fadahunsi
Walden University

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



Part of the [Organizational Behavior and Theory Commons](#), and the [Quantitative, Qualitative, Comparative, and Historical Methodologies 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

Olusegun Fadahunsi

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. Theresa Neal, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Deborah Nattress, Committee Member, Doctor of Business Administration Faculty

Dr. Gregory Uche, University Reviewer, Doctor of Business Administration Faculty

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

Walden University
2022

Abstract

Strategies for Reducing Employee Turnover in Small and Medium Enterprises

by

Olusegun Fadahunsi

MRESEARCH, University of Liverpool, 2020

MBA, Bangor University, 2019

MSC, University of Liverpool, 2012

BSC, Obafemi Awolowo University, 1995

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2022

Abstract

Employee turnover negatively impacts small and medium enterprises (SME) sustainability. SME leaders are interested in finding workable strategies to reduce turnover and the high cost of hiring new employees. Grounded in the transformational leadership theory, the purpose of this qualitative multiple case study was to explore strategies SME leaders in Nigeria used to reduce employee turnover. The participants were three SME business owners who successfully reduced employee turnover. Data were collected using semistructured interviews and a review of company documents. Through thematic analysis, four themes were identified: effective leadership practices, focus on employees' working conditions, enhancing employees' competence, and implementing attractive employee benefits. A key recommendation is for SME leaders to incorporate proper communication, policies to guide organizational practices, open and transparent leadership actions, and discipline to ensure employee commitment. The implications for positive social change include the potential to minimize employee turnover, reduce unemployment, lower the poverty rate, and strengthen the government's capacity for infrastructural development through improved employee taxes.

Strategies for Reducing Employee Turnover in Small and Medium Enterprises

by

Olusegun Fadahunsi

MRESEARCH, University of Liverpool, 2020

MBA, Bangor University, 2019

MSC, University of Liverpool, 2012

BSC, Obafemi Awolowo University, 1995

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2022

Dedication

I dedicate this doctoral study to my wife, Olufemi Oluseyi Fadahunsi, who endured many years of my turning our bed into my study table. She sacrificed a lot and cheered me on with much nostalgia. To my son, Olumuyiwa Paul Fadahunsi, who periodically checked on my progress. Lastly, I extend my deep gratitude to Hassan Nasir Sidi, my colleague who led the support from the office side. You stood by me throughout this journey not minding my frequent calls for guidance. Kudos to the trio.

Acknowledgments

I return all glory and adoration to God for giving me good health and a sound mind to complete this doctoral study. I especially acknowledge the contributions of Dr. Theresa Neal, my ever-supportive chair; thank you for the guidance, quick turnaround, and constant encouragement that pushed me to the finish line. I acknowledge Dr. Deborah Nattress, my second committee member, for the prompt review and approval of my work, especially during the prospectus stages; thank you. To Dr. Gregory Uche, who served as the university research reviewer, you worked assiduously in the background to move me forward, and I appreciate your kind gesture. Also, I am deeply grateful to Oludolapo Ogunbayo and Oluwabunmi Faleti, both colleagues at work who supported my journey and encouraged me to keep at it. Finally, this is a shout out to Babatunde Haroun, my loyal personal assistant, for your love and constant encouragement.

Table of Contents

List of Tables	iv
Section 1: Foundation of the Study.....	1
Background of the Problem	1
Problem and Purpose	2
Population and Sampling	3
Nature of the Study	3
Research Question	5
Interview Questions	5
Conceptual Framework.....	5
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
Transformational Leadership Conceptual Framework	11
Alternative Leadership Frameworks.....	17
Employee Turnover Intention and Employee Turnover	22

Employee Turnover Contributory Factors	24
Summary of Literature Review.....	43
Transition	44
Section 2: The Project.....	46
Purpose Statement.....	46
Role of the Researcher	46
Participants.....	49
Research Method and Design	51
Research Method	51
Research Design.....	53
Population and Sampling	55
Ethical Research.....	56
Informed Consent Form	57
Participant Protection, Compensation, and Data Storage	58
Data Collection Instruments	59
Data Collection Technique	60
Data Organization Technique	63
Data Analysis	63
Reliability and Validity.....	65
Reliability.....	65
Validity	66
Transition and Summary.....	69

Presentation of the Findings.....	71
Theme 1: Effective Leadership Practices	71
Theme 2: Focus on Employees Working Conditions	75
Theme 3: Focus on Enhancing Employees Competence	81
Theme 4: Implementing Attractive Employee Benefits	86
Applications to Professional Practice	90
Implications for Social Change.....	91
Recommendations for Action	92
Recommendations for Further Research.....	94
Reflections	95
Conclusion	96
References.....	98
Appendix A: Interview Protocol.....	145
Appendix B: Invitation for Doctoral Study Participation	147
Appendix C: Document Information Template	148

List of Tables

Table 1. Emerged Themes and Frequencies	71
Table 2. Effective Leadership Practices Subthemes and Frequencies	72
Table 3. Focus on Employees' Working Conditions and Frequencies	76
Table 4. Focus on Enhancing Employees' Competence and Frequencies.....	81
Table 5. Implementing Attractive Employee Benefits and Frequencies	86

Section 1: Foundation of the Study

Employee turnover refers to the rate employees withdraw from organizational employment (Masood et al., 2020). Previous research on turnover in small and medium enterprises (SMEs) in Nigeria indicated that most employees leave after spending only 1 year in employment, resulting in operational instability and associated costs (Siyabola & Gilman, 2017). Therefore, business leaders in SMEs must indicate interest in identifying and implementing strategies to retain experience, reduce employee turnover, and enhance organizational performance (Akdere & Egan, 2020; Patnaik & Dubey, 2019).

Background of the Problem

Employers should take good care of their employees to enhance organizational profitability and sustainability. Employees are valuable assets of any organization (Bandyopadhyay & Jadhav, 2021; Contu, 2020), and their actions or inactions have a significant impact on performance (McCrae, 2020), competitive advantage (Kerdpitak & Jernsittiparsert, 2020; Sepahvand & Khodashahri, 2021), and organizational sustainability (Al Kurdi et al., 2020). Furthermore, employees contribute to the success of any business, implying that a high rate of employee turnover will result in a decline in overall business performance and may develop into a business continuity problem (Andrews & Mohammed, 2020; Wang & Sun, 2020). Given the highlighted impact of employees' activity, organizations that treat their employees improperly could lose them with the overall attendant effect on sustainability. Therefore, organizations should provide an enabling environment to retain their employees.

Employee turnover also has a financial cost. Replacing employees comes at a high cost and requires time to accomplish (Kurniawaty et al., 2019). Furthermore, Carter et al. (2019) noted that the cost of employee turnover is not limited to replacement and training costs, which are easily quantifiable but extend to the cost of lost productivity. Organizational leaders would do well to avoid the unnecessary financial burden as much as possible.

Employee turnover might be more impactful for SMEs. According to Babatunde and Laoye (2011), SMEs have a reduced capacity to withstand or survive the aftermath of business disruption because of their size. In Nigeria, the steady decline in the labor force participation rate from 76.3% in 2017 to 54.9% in 2019 portended grave danger to the growth of SMEs, which are the economic engine of growth (Amah & Oyetuunde, 2020; World Bank, 2021). Given the identified effects of employee turnover, leaders have a role to play to ensure organizational goals are achieved (Gomes et al., 2020; Stazyk & Davis, 2020). My motivation in this study was to seek strategies that business leaders in SMEs could deploy to reduce employee turnover. With the background I provided regarding the problem of employee turnover, my focus in the next section is to provide further description of the phenomenon of employee turnover by presenting a problem and purpose statement.

Problem and Purpose

The specific business problem was that some SME leaders lack strategies to reduce employee turnover. The purpose of this qualitative multiple case study was to explore the strategies that some SME leaders in Nigeria used to reduce employee

turnover. The target population consisted of SME business leaders from three companies within Nigeria who had been successful in reducing employee turnover.

Population and Sampling

I collected data from three SME business leaders purposefully sampled from three companies within the Lagos metropolis in Nigeria. Zong et al. (2021) noted that defining participants' eligibility criteria is fundamental to data quality and sound quality research. Therefore, I set the following eligibility criteria for participation in this research: (a) The participant should be an owner or senior leader in an SME company; (b) the owner/leader should be working in Lagos metropolis in Nigeria, which was the setting for my study; and (c) the owner/leader should have experience in successfully reducing employee turnover in their respective companies. I excluded SME business leaders who did not meet the stated criteria from participating in the study. Purposeful sampling allows the researcher to identify eligible participants with knowledge of an issue of research interest (Lindstrom et al., 2020). I contacted the participants to seek their participation. In engaging the qualified participants, I used a face-to-face semistructured interviewing approach to solicit information about how the participants had managed to reduce employee turnover in their respective organizations. I also reviewed relevant organizational documents detailing strategies to reduce employee turnover to achieve data triangulation.

Nature of the Study

There are three research methods available to scholars: qualitative, quantitative, and mixed (Brachle et al., 2021; Froehlich et al., 2020). According to Busetto et al.

(2020), the qualitative method allows researchers to gain deeper insights into the ways individuals view the phenomenon under investigation using open-ended questions. The qualitative approach was appropriate for the current study because I was seeking a more profound understanding of a phenomenon by interviewing business leaders using open-ended questions. Quantitative researchers seek to identify and define relationships and develop testable hypotheses (Aschauer, 2021). The mixed-methods approach combines qualitative and quantitative methods to investigate complex issues (Strijker et al., 2020). To explore leadership strategies for reducing employee turnover in SMEs, I neither examined the relationship between variables nor tested hypotheses, rendering quantitative and mixed-methods unsuitable.

There are several qualitative research designs including case study, ethnography, phenomenology, and narrative inquiry (Tomaszewski et al., 2020), and I carefully considered each one to determine the most appropriate design for my study on employee turnover reduction. I selected the case study design, which involves a detailed review and analysis of a phenomenon's participants' perspectives. Given that the evidence obtained from multiple settings is more compelling and makes case studies more robust (Sadeghi Moghadam et al., 2021; Yin, 2018), I chose the multiple case study design over the single case study design. Researchers use ethnography to explore culture-based knowledge (Renjith et al., 2021), but this design was inappropriate for my study because I did not explore cultural issues in SMEs. Phenomenological research, which entails participants' lived experiences and interpretations they ascribe to the experiences (Frechette et al., 2020), was not appropriate because I did not study participants' lived experiences.

Dibaba (2021) described narrative inquiry as the story of participants' experiences relating to a phenomenon. Narrative inquiry was inappropriate because I did not focus on the participants' life experiences in my study.

Research Question

What strategies do some SME leaders use to reduce employee turnover?

Interview Questions

1. What strategies have you deployed to reduce employee turnover?
2. Which of these strategies were most effective in decreasing turnover?
3. How do you judge the effectiveness of your strategies?
4. What challenges did you experience in implementing these strategies?
5. What steps did you take to meet those challenges?
6. What additional insight(s) can you provide to help me understand how your organization reduced employee turnover?

Conceptual Framework

I chose the transformational leadership theory as the conceptual framework for this study. Burns (1978) developed the transformational leadership framework, which posits that leaders influence followers toward achieving organizational objectives. Burns highlighted charisma as a fundamental requirement for transformational leadership because it creates a bond between the leader and followers, resulting in the leader's ability to influence followers. Bass (1985) extended Burns's original work on the transforming leadership framework. Bass sought to explain how the framework impacted followers' performance and introduced four constructs to explain how the

transformational leader improves followers' performance: idealized influence (same as Burns's charisma), inspirational motivation, intellectual stimulation, and individualized consideration. The logical connections between the transformational leadership framework and my study included utilizing the framework's four components to understand the phenomenon of employee turnover.

Under individualized consideration, the transformational leader takes time to understand and relate with each employee in a personalized manner (Avolio, 1999). The personal interactions aid followers' development and sense of commitment. According to Bass (1985), the idealized influence construct makes the leader serve as a role model to followers, provide a clear vision of the organization, and gain respect and loyalty in return. As an intellectual stimulator, the leader challenges followers to think outside of the box by finding creative ways of doing things (Avolio, 1999; Bass, 1985; Shafi et al., 2020). The innovative work behavior of employees increases due to the leader's constant engagement and push. The transformational leader inspires collectivism through teamwork, focusing on exceeding organizational objectives (Klaic et al., 2020). The transformational leadership framework provided a lens for me to explore strategies business leaders in SMEs can use to reduce employee turnover.

Operational Definitions

Career growth: Career growth refers to the level of individual perception of the availability of platforms provided by his employer for career goal attainment (Vande Griek et al., 2020).

Employee engagement: Employee engagement represents a fulfilling state characterized by an employee's absorption, vigor, and dedication to work (Albrecht & Marty, 2020).

Employee retention: Employee retention is an employer's effort to keep their desired employees (Al Kurdi et al., 2020).

Employee reward: Employee reward refers to any form of employer's acknowledgment for employees' hard work, service, or performance (Koo et al., 2020).

Employee turnover: Employee turnover refers to the rate employees withdraw from organizational employment (Masood et al., 2020).

Job satisfaction: Job satisfaction is a feeling of fulfillment and positive emotion that employees derive from their respective roles (Koo et al., 2020).

Protean career orientation: Protean career orientation refers to proactive career management practices an employee adopts by setting personal goals and self-development initiatives (Cortellazzo et al., 2020).

Transformational leadership: Transformational leadership is a style of leadership that influences followers to focus more on pursuing organizational goals than their self-interest (Bass, 1985).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are direct or indirect assertions that a researcher adopts without any proof of their validity (Schroter et al., 2020). Faubert (2020) opined that any research built on wrong and doubtful assumptions could affect the reliability and validity of the

study. Five major assumptions could have affected my research. My first assumption was that the participants would be honest and truthful while answering the interview questions. Second, I assumed that the participants, being owners/senior business leaders, would have detailed knowledge about the significant causes of turnover in their organizations and which strategies have helped reduce turnover. My third assumption was that the participants would grasp the purpose and objective of the study, while the fourth assumption was that the data obtained would be sufficient to make logical and valid conclusions. My final assumption was that participants would be willing to share strategies deployed to reduce turnover in their respective firms.

Limitations

According to Dimitrios and Antigoni (2018), limitations are the study's potential gaps, weaknesses, or flaws that the researcher cannot control. I identified two limitations in my study. The first limitation was that the participants may not have had adequate knowledge or information to answer all of the interview questions. The second limitation was the possibility of participants intentionally misrepresenting facts to suit their imagination, thereby biasing the interview answers. Klamer et al. (2017) noted that such biases could result in data deficiency impacting data analysis outcomes.

Delimitations

Delimitations are the intentional boundaries, controls, and limits a researcher sets to ensure that the research objectives are achievable (Theofanidis & Fountouki, 2018; Yin, 2018). The geographical location chosen for the study was Lagos, Nigeria. Participants outside of this location were not considered. Furthermore, only

owners/senior leaders of SME companies willing to participate in the study were interviewed, ensuring that I would effectively address issues relating to consent and ethics. Finally, I collected data through face-to-face semistructured interviews, allowing me an opportunity to observe the participants and draw appropriate inferences, which would have been difficult to achieve with other data collection methods.

Significance of the Study

Contribution to Business Practice

This study's findings might be significant to businesses because effective strategies to reduce employee turnover could help business leaders retain experienced and talented individuals, thereby contributing to competitive advantage and business sustainability. SME leaders place a firm reliance on the experiences of their employees to advance business growth (Park et al., 2019). In addition, the continuous employment of such individuals contributes to enhanced organizational performance (De Winne et al., 2019). Furthermore, the results of the current study could help SME leaders identify corporate practices resulting in employee turnover and how to eliminate these practices. Also, SME leaders might be encouraged to learn relevant leadership skills for deployment in their respective organizations toward preventing employee turnover.

Implications for Social Change

Given that SMEs are the engine of any economy (Amah & Oyetuunde, 2020; Gherghina et al., 2020), the implications for positive social change include the potential of the current study to lower the level of unemployment in the SME environment, which has a multiplier effect on society. First, with reduced unemployment in SMEs, the

societal poverty level also reduces drastically (Manzoor et al., 2019), and life becomes more meaningful to community members. Second, ensuring that employable individuals are gainfully employed could curtail the level of insecurity in the society, thereby preventing the aftermath of the positive correlation between unemployment and terrorism as established by Salihu (2018). Finally, sustainable SME operations could translate into faster economic development and a better quality of life for the citizenry (Erdin & Ozkaya, 2020).

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore the strategies that some SME leaders used to reduce employee turnover. My search indicated a scarcity of literature relating to approaches/strategies for reducing employee turnover by SME leaders in Nigeria; hence, the findings of this study could be a relevant and recent addition to the existing literature in the field of employee turnover management in Nigeria. The scholar should plan the literature review because it enables a better understanding of the research topic (Leite et al., 2019). To achieve a logical flow, I first reviewed the transformational leadership theory, the conceptual framework I adopted as the lens to view the phenomenon of employee turnover. Next, I discussed the concept of employee turnover and some of its fundamental causes, and I concluded with a summary and transition section.

I searched for scholarly articles on leadership and employee turnover in several databases such as ABI/INFORM Collection, Academic Search Complete, Emerald Insight, SAGE Premier, ResearchGate, and the Thoreau multidatabase search from the

Walden Library. I used some keywords to search the databases to remain focused on the research topic. The keywords were *career growth opportunities, employee engagement, employee proactivity, financial remuneration, job dissatisfaction, job stress and burnout, organizational citizenship behavior, leadership styles, protean career orientation, and work flexibility.*

To comply with Walden University's requirement for sources to be peer reviewed, I used the peer-reviewed scholarly journals feature in the Walden University Library database to ensure articles were peer reviewed. Of the 286 sources, 263 (92%) were peer reviewed, and 259 (91%) were published within 5 years of the anticipated completion year of 2022. Some of the older articles were the seminal works of theorists on the conceptual framework and other rival leadership theories.

Transformational Leadership Conceptual Framework

An engaging leadership style could stimulate followers' interest in organizational objectives, enhance productivity, and contribute to better corporate performance. In a study of political leadership, Burns (1978) introduced the transforming leadership concept proposing that political leaders needed to motivate followers and align their expectations with those of the parties or social systems to achieve the greater good. Burns highlighted charisma as a fundamental requirement for transforming leadership because it creates a bond between the leader and followers, resulting in a two-way relationship in which the leader influences the followers and vice versa. Bass (1985) changed the terminology from transforming to transformational leadership, extended the discussion, and noted that the shared value and motivation by the leader inspire followers to exceed

set organizational targets. Bass introduced four constructs to explain how the transformational leader improves followers' performance: idealized influence (same as Burns's charisma), inspirational motivation, intellectual stimulation, and individualized consideration.

Several scholars have utilized the transformational leadership framework to understand different business phenomena such as organizational performance (Akdere & Egan, 2020; Jiang et al., 2017), employee loyalty (Abasilim et al., 2019; Shannon, 2019), employee engagement (Hai et al., 2020), job satisfaction (Mickson & Anlesinya, 2020; Mwaisaka et al., 2019), and employee outcomes such as turnover intentions (Masood et al., 2020; Saira et al., 2020). The application of the transformational leadership framework indicates its usefulness to explore practical business problems. Using empirical methodology, Saira et al. (2020) found a relationship between transformational leadership style and employee turnover. The transformational leader influences followers and stimulates their interest in the job and the organization. Jensen and Bro (2018) noted that leadership influence results in a shift of thinking from self to a state in which employees prioritize organizational objectives. This transition suggests that transformational leadership does not merely influence employees but transforms their thinking to a higher order. Organizations, therefore, should understand the constructs of the transformational leadership style and train supervisors accordingly to have a chance to reduce employee turnover.

Notwithstanding the positive effects of transformational leadership, its implementation requires a cautious approach. Chen et al. (2018) noted that

transformational leaders could mislead followers in situations in which the leader's objectives conflict with organization plans. Similarly, Parveen and Adeinat (2019) demonstrated how the leader's action could result in additional work stress and employee burnout. The highlighted possibilities of wrongful use of transformational leaders suggest the need for boundary setting on leadership action. Consequently, organizations should ensure a balanced approach to the adoption of transformational leadership to prevent untoward outcomes. Therefore, I approached the review of Bass's four transformational leadership constructs, noting the need for a balanced review.

Idealized Influence

Burns (1978) described idealized influence in terms of the leader's passion for followers, providing a supportive platform for followers and subordinating self-interest for the greater good. Burns used the word *charisma* to summarize the behavioral position of such leaders. Followers love to be associated with leaders exhibiting idealized influence and would rather nurture the relationship than lose it. Langat et al. (2019) and Northouse (2019) noted that the charismatic leader serves as a role model to employees, earns their respect, and gets them to exceed performance expectations. In a study of transformational leadership components, Mir et al. (2020) discovered a significant relationship between the idealized influence component, job satisfaction, and affective commitment to the organization. A leader who positively influences followers enhances their motivation to perform and remain in the organization, thereby reducing employee turnover. Idealized influence behaviors' impact on reducing employee turnover derives from the followers' loyalty to the leader. Alqatawneh (2018) noted that the tireless effort

of leaders to develop followers' abilities through relegation of self-interest results in increasing levels of followers' loyalty. Therefore, organizations should train business leaders in SMEs on idealized influence behaviors to enhance employees' loyalty and reduce turnover. Furthermore, leaders exhibiting idealized influence behaviors are moral leaders prescribing ethical standards for followers. According to Brimhall (2021), high moral standards positively influence employees and drive them to stay focused in the search for mutually beneficial objectives. The employees then develop a higher commitment level for the organization with the ensuing desire not to quit.

Inspirational Motivation

Business leaders could share an organization's vision with employees and encourage them to contribute meaningfully to that desired future. Bass (1985) described the inspirational leader as one who enhances followers' motivation toward better performance. Kariuki (2021) noted that a leader exhibiting such behaviors propels followers toward increased organizational commitment, improved performance, and greater optimism to contribute to change initiatives. Also, Huynh (2021) posited that transformational leaders inspire optimism, intrapreneurial skills, and employee job satisfaction through inspirational motivation. The preceding implies that motivated employees align with the organization's vision and remain committed; therefore, business leaders should intentionally inspire employees to keep them committed and to reduce turnover intentions. Furthermore, effective communication is essential to motivating employees. Boies and Fiset (2018) noted that inspirational leaders communicate tasks and deliverables, resulting in proper understanding, focused action, and goal achievement.

Given that compelling communication impacts employee motivation, organizations should train leaders to learn the art and institute a communication protocol in the organization. The transformational leader engages, communicates, and inspires employees' collective participation toward achieving a better future, and in the process endears them to the organization, thereby preventing turnover.

Individualized Consideration

Employers should recognize that employees are individuals and should treat them as such. According to Bass (1985) and Harb et al. (2020), under the individualized consideration construct, the transformational leader takes time to understand and relate with each employee in a personalized manner, thereby aiding followers' development and sense of commitment. Individualized consideration brings the leader and follower in contact with each other, providing the opportunity to understand capabilities, preferences, and how to optimize the follower's performance. Business leaders should use an individualized consideration approach to serve as coaches and mentors to help each employee improve understanding of the system and achieve their performance potentials (Northouse, 2019). Furthermore, an employee with direct access to the team leader might develop a higher commitment to the organization. Martinez-Corcoles et al. (2020) noted that when transformational leaders relate with employees, such personalized relationships result in employees developing higher commitment and better organizational citizenship behaviors. The implication is that leaders should implement an effective communication mechanism whereby employees can reach out and receive attention. A way to promote the practice of individualized consideration style is through task delegation. X. Zhang et

al. (2017) noted that delegation requires leaders to engage with employees resulting in psychological empowerment, which further motivates employees to improve performance. Delegation results in personalized relationships between the leader and employee, affording exchanges that could further empower employees. Business leaders should use delegation as an empowerment technique to reduce employee turnover. Also, transformational leaders should use the individualized consideration style to mentor employees, create a system in which each individual is supported, keep employees happy, and reduce turnover.

Intellectual Stimulation

Developing innovative work behavior in employees can improve work engagement level, job satisfaction, and business performance. According to Bass (1985), the intellectual stimulation construct requires the leader to challenge followers to think outside of the box, take difficult situations as learning opportunities, and seek better ways to improve task handling and delivery. Sánchez-Cardona et al. (2018) noted that the intellectual stimulation leadership style is learning based and improvement oriented. Leaders who practice intellectual stimulation develop employees' capacities and contribute to overall business development. The human resources department of organizations should put in place training programs that sharpen employees' critical thinking and solution-oriented skills.

Furthermore, adopting the intellectual stimulation leadership style would keep employees engaged and satisfied with their jobs, thereby promoting their career progression. Lai et al. (2020) found that work engagement mediated the relationship

between transformational leadership and job performance, while Putri and Setianan (2019) linked work engagement to increasing employee retention tendencies. This reduction in employee turnover suggests that intellectual stimulation challenges employees to think creatively and helps the transformational leader retain their talents. Therefore, organizations should train their leaders to understand the basics of intellectual stimulation behavior and be encouraged to sharpen its application to reduce employee turnover.

Alternative Leadership Frameworks

In addition to the transformation leadership theory, I reviewed other leadership theories to determine their suitability to address the phenomenon of employee turnover, which my study addressed. These leadership theories were leader-member exchange (Dansereau et al., 1975), adaptive leadership (Heifetz et al., 2009), laissez-faire leadership (Lewin et al., 1939), and transactional leadership (Bass, 1985; Burns, 1978).

Leader-Member Exchange Framework

Dynamic engagements between leaders and employees could help create an enabling environment for better employee commitment to the organization. Dansereau et al. (1975) developed the leader-member exchange framework (LMX). Matta and Van Dyne (2020) defined LMX as a system of leadership in which leaders identify the best employees and encourage them for their skills and efforts. Furthermore, some scholars identified the LMX as an effective strategy that organizations could employ to reduce employee turnover intentions (Choi, 2020; Patnaik & Dubey, 2019). The possible use of the LMX framework to minimize employee turnover suggests that leaders should seek

further knowledge of the components of LMX and apply the framework in interactions with employees. Business leaders could use the LMX to identify employee needs, satisfy them accordingly, and positively influence employee retention.

An essential role of leadership is creating and managing relationships with followers. Patnaik and Dubey (2019) found a strong positive relationship between LMX, employee engagement, and job satisfaction. Patnaik and Dubey also noted that the LMX is a good strategy that leaders could apply in curtailing employee turnover. Also, Choi (2020) indicated that the LMX is an effective tool for leaders to manage relationships with followers. For instance, Choi found that by allowing teleworking arrangements, leaders fulfill employees' expectations of having fair working conditions, thereby reducing the likelihood of employees quitting the organization. The established link between LMX, employee engagement, job satisfaction, and turnover intention provides an insight into how leadership style could impact employees' decidedness. Organizational leaders could further explore the LMX framework, train supervisors to understand its dynamics, and use the enhanced leader–employee relationships as a turnover reduction strategy.

The LMX framework could have its drawbacks that an organization must carefully manage. For instance, A. Yu et al. (2018) had a contrary position on the effectiveness of the LMX framework because of the presence of in-group and out-group members. Yu et al. found that the leader adequately nurtures the in-group members and positions them for relevant organizational roles. However, the out-group members enjoy less patronage with compensation strictly based on employment contracts, contributions,

and compliance. Northouse (2019) noted that the dichotomous relationship created by the LMX framework might lead to destruction in value. The highlighted drawbacks of the LMX framework and the potential to accentuate employee turnover based on group tension requires a cautious application of the framework. Hence, LMX was not deemed to be a suitable lens to understand the phenomenon of employee turnover.

Adaptive Leadership Framework

Organizational problems are not always technical but might assume proportions requiring adaptive solutions. R. Heifetz (1994) introduced the adaptive leadership framework, while Heifetz et al. (2009) expanded further on it, noting that the concept is a practical leadership framework that enables companies to fit in the continually changing environment and tackle recurring issues. Heifetz et al. categorized organizational issues into the adaptive and technical elements of challenges. According to Nelson and Squires (2017), the leader addresses technical challenges with existing knowledge while resolving adaptive difficulties with a new level of reasoning. Kuluski et al. (2021) highlighted the adaptive leadership framework's four principles; organizational justice, strong characters, development, and emotional intelligence. Organizational justice allows employees to identify and proffer possible solutions to issues. Strong characters help in creating a conducive and enabling environment.

Developing members through training will enhance their emotional intelligence preparing them for any change. Some scholars identified adaptive leaders as knowledge seekers who can change and adapt to environmental changes and other technicalities (Dunn, 2020; Kuluski et al., 2021). These abilities may enable adaptive leaders to address

organizational turnover challenges swiftly. I believe that employee turnover is more of a technical challenge but there are instances where the causes of turnover intentions are not known; hence, the adaptive leadership framework may be partially helpful for this study.

Laissez-Faire Leadership Framework

A leadership approach where employees take on higher responsibilities could add value to the organization. Lewin et al. (1939) developed the laissez-faire leadership framework in which followers set their own goals, pace, and achievement modalities. Such a leadership system might be inappropriate for effective organizational operations. According to Jekelle (2021), laissez-faire leaders transfer their decision-making responsibilities to employees, resulting in delayed decisions, lack of feedback, and non-follow up on employees' needs thereby leading to excessive freedom, low employee productivity, and low employee turnover. Robert and Vandenberghe (2020) noted that the lacking targets, guidance, and direction often leads to low productivity. Whereas laissez-faire leadership could reduce employee turnover, its other effect in reducing productivity negatively impacts the organization. Business leaders should discourage using laissez-faire leadership because it sub-optimizes employee productivity and diminishes organizational performance.

Laissez-faire leadership could result in leadership role abdication. According to Wellman et al. (2019), laissez-faire leaders do not engage in work responsibility mobilization, noting the model's lack of employee guidance and supervision as weaknesses. In addition, Bass (1985) described laissez-faire leadership as nonstrategic and fraught with negative implications. The negative impact of laissez-faire leadership

calls for caution to prevent sub-optimizing organizational capabilities. Therefore, the laissez-faire leadership model was not suitable for this study because I did not intend to weaken employees' productivity.

Transactional Leadership Framework

Transactional leadership uses rewards and sanctions to promote collective organizational performance. Burns (1978) introduced the transactional leadership framework in which the leader rewards employees' achievement of desired objectives and sanctions nonachievement. Bass (1985) extended the framework and noted that transactional leaders use management by exception to manage employees. Transactional leadership differs from transformational leadership. Baskarada et al. (2017) described transactional leadership as a mechanistic approach where leaders use rewards and sanctions to influence followers rather than using inspiration or individualized consideration underlying the transformational leadership framework. Similarly, Northouse (2019) noted that followers comply with the leader's guidance without question under transactional leadership due to the entrenched reward and sanction protocol. The sanction and reward approach implies that transactional leaders somewhat force employee compliance while transformational leaders utilize motivation to drive performance. Business leaders should direct a cautious use of the transactional leadership framework.

The transactional leadership style might be unsustainable and therefore unsuitable for driving employee performance. Bass (1985) noted that transactional leadership is less superior to transformational leadership because the reward system is the only factor used

for motivation. The implication is that pay and potential growth drive an employee's loyalty, unlike transformational leadership, which utilizes idealized influence, and inspirational motivation to stimulate employees to improve performance. Gorgulu (2020) noted the incompatibility of the transactional leadership framework with the younger workforce in today's workplace, whose performance derives from several forms of motivation. Also, Caillier (2018) reiterated the link between transactional leadership and employee turnover. The transactional leadership framework was not deemed suitable for this study because it has been linked with employee turnover and could negatively impact the younger employees, who constitute the majority of the workforce.

Employee Turnover Intention and Employee Turnover

Employee turnover intention differs from actual employee turnover. Coetzer et al. (2019) referred to employee turnover intention as the consideration of employee disengagement from an organization and noted a direct relationship between turnover intentions and eventual turnover actions. Similarly, Cao and Chen (2021) explained employee turnover intention as the predicted number of staff likely to leave the organization's employment within a specified period. Employee intention to quit often precedes employee turnover. Thus, employees who constantly think about leaving an organization's employ often leave an employment gap that may internally shock the organization (Theriou et al., 2020). Organizational leaders must promptly identify what necessitates employees' turnover intentions and immediately address them to curtail employee turnover in the organization effectively.

Employee turnover is the eventual loss of talented employees in an organization. Andrews and Mohammed (2020) described employee turnover as the rate workers exit an organization to seek alternative employment opportunities. Turnover measures the rate at which employers lose and replace their employees (Cao & Chen, 2021). Several reasons influence employees' turnover intentions, which usually leads to a high employee turnover if not adequately managed. Considering the negative impact of high employee turnover on other employees and organizational performance, business leaders must identify the root causes of employee turnover and proffer effective solutions for sustainable business growth and performance.

From the review of relevant literature, I identified lack of developmental opportunities, lack of protean career orientation, lack of work flexibility, poor remuneration, job dissatisfaction, job stress and burnout, low employee engagement, and lack of transformational leadership style as some causes of employee turnover with leadership style being the primary cause of employee quitting. The negative effect of employee turnover has compelled business leaders to focus on identifying employee needs, the root cause of the problem, and possible solutions (Abasilim et al., 2019). According to Penconek et al. (2021), disengaging from existing employment involves inner contemplations wherein the employee believes that the current job cannot help attain unique needs. The leader's ability to introduce an effective leadership strategy could determine the rate of employee turnover and the organization's success. Organizational leaders should engage with employees to understand and address the causes of turnover intentions to reduce employee turnover.

Team spirit is another significant factor influencing employees' desire to stay in an organization. According to Theriou et al. (2020), employees that experience strong team synergy with open and supportive leaders are less likely to quit the organization. Penconek et al. found that team spirit influences job satisfaction and loyalty to the organization. Also, team spirit fosters creativity and innovation among employees (Leroy et al., 2021), thereby increasing the firm's competitive advantage. Therefore, organizational leaders should build team spirit to enhance team bonding and increase employee job satisfaction.

Organizations incur costs ranging from recruitment to training costs when an employee resigns. According to Andrews and Mohammed (2020), organizations experience financial loss due to reduced productivity and time to interview, recruit, orientate, and train new employees. Brimhall (2021) linked employee turnover costs to leaders' inability to achieve goals. Similarly, De Winne et al. (2019) indicated that a high employee turnover rate negatively affects organizational success by disrupting day-to-day operations. Employee burnout, low efficiency, poor morale, idle time, and production downtime, which are detrimental to the success of an organization, are the consequences of employee turnover. Business leaders must identify why employees leave their organizations and design strategies to reduce turnover to the barest minimum.

Employee Turnover Contributory Factors

Exiting employees have adduced reasons for leaving their respective organizations. Some of the reasons include the autocratic leadership style used by corporate leaders (Amah, 2018), job dissatisfaction (Liu & Lo, 2018), and lack of

developmental opportunities (Vande Griek et al., 2020). Organizational leaders should identify and address the full range of employee turnover causative factors as much as practicable. Next, I present a synopsis of some of the factors contributing to employee turnover.

Lack of Developmental Opportunities

Career growth prospects have been linked to employees' intentions to remain in organizations. Weng and Zhu (2020) traced the flow from career growth to job involvement, employee behavioral outcomes to job satisfaction, and ultimately the desire to stay with the organization. Similarly, Vande Griek et al. (2020) established a negative correlation between career development opportunities and employee turnover intentions. In an empirical study involving 327 frontline employees in five selected Nigerian hotels, Ohunakin et al. (2018) found a negative correlation between components of career growth opportunities and employee turnover, implying that employees will not quit if they see growth prospects in the present job. Considering that employee career expansion is beneficial to both the employee and employers (Buck, 2017), it is expedient that organizations constantly seek ways to expand career opportunities and provide clear policies on how employees can attain career growth.

Organizations that focus on improving employees' skills through training enjoy improved employee loyalty and competitive advantage. In separate studies, Davidescu et al. (2020) and Fang et al. (2020) discovered that organizations that prioritize employee development enjoy lower staff attrition rates and increased performance through enhanced skill acquisition. The implication is that employees value organizations that

focus on their personal growth and reciprocate by contributing to organizational success. Andrews and Mohammed (2020) argued that training and career advancement opportunities allow employees to become better at their jobs and increase employee satisfaction. Business leaders should therefore develop an organizational culture that supports employee development, boosts employee creativity, and reduces turnover intentions.

Several studies established a direct relationship between training, customer loyalty, and customer satisfaction. In an empirical study involving 224 employees, Kamath et al. (2020) found that employee training plays a significant role in achieving customer satisfaction. Thus, where employee training is lacking, it could lead to customer dissatisfaction and loss of customer base. Mehta and Mehta (2019) argued that well-trained employees are knowledgeable about the organization and its products and services and can provide top-notch services rendering customers satisfied and loyal to the organization. Organizations that intend to grow their customer base and improve customer satisfaction must equip employees with the required knowledge and skills to provide excellent customer service.

Training and development are also effective strategies that business leaders can deploy to motivate employees. Studies by Chahar et al. (2021) and Girdwichai and Sriviboon (2020) revealed that training facilitates employee performance, improving job engagement and job satisfaction. The implication of the impact of training and development on employees' performance variables requires business leaders' conscious and focused action. Identifying the training needs of employees and taking steps toward

ensuring employee development would motivate employees to work harder toward business improvement and sustainability.

Lack of developmental opportunities could result in employee boredom and negatively affect organizational productivity. Workplace boredom occurs when employees conduct repetitive activities without change over a long period (Jessurun et al., 2020; Teng et al., 2017). Teng et al. (2020) surmised that boredom could occur among employees when competence level exceeds the demands of the current job role, possibly leading to turnover intentions. García-Mainar and Montuenga-Gómez (2020) and Jessurun et al. (2020) found that an employee's perceived overqualification could trigger anti-productivity behaviors, negatively affecting coworkers and increasing turnover. The impact of boredom and overqualification on turnover intentions suggests taking actions like job rotations, job redesigning, training, and job reassignment as possible strategies to curbing workplace boredom. Business leaders should consider adopting strategies that introduce new challenges to the employees and increase engagement levels to have a better chance of reducing employee turnover.

Lack of Protean Career Orientation

An important driver of employee turnover intention is the concept of protean career orientation (PCO). According to Holtschlag et al. (2020), PCO is the degree to which self-values guide and direct individuals' career decisions. One of the critical attributes of employee PCO is commitment, a mediating factor for reducing employees' intention to leave (Oh & Koo, 2021; Redondo et al., 2021). In an empirical study involving 290 participants, Qureshi et al. (2019) found that employees' commitment

positively relates to job satisfaction. The findings prove that PCO, through commitment and job satisfaction, is critical to employees' long-term stay in organizations. The challenge for business leaders is how to devise internal practices that enhance job satisfaction that will engender employee commitment as a precursor to employee retention.

Organizational investment in career development could positively affect the PCO of employees. According to Zhu et al. (2021), organizations that invest and provide career development plans for employees enjoy the benefit of reciprocity via enhanced attachment to the organization, increased loyalty, and enhanced PCO. In an empirical study, Lochab and Nath (2020) found that employees' proactive personality contributes significantly to PCO by enhancing self-driven and value-driven attitudes. The finding implies that employees expect organizations to project their career development and institute policies to help develop a proactive personality. Organizations must significantly invest in improvement initiatives to enhance retention through increased PCO.

PCO is prevalent among millennials, the predominant employee group in organizations. Haenggli et al. (2021) underlined the significance of PCO in millennials in organizations. Also, Yuniasanti et al. (2019) noted that millennials would constitute about 35% of the workforce by 2020, and they are the highest demographic of employees with turnover intentions for various reasons. Furthermore, based on an empirical study involving 176 participants, Holtschlag et al. noted that when millennials observe high levels of organizational support, meaningful work goals, and perception of institutional career management, they stay in their roles. The finding that PCO is important to

millennials is critical in managing organizational employee turnover. Business leaders must take deliberate steps to ensure employees' well-being by offering career support, setting significant work objectives, and providing career progression opportunities to enhance PCO and retain them in organizations.

PCO could impact well-being factors, such as self-actualization, personal accomplishment, sense of self-fulfillment, and safety. In an empirical study, Alok and Rajthilak (2021) found a positive relationship between workplace well-being and employees' PCO. Further bolstering this finding, Li et al. (2019) noted that employees in certain professions experience unsafe conditions, affecting their physical and psychological well-being. The experiences negatively affect the employees depending on their PCO level. Given the relationship of PCO to organizational commitment, it is evident that employees will develop turnover intentions when their well-being is in jeopardy. Organizations seeking to maximize the retention of their best employees must provide progressive, stable, and safe work environments.

Lack of Work Flexibility

Workplace flexibility entails allowing employees freedom to decide on the best approach to discharge their duties toward achieving organizational objectives. Ray and Pana-Cryan (2021) noted that a flexible work environment empowers employees to choose their preferred location, time, and manner to discharge their duties. Similarly, Atiku et al. (2020) noted that flexibility in the workplace dwells on the ability and willingness to accept change, especially regarding when and how the job gets done. A flexible work arrangement requires employees' individual goals to align with the

organizational objective. Aligning employee and employer goals will help the organization achieve its performance objectives with improved productivity and reduced stress.

Business leaders could use flexibility in the working environment to engage and retain employees. Choi (2020) noted that work flexibility influences employees' decisions to stay in an organization. According to Choi, organizations with flexible work arrangements enjoy less employee turnover through employee reciprocal action. Ray and Pana-Cryan (2021) identified a lack of a flexible work environment as a cause of employee turnover. The highlighted impact of work flexibility on employee turnover is an insight that should prompt leaders to accept the changing dynamics of the workplace. Therefore, employers should create flexible work options to enhance staff commitment and retention.

Work flexibility also enables employees to balance their work life and personal life. Berkery et al. (2017) noted that employees could achieve work-life balance if the managers create a flexible work arrangement. The work-life balance consists of activities that enable employees to have the autonomy of thinking in their way, engage their leaders, and integrate those thoughts into the system to reduce employee burnout and intention to quit. Similarly, Kaushal (2019) posited that employees could work remotely effectively with appropriate tools and achieve required outcomes. The importance of work flexibility on work-life balance makes it incumbent on organizations to acquire tools for working remotely, maintain a healthy work environment, and build happier

employees. Business leaders should train their employees and provide all the necessary tools to create and maintain a flexible work arrangement.

Work flexibility positively enhances employee performance. Avgoustaki and Bessa (2019) and Davidescu et al. (2020) noted that flexible work arrangements that are employee-driven and designed to achieve work-life balance could generate a positive outcome for the organization through employee intrinsic motivation. Also, Bray et al. (2018) and Ongaki (2019) noted that by providing flexible work arrangements, organizations attract promising talents, enhance staff performance, and enable a competitive edge. Employees with more autonomy over their work arrangements are likely to be better engaged, more committed, and satisfied with their work. The positive interaction between work flexibility, employee motivation, and performance provides a valuable insight that leaders could explore to keep employees committed to organizational ideals. Business leaders should create a flexible work arrangement to enhance employee output, improve organizational performance, and reduce turnover.

Poor Remuneration

Remuneration could serve as a vital factor in employee turnover intention. According to Andrews and Mohammed (2020), competitive pay, compensation, and employee benefits increase employees' satisfaction levels and propel them to become even more productive, thereby reducing intentions to leave. Similarly, in a quantitative study involving 307 participants, Koo et al. (2020) established that emotional and material rewards are pertinent to developing affective commitment, job performance, and reducing turnover intentions. Koo et al. further posited that business leaders must

carefully understand an employee's perception of proposed rewards or compensation to determine what reward system would lead to employee satisfaction and retention. The link between remuneration and employees' decision to remain with an organization is an essential insight that employers should explore to address turnover. Furthermore, since competitive pay, compensation, and benefits increase employees' morale, organizational leaders must consciously strive to provide equitable financial and non-financial rewards to increase satisfaction and reduce employee turnover.

Poor remuneration could lead to low employee engagement and decreased productivity resulting in employee turnover. Theriou et al. (2020) argued that a high work engagement level positively impacts employee productivity and reduces turnover because engaged employees are more likely to remain in their current jobs. Amah (2018) stated that business leaders could effectively achieve employee engagement through good employment relations such as communication, rewards, and recognition. Furthermore, Amah noted that employees who enjoy these rewards reciprocate with high work engagement. The implication is that when organizations do not adequately reward their employees, they become demotivated, resulting in counterwork behaviors and poor productivity. Business leaders must ensure that employees are adequately rewarded and compensated to promote increased work engagement, productivity, and employee retention.

Remuneration could impact other considerations like employee job satisfaction, creativity, and innovation. According to Malek et al. (2020), reward structures significantly influence the development of new products and ideas because employees'

creativity levels depend on the perception of equitable reward. Similarly, in an empirical study involving 235 respondents, Thneibat (2021) established that perceived rewards had positive and significant relationships with radical innovation, knowledge acquisition, and knowledge sharing. Considering that innovation is vital to gaining competitive power (Gherghina et al., 2020) and due to the dynamic nature of the business environment, organizations must strive to increase competitive advantage by creating new products and services. Thus, organizations that intend to remain competitive and relevant must motivate workers to become more creative, innovative, and committed by ensuring that the rewards are fair.

Competitive remuneration is also an excellent strategy for talent acquisition and retention of skilled employees. According to Al Kurdi et al. (2020), an organization's success depends on its ability to attract, retain, and reward qualified employees. In a quantitative study of 340 randomly selected participants, Al Kurdi et al. established that economic factors such as incentives and reward programs significantly impact employee retention. Similarly, Alhmoud and Rjoub (2019) argued that the different elements associated with total rewards would affect the decision of high performers and highly qualified employees to either stay or leave the organization. Organizations seeking to improve productivity and competitiveness in the global market while also ensuring the stability and sustainability of the business must develop creative ways to attract and retain highly qualified and skilled employees.

Job Dissatisfaction

Employees' job satisfaction could play a significant role in organizational commitment and citizenship behavior, thus reducing turnover intentions. Kaushal (2019) noted that work stress directly impacts work-life balance, resulting in job dissatisfaction and employee turnover intentions. Also, in an empirical study of 200 leader–follower dyads, Zhang and Seo (2018) found that long working hours aggravate psychological distress, increase job dissatisfaction, and contribute to turnover intentions. This indirect impact of long working hours on turnover intentions provides a vital insight into how leaders can schedule work without exposing employees to overly stressful environments. Organizational leaders must consciously strive to find creative avenues to reduce work stress and diffuse tension to prevent job dissatisfaction and reduce employee turnover.

The leadership–followership dynamic is an effective tool for enhancing employees' job satisfaction. In an empirical study involving 134 participants, Patnaik and Dubey (2019) established that the leader–follower relationship is essential for employees' development. The non-existence of such a relationship could lead to job dissatisfaction. Similarly, Steinmann et al. (2018) posited that a leader should serve as a role model to followers by providing a clear vision of the organization's objectives, inspiring them to more significant commitment, and enhancing job satisfaction. The implication is that followers' dissatisfaction could ensue when leaders and followers are not in agreement. Therefore, it is incumbent on leaders to take time to understand and relate with each employee in a personalized manner, thereby aiding followers' development and sense of

commitment to organizational objectives. The transformational leader demonstrates this personalized relationship through the individual consideration behavior (Bass, 1985).

An appropriate leadership style could also significantly influence employee job satisfaction. Based on an empirical study, Akdere and Egan (2020) observed that remarkable leaders promote organizational culture and commitment, improving employee satisfaction and performance through constant training and development. Similarly, Ferozi and Chang (2021) observed that transformational leaders identify and articulate their vision, thus providing an appropriate model, fostering the acceptance of group goals and high-performance expectations, and providing individual support and intellectual stimulation to followers. In an empirical study, Mwaisaka et al. (2019) found that supportive and directive leaders influence employee job satisfaction. The importance of leadership in ensuring job satisfaction suggests that self-serving and unfriendly leadership styles would only alienate followers and heighten intentions to quit. Leaders must adopt effective leadership styles to enhance employee satisfaction and reduce turnover.

Human resource management (HRM) practices such as compensation, performance appraisal, promotion, and training could improve employee satisfaction. Aburumman et al. (2019) and Memon et al. (2021), who conducted empirical studies involving 394 and 565 participants, noted that HRM practices directly affect job satisfaction and employee turnover intentions. Impliedly, organizations with weak HRM practices risk having a dissatisfied workforce and should implement positive HRM practices such as competitive benefits, fair performance appraisal, fast promotion systems, and good training programs to ensure job satisfaction and reduce turnover.

Organizational values and culture also significantly affect employees' job satisfaction. Gorenak et al. (2020) noted that employees that perceive ethics and corporate social responsibility (CSR) as essential are likely to be dissatisfied if their employers are involved in undesirable practices. Khaskheli et al. (2020) held a similar view by noting that employees' CSR perception has a significant and positive correlation with job satisfaction, suggesting that organizations' values should be congruent with employees' moral values. Consequently, organizations must demonstrate ethical tendencies through the concepts of responsible CSR and transparent policies to achieve higher levels of job satisfaction, and ultimately reduce employee turnover.

Job Stress and Burnout

In recent times, job or work-related stress and burnout discourse have gained much attention among business leaders who associated employee quitting intentions with work-related stress and burnout, which may eventually lead to high employee turnover. In an empirical study involving 106 full-time junior counseling faculty members at U.S. universities, Woo et al. (2019) noted that work stress and burnout significantly impact junior counseling faculty members' intent to leave their respective institutions. Woo et al. recommended pairing employees with mentors as a cushion against the effect of stress and burnout on turnover intentions. Similarly, Liu and Lo (2018) noted that excess workload, exhaustion, and cynicism are significantly and negatively associated with job satisfaction and turnover intentions. The negative impact of stress and burnout on turnover intentions with job satisfaction mediating the relationship provides a guide as to how business leaders can address the issues toward reducing employee turnover. Leaders

must ensure significant improvements in the working conditions of their employees by providing an optimal workload, improving job satisfaction, and allowing better employee autonomy to retain employees.

Job stress also affects employees' work-life balance and performance. According to Kaushal (2019), work stress impacts work-life balance, employee performance, and organizational success. Kaushal posited that organizations that effectively deal with work-stress variables enjoy a highly productive and satisfied workforce. Similarly, Leitao et al. (2021) noted that all the factors affecting the impact of quality work-life hygiene and burnout demotivators have direct/indirect relationships with productivity contributions. Specifically, hygiene factors such as a safe working environment and good occupational healthcare positively contribute to productivity. The identified impacts of stress and burnout on turnover intentions provide business leaders with a deep understanding of root causes and a resolution approach. For organizations to remain highly productive, business leaders must ensure work-life balance among employees.

Job stress can also affect the mental well-being of employees. Mensah (2021) noted that low job control, high job demand, and reward imbalance cause stress, affecting employees' mental well-being. Mensah found a direct and significant impact between job stress and working adults' mental health, with a higher magnitude effect on women than men. Similarly, Law et al. (2020) found that workplace stress resulted in a decrease in employee autonomy and recommended that leaders identify and address workplace stress sources to improve employees' mental health. The lesson for leaders is that stress has a far-reaching impact on performance-related variables resulting in employee turnover

intentions. Business leaders should focus on designing work-friendly policies to improve employees' mental well-being resulting in higher productivity and job satisfaction.

Adequately compensating employees' efforts through career growth, monetary rewards, or other compensation strategies effectively mitigates employee burnout. According to Vizano et al. (2021), employee performance could significantly be enhanced through financial rewards and reduced job stress, thereby reducing employee turnover intentions. Similarly, Colvin et al. (2021) indicated that rewards need not be financial as non-monetary measures such as employee motivation, a conducive work environment, and an enabling organizational culture could increase job satisfaction and reduce employee burnout. Non-financial rewards should be easily implementable because they do not directly add to the running cost of the organization. Conversely, inadequate employee rewards will increase job stress and influence employees' exit decisions. It becomes incumbent on business leaders to develop an effective reward system, financial and non-financial, to appreciate employees' efforts, reduce employee job stress, and motivate them to work harder toward organizational success.

Low Employee Engagement

The level of employee engagement has attracted the increased interest of business leaders who linked low employee engagement to adverse organizational outcomes such as employee turnover. According to Cao and Chen (2021), despite organizations' inability to infuse resilience in workers, leaders can curtail employees' intentions to leave by showing empathy, keeping employees engaged, and reducing employees' stress levels by providing them with adequate working tools. Similarly, Albrecht and Marty (2020) noted

that employees' turnover intentions are directly affected by personality traits through the mediating roles of work engagement, self-efficacy, and affective commitment. Low employee engagement's impact on employee turnover suggests that organizational leaders must adequately engage their workers to enhance collective performance and team spirit. Consequently, effectively engaging employees will not only influence their decision to stay but also improve employee commitment and self-efficacy. Business leaders must create an environment that promotes employee engagement to enhance sustainable development.

Organizational citizenship behavior is an effective strategy that business leaders could use to enhance employee engagement and overall performance. Jiang et al. (2017) noted that organizational citizenship behavior positively and significantly influences sustainable employee performance through staff engagement and promoting team spirit. In addition, Hai et al. (2020) indicated that perceived or experienced HR practices reflect the organization's investment in its employees, motivating employees for improved engagement, performance, and organizational citizenship behavior. Contrarily, Irwan et al. (2020) noted that a firm's prevalent culture does not significantly affect job satisfaction and employee performance and identified job satisfaction as the mediating factor that enhances employee performance and motivation through leadership styles. However, there is a consensus that organizational citizenship behavior creates enabling environment for employees who are less likely to quit in a more enabling environment than a less conducive environment.

Leadership style is another effective strategy that business leaders could use to enhance employee engagement and organizational performance. Theriou et al. (2020) posited that employee engagement moderates ethical leadership, leadership effectiveness, and turnover intention. Similarly, Amah (2018) noted that the relationship between leadership style and employee engagement is not direct but mediated through boundary variables such as employee voice and perception of organizational support. In addition, Patnaik and Dubey (2019) noted that implementing an effective leadership style positively and significantly impacts employee engagement, satisfaction, and intention to stay. A leadership style that encourages leaders to build a strong relationship with employees, promote positive organizational citizenship, and entertain open communication with employees enables organizations to flourish, remain productive, and successfully achieve company goals. Business leaders must identify and implement the best leadership strategy for effective employee engagement.

Low employee engagement negatively impacts employee growth, leading to employee turnover. Amah and Oyetuunde (2020) noted that creating a work environment where employees can express themselves without fear could positively impact employee career growth through servant leadership. Ohunakin et al. (2018) inferred that the ability of organizational leaders to retain their frontline employees and reduce employee turnover depends on the identified dimensions of career growth opportunities, which is only possible through employee engagement. The preceding implies that with career growth, employees are willing to surpass expectations through enhanced productivity and

work engagements. Organizational leaders must create a work environment where employees can adequately engage and thrive.

Lack of Transformational Leadership

Business leaders exhibit different leadership styles with varying impacts on employees' behavioral variables and the decision to stay with or leave an organization. Masood et al. (2020) conducted an empirical study on the impact of transformational, transactional, and laissez-faire leadership styles on organizational citizenship behavior (OCB) and turnover intentions. Masood et al. found that the transformational leadership style had the most profound positive effect in increasing OCB and decreasing employees' turnover intentions. Tian et al. (2020) confirmed the impact of leadership style on OCB and turnover intentions but introduced the need for constant communication between leaders and employees. Also, based on data collected from 361 participants in an empirical study, Irwan et al. (2020) found a significant positive relationship between leadership styles, job satisfaction, and employee motivation. The multiple pieces of evidence linking transformational leadership style to enhancing employees' variables provide critical insight into managing employee turnover intentions. Therefore, organizational leaders must train supervisors to acquire transformational leadership skills and better communication approaches and monitor deviations.

Specifically, leaders that adopt the transformational leadership style inspire employees to bring out their best performance, support their well-being, and increase their interest in the organization. In an empirical study involving 140 respondents, Abasilim et al. (2019) found that the transformational leadership style positively related

to employee commitment to the organization. Similarly, in another empirical study with 302 participants, Hussein and Yesiltas (2020) found that the transformational leadership style positively mediated the relationship between employees' emotional intelligence, counterwork behavior, and organizational commitment. The transformational leader essentially enhances employees' performance and reduces adverse behaviors. Furthermore, Djourova et al. (2020) found that transformational leaders enhance employees' self-efficacy and self-confidence through inspirational motivation resulting in better employee well-being. With the demonstrated impact of transformational leadership on employees' commitment, emotional intelligence, self-efficacy, and well-being, business leaders could have a clue into how to develop the capabilities of their staff, thereby stimulating heightened interest in the organization. Employers should adopt a two-pronged strategy by training supervisors in transformational leadership and training employees to enhance commitment, self-efficacy, and self-confidence.

By serving as role models and mentors, transformational leaders earn the respect of employees and cultivate followership that would not easily be separated. Bass (1985) noted that the transformational leaders exhibiting the idealized influence behavioral pattern take time to explain organizational objectives to followers and obtain their buy-in. In return, the followers take such leaders as role models and remain loyal to their relationships and the organization. Martinez-Corcoles et al. (2020) noted that transformational leaders exhibiting the individualized consideration behavior focus on the potentials of followers by attending to their unique needs. Akdere and Egan (2020) and Jiang et al. (2017) noted that transformational leaders often promote employee

performance by creating trusting relationships. The leaders make time to relate, mentor, and challenge followers to think creatively, harnessing their competencies and skillsets. The highlighted role of transformational leadership in inspiring employees to perform better, stay committed, and remain with the organization provides a clearer picture of how leaders could address turnover issues. Organizational leaders must therefore implement a workable strategy for developing transformational leadership skills in managers who must understand how to inspire employees and earn commitment and loyalty.

Summary of Literature Review

The literature review contained a comprehensive explanation of employee turnover and possible mitigation strategies. The illustrations in the literature review are beneficial to business leaders who seek to understand the causes of employee turnover and aim to proffer strategies to reduce the phenomenon in their respective organizations. Readers and researchers interested in understanding the causes, consequences, and solutions to employee turnover could also derive better insight from the literature review. The literature review also presents a springboard for further research. Significantly, if not addressed, employee turnover could eventually impact the performance of the remaining employees through increased stress and burnout. Ultimately, productivity would drop, resulting in reduced organizational profitability and sustainability issues.

The literature review started with an in-depth analysis of the transformational leadership conceptual framework and its components. Furthermore, I considered alternative leadership frameworks to determine those applicable to this study. Next, I

described two important terminologies, employee turnover and turnover intentions, and identified several possible causes. Given the depth of research, SME leaders would find the findings useful to explore potential strategies to reduce employee turnover.

Transition

In Section 1, I presented the foundation of the study consisting of the background of the problem, the problem and purpose statements, population and sampling, and the nature of the study. Furthermore, I presented the research and interview questions and the conceptual framework. I provided explanations of the study's operational definitions, assumptions, limitations, delimitations, and the significance of the study. Finally, I conducted a literature review starting with an in-depth analysis of the transformational leadership conceptual framework and its components and considering alternative leadership frameworks to determine those applicable to this study. Next, I introduced the concept of employee turnover and employee turnover intentions identifying some of the possible causes, including: (a) lack of developmental opportunity; (b) lack of protean career orientation; (c) lack of work flexibility; (d) job dissatisfaction; (e) poor remuneration; (f) job stress and burnout; (g) low employee engagement; and (h) lack of transformational leadership.

In Section 2, I reiterated the purpose statement and expanded on some other components of Section 1, such as participants' eligibility criteria, research method and design, and population and sampling. Furthermore, I documented new narratives, including my role as the researcher, ethical research, data collection instrument, data

analysis, study's validity, and reliability, and concluded with the summary and transition paragraph.

In Section 3, I presented the findings of my study and the possible application to professional practice. I also highlighted the implications of the study's findings for positive social change. Next, I made some recommendations for action and further research, documented my reflection on the doctoral journey, and wrote the conclusion. I presented the accompanying appendices and the reference list.

Section 2: The Project

In Section 2, I emphasize strategies SME leaders used to reduce employee turnover. Evelyn and Ling (2021) highlighted how transformational leadership resulted in employee job satisfaction, reduced turnover intentions, and decreased employee turnover. Section 2 details the significant aspects of the current study, starting with a restatement of the purpose statement, description of my role as the researcher, justification of the research method and research design, discussion of population and sampling, ethical considerations, and data-related activities. I conclude the section with the transition and summary.

Purpose Statement

The specific business problem was that some SME leaders lack strategies to reduce employee turnover. The purpose of this qualitative multiple case study was to explore the strategies that some SME leaders in Nigeria used to reduce employee turnover. The target population consisted of SME business leaders from three companies in Nigeria who had been successful in reducing employee turnover.

Role of the Researcher

The researcher is the driver of the qualitative research process and plays a vital role at every stage. Roberts (2020) identified the researcher and the interview questions as crucial instruments in qualitative data collection advocating for the researcher's competence and quality questions. Johnson et al. (2020) and Soh et al. (2020) highlighted the need for the researcher to play an active role in sourcing and preparing participants, coordinating the research process, and managing all matters arising during the process.

The identified importance of the researcher suggested the need for me to be aware of and adequately prepare for the data collection process. As the primary research instrument in this study, my duties included recruiting the participants, formulating the interview questions, conducting the interviews, embracing objectivity, and mitigating bias. I developed an interview protocol (see Appendix A) including the interview questions to ensure a structured, consistent, and seamless interview process.

To ensure a transparent research process, the researcher should declare prior interactions with the aspects of the research. Researchers should practice self-reflection, acknowledge existing preferences, and express their positionality in the research process (Holmes, 2020; Peterson, 2019). Kalman (2019) noted that the interest and commitment of the researcher play a significant role in determining the quality of the research output. The combined implication of the highlighted insights is that the researcher must disclose existing preferences to maintain an objective approach. I did not have any personal relationship with any of the participants. My interest in leadership strategies and employee turnover derived from over 20 years of working experience in the banking industry. I observed the harmful effects of high employee turnover and some bank leaders' strategies to influence their employees to stay with the organization. Ameen et al. (2019) posited that the researcher could formulate the topic based on convenience or inspiration from previous professional or personal experience.

Furthermore, the researcher must ensure an ethical approach is maintained throughout the research process and protect the participants' privacy. The Belmont Report provides guidelines on managing human participants in studies under three

fundamental principles, including respect for persons, beneficence, and justice (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). According to Brothers et al. (2019), the principle of respecting research participants entails obtaining an individual's consent to participate in the study and not forcing them, beneficence obligates the researcher to keep participants from harm's way, and the justice principle requires the researcher to consider participants for available benefits. Chiumento et al. (2020) noted that seeking the consent of participants, ensuring anonymity, providing incentives, and stipulating procedures for data protection are some of the primary ethical considerations in the research process. I carefully considered the requirements of the three principles and implemented compliance plans based on Walden University's Institutional Review Board (IRB) approval for the study.

As the primary research instrument, I mitigated bias in my study by maintaining an objective mindset. Johnson et al. (2020) posited that the researcher's preconceptions might influence the qualitative research process. Dash and Verma (2019) noted that the researcher could ensure bias-free research by having an evaluative mindset and self-assessment of the objectivity level. Mallon and Elliott (2019) admonished researchers not to manipulate data to achieve preferred outcomes. Given my disclosed familiarity with the phenomenon of employee turnover, I remained objective to manage the impact of implicit bias, which according to Selmi (2017) is prejudicing behavior based on previous experiences. I maintained an objective and inquisitive mindset throughout the research process and practiced member checking to validate data collected to manipulation.

The interview questions and procedures should be uniform across participants as a quality assurance procedure in a qualitative study. The interview protocol is a written guide containing the interview questions, the process for member checking, and other nuances relating to the interviewing process (Hoover et al., 2018). Babb et al. (2017) described the protocol as a set of standardized procedures for interacting with participants developed by the researcher and submitted to the local IRB for review and approval. A well-prepared interview protocol contributes to the reliability and validity of research by ensuring the researcher adopts a uniform and consistent approach during the data collection stage of the study. Therefore, I prepared and adopted an interview protocol (see Appendix A) including interview questions for data collection.

Participants

Choosing appropriate and knowledgeable participants is crucial to achieving quality research. According to Cypress (2019), research participants hold the keys to quality research because they are the source of data. Furthermore, Knechel (2019) posited that research quality derives from knowledgeable participants who understand the intricacies surrounding the phenomenon of interest. Wong et al. (2021) noted that recruiting and retaining research participants could be challenging and suggested that participant selection should depend on exclusion and inclusion criteria set by the researcher. Zong et al. (2021) linked data and research quality to a proper definition of participants' eligibility criteria. In line with the identified importance of recruiting appropriate participants, I set the following inclusion criteria for study participants: (a) The participant should be an owner or senior leader in an SME company; (b) the

owner/leader should be working in Lagos metropolis in Nigeria, which was the setting for my study; and (c) the owner/leader should have experience in successfully reducing employee turnover in their respective companies. I excluded SME business leaders who did not meet the stated criteria.

Gaining continuous access to research participants may be an arduous and challenging task that the researcher must surmount. While reflecting on the experience in a rural research setting, Peu et al. (2020) noted the need to identify constituted authorities, seek consent, and negotiate access to gain continuous access to the research site and participants. To gain access to participants, I selected three SME companies in the Nigerian finance industry with operations in the Lagos metropolis to identify likely participants. Next, I contacted the human resources managers to obtain a list of organizational leaders and used purposeful sampling to identify some business leaders as potential study participants. Lindstrom et al. (2020) noted that purposeful sampling makes access to participants easier because they are not anonymous. Upon obtaining Walden University's IRB approval, I presented a summary of my project to the participants through the human resources managers to stimulate participants' interest in the project.

One-time access to research participants may be inadequate to achieve a meaningful research process. Peu et al. (2020) suggested that a good researcher-participant working relationship must be continuous, with the researcher able to go in, go on, go out, and come back as many times as required. While reflecting on the research fieldwork process, Franco and Yang (2021) advised researchers to regularly interact with

participants and build relationships based on aligned interest, trust, and mutual respect. The importance of interaction in relationship building provides a vital insight to researchers on strategies to build good working relationships with study participants. I used virtual and physical means such as sending emails to participants, making phone calls, using Zoom, and conducting one-on-one meetings to ensure ongoing interactions with participants in my study.

In my study, I explored strategies that some SME leaders used to reduce employee turnover. I ensured that the eligibility criteria for participants selection would produce participants who had experience reducing employee turnover. The same eligibility criteria applied to all participants, and I excluded those who were not qualified.

Research Method and Design

Choosing the appropriate research methodology is essential to the study. Draper et al. (2021) identified quantitative, quantitative, and mixed methods as the broad categories of research methods and noted several research designs associated with each method. My methodology choice for this study was qualitative with a multiple case study design.

Research Method

I explored strategies that business leaders used to reduce employee turnover; my choice of the qualitative method allowed me to explore the phenomenon under investigation. According to Stutterheim and Ratcliffe (2021), researchers use qualitative methodology to explore complex phenomena by engaging relevant stakeholders. Furthermore, qualitative methodology allows researchers to gain deeper insights into how individuals view a phenomenon using open-ended questions (Busetto et al., 2020;

Wohlfart, 2020; Yin, 2018). The qualitative approach was appropriate for the current study because I sought a more profound understanding of a complex phenomenon and interviewed business leaders using open-ended questions.

Some researchers use the quantitative method. In a study tracing the ontology of the quantitative approach, Zyphur and Pierides (2020) noted that quantitative researchers examine reality using numerical data and mathematical and statistical processes to understand the relationships between variables. The statistical analytical outcome of data becomes generalizable without further interaction with stakeholders involved in creating the reality (Godwin et al., 2021). Aschauer (2021) noted that quantitative researchers seek to identify and define relationships among variables and develop testable hypotheses. The quantitative method was not suitable for my study because I neither examined relationships among variables nor tested hypotheses relating to the phenomenon of employee turnover.

The mixed-methods approach combines qualitative and quantitative methods treating them as complementary. The mixing of qualitative and quantitative methods proves more effective in studying complex phenomena because one technique compensates for the weaknesses of the other (Stoecker & Avila, 2021; Strijker et al., 2020). Furthermore, Skalidou and Oya (2018) noted that mixed-methods research could be complex, resource, and time-consuming. My study did not include numeral analysis or hypotheses testing, so mixed-methods research was unsuitable for my study.

Research Design

Qualitative researchers have several options to make a design choice. Tomaszewski et al. (2020) listed four principal designs including case study, ethnography, phenomenology, and narrative inquiry, highlighting possible data collection methods. Given that the qualitative case study design has a flexible mode of investigation and allows the researcher to explore a phenomenon in a real-life setting (Siedlecki, 2020), I chose the case study over other qualitative design options. Also, given that the evidence obtained from multiple case locations is more compelling and makes case studies more robust (Sadeghi Moghadam et al., 2021; Yin, 2018), I chose the multiple case study design over the single case study design. The qualitative multiple case study design was appropriate for me to explore strategies some SME leaders in the finance industry used to reduce employee turnover. I collected data using open-ended interview questions to engage participants and dig deeper for further information on employees' turnover reduction strategies.

Other qualitative research designs were inappropriate for different reasons. Researchers use ethnography to explore human social activities and culture-based knowledge through participants' observation (Cubellis et al., 2021; Rapp, 2021; Renjith et al., 2021). Ethnography was inappropriate for my study because I did not observe participants and did not explore social activities or cultural issues. Phenomenological research, which entails participants' lived experiences and interpretations they ascribe to previous experiences (Engward & Goldspink, 2020; Frechette et al., 2020; Mohammadi et al., 2021), was not appropriate because I did not study participants' lived experiences.

The narrative inquiry, a research design in which the researcher makes meaning of participants' stories of their experiences relating to the phenomenon (Dibaba, 2021; Gillan et al., 2021; Harper et al., 2020), was not appropriate for this study because I did not focus on participants' life stories and experiences.

As a qualitative researcher, I ensured data sample adequacy to achieve data saturation and ensure the quality of the study. Data saturation, an essential indicator of research reliability and quality, is the point in the data collection process when additional data do not result in new meaningful themes (Guest et al., 2020; Hennink et al., 2019; Mpfungu, 2021). Additional interviews do not lead to any new thematic coding, implying that replication by a different researcher is possible. Whereas the qualitative researcher must demonstrate the attainment of data saturation and report it, there is no universal standard, making its determination largely subjective (Fofana et al., 2020; Sebele-Mpfungu & Serpa, 2020; Yin, 2018). The importance of data saturation in achieving research quality suggests that the qualitative researcher must be deliberate about achieving it. Therefore, I used a three-step approach to achieve data saturation: (a) I selected and interviewed participants with experience about the phenomenon of employee turnover, (b) I used [methodological](#) triangulation whereby organizational documents served as a second data source, and (c) I adopted the member checking procedure by requesting participants' validation of data interpretation. Data saturation occurred after the second interview as no new meaningful themes emerged from the third interview.

Population and Sampling

The population for this study consisted of three SME companies in the finance industry in Lagos State, Nigeria. To achieve a credible research outcome, a qualitative researcher should carefully consider selecting research participants' using a sampling technique that aligns with the research objectives. Depending on whether the qualitative researcher proposed to generalize findings from samples or not, the researcher can choose from several random or nonrandom sampling methods such as random sampling, purposeful sampling, convenience sampling, theoretical sampling, and snowball sampling (Campbell et al., 2020; Onwuegbuzie & Collins, 2017; Sebele-Mpofu & Serpa, 2020). I used purposeful sampling to identify a sample of three business leaders working in three SME companies in the finance industry. I did not generalize results but sought to gain deep and rich insights into the phenomenon of employee turnover.

I interviewed three business leaders from different SME companies in the finance industry for this study. According to Saracho (2017), qualitative research does not specify the minimum number of participants, but the researcher should demonstrate the adequacy of the participants chosen. I believed that by using a case study design, I could reach data saturation with three participants who could provide rich insights on employee turnover. I reached data saturation with the three participants and there was no need to interview additional participants.

Data saturation is a determinant of research quality. Data saturation occurs when there is information redundancy, or no new interpretive meaning occurs based on additional data collection (Alam, 2020; Onwuegbuzie & Collins, 2017). My plan to

achieve data saturation entailed selecting and interviewing knowledgeable participants, using methodological triangulation with organizational documents as a second data source, and adopting the member checking procedure by requesting participants' validation of data interpretation. However, given that a prediction of data saturation point might be guesswork (Varpio et al., 2017), I continued interviewing and achieved information redundancy with the third participant.

I purposely selected participants with qualities, including being an owner or senior leader, working in Lagos State in Nigeria, and who had experience in successfully reducing employee turnover in their respective companies. Alam (2020) and Saracho (2017) advised that researchers choose knowledgeable participants, experienced and with a deep understanding of the phenomenon under investigation. Furthermore, the setting or location selected for an interview may impact the participant's and the researcher's engagement quality. Qualitative researchers should carefully consider the interview setting, whether physical or virtual, making the participant's convenience, privacy, and preference a clear priority (McGrath et al., 2019; Moser & Korstjens, 2018). By implication, selecting a good interview location in agreement with the participants is essential to the success of interviews and the richness of data collected. Upon receipt of ethical approval, I approached the participants to choose between virtual and physical interviews and the convenient timing. I implemented the choice of each participant.

Ethical Research

Researchers should embrace ethical practices for the best research quality. Conducting ethical research is the researcher's primary responsibility and is guided by

the institution that must impanel a local research ethics review board to protect participants and ensure a quality research output (Davies, 2020; Parasidis et al., 2019; Sivasubramaniam et al., 2021). The researcher undertakes the ethical approval while the university sets up a review board to process requests. Walden University developed an ethical review process supervised by the IRB, which must approve a study's plan before researchers engage participants to collect data. The IRB's approval ensures compliance with the Belmont Report requirements for research involving human participants, especially respect for participants, their protection from any harm, and fair treatment. I applied for and obtained the IRB's approval with the number 04-01-22-0408139 for this study.

Informed Consent Form

A vital aspect of an ethical research process is providing intended participants with requisite and adequate information on the research as a basis for deciding whether to participate. Axson et al. (2019) and Xu et al. (2020) described the informed consent process as respectful to intended participants allowing voluntary participation choices based on sufficient information usually documented in a consent form that participants complete and sign. The implication is that researchers cannot overemphasize the importance of participants' accepting to participate voluntarily to achieve the principle of respect for individuals as specified in the Belmont Report (Friesen et al., 2017). I started the consent process by sending an email invitation for doctoral study participation (see Appendix B) to participants introducing myself and the research objectives. Next, I sent the consent form to each participant by email detailing research information and the

participation requirements. I requested the three SME owners who decided to participate to sign the consent form and return it via email. Barwise et al. (2019) noted that participants should willingly consent to enroll in the study by signing the consent form only after understanding the associated risks and benefits. A portion of the form stated that participants could withdraw at any time by sending an email, writing a letter, or placing a call to the effect. Labib et al. (2018) advocated that participants are allowed to withdraw at any time during the research. I offered no financial incentive but planned to share the findings with each participant.

Participant Protection, Compensation, and Data Storage

Researchers must protect participants from any harm, provide compensation commensurate to inherent risks in the research process, and ensure confidentiality by securely keeping all relevant data. Protecting research participants entails ensuring privacy and confidentiality of information provided, providing commensurate incentives to participants, and ensuring that data storage complies with institutional and legislative requirements (Adashi et al., 2018; Antonio et al., 2020; Stablein et al., 2018). Complying with ethical research principles requires deliberate actions from researchers, and I implemented three procedures to comply with the requirements. First, I ensured participants' confidentiality by assigning alphanumeric codes R01, R02, and R03 to replace actual names and referred to the companies as Company 1, Company 2, and Company 3. Second, I offered no financial incentive but promised to share the findings with the participants. Third, to ensure data protection, I committed to securely store all

data collected for 5 years with sole access retained by me and to destroy all information after the mandatory retention period.

Data Collection Instruments

The qualitative researcher has a choice of various instruments to collect data. Data collection instruments, including the researcher, interview questions, organizational documents, and observations, can be combined to complement, validate, and strengthen data quality (Caillaud et al., 2019; Lemon & Hayes, 2020; Roberts, 2020). Soh et al. (2020) noted the coordinative role played by the researcher in bringing the research process together. I served as the primary data collection instrument in this study. I recruited the participants, formulated open-ended questions, recorded interviews as permitted by participants, and transcribed and analyzed data. For the study, the secondary research instruments were the interview questions and organizational documents allowing me to achieve methodological triangulation and reinforce the information collected. I used a document information template (see Appendix C) to record significant details from company documents.

As the primary instrument, the researcher must make proper use of the other data collection instruments to achieve quality research. Researchers use structured or semistructured, individual or grouped interviews with open-ended or closed-ended questions, either in a physical or virtual environment, to understand a phenomenon from a participant's perspective (Ballena, 2021; DeJonckheere & Vaughn, 2019; Tavory, 2020). I interviewed individual participants to understand their views on reducing employee turnover, using the semistructured approach with prepared open-ended

questions and followed up with probing questions when necessary. Furthermore, company documents might serve as a rich data source and complement other data sources (De Andrade et al., 2018; Yin, 2018). I read through and extracted vital information from documents provided willingly by participants.

The researcher's positionality and the reliability and validity of the other research instruments impact the quality of data collected. Holmes (2020) noted that the researcher plays a central role in the study and should prevent personal views from biasing data collected. To achieve data reliability and validity, researchers send interview transcripts to participants for a self-check, activate member checking entailing participant evaluation of the researcher's data interpretation, and triangulate with multiple data sources to reach information convergence and validation (DeCino & Waalkes, 2019; Mero-Jaffe, 2011; Slettebø, 2021; Varpio et al., 2017). Extant literature confirmed the importance of a reliability and validity check, and the researcher should be intentional about achieving it. I conducted member checking by requesting participant validation of my data interpretation and triangulated using interviews and documentary review of company documents.

Data Collection Technique

The qualitative researcher has many techniques to collect data required to answer the research question. The overarching research question for this qualitative multiple case study research was: What strategies do some SME leaders use to reduce employee turnover? Bush and Amechi (2019) and Castleberry and Nolen (2018) advocated for a proper alignment of the data collection technique with the research question and

recommended that the research question drive the data collection process to ensure the usefulness of the evidence generated from the data collected. Given the importance of data collection in the generation of evidence needed to answer the research question, the researcher must choose an appropriate technique to collect data and ensure that the process is transparent and properly managed. After receiving the IRB approval, I collected data using semistructured interviews and company document review.

Qualitative researchers use interviews to explore a phenomenon from the participant's viewpoint. Semistructured interviews are the most common qualitative data collection technique in which the researcher engages the participant in a conversation using open-ended questions to seek insights into a phenomenon (Castleberry & Nolen, 2018; DeJonckheere & Vaughn, 2019; McGrath et al., 2019). I interviewed eligible participants using the prepared open-ended questions and applied the interview protocol (see Appendix A) for consistency. I sought the consent of each participant to record interview sessions to aid the transcribing and analysis process. The opportunity to follow up with probing questions to explore specific issues entirely makes semistructured interviews a flexible approach to gaining rich insights into a phenomenon. However, McGrath et al. (2019) noted that semistructured interviews could be biased-prone, time-consuming, and laborious because of the time required to transcribe interviews and analyze data.

Reviewing relevant organizational documents could serve as a data collection technique. Company records serve as rich data sources with varied applications, including primary or secondary data sources, corroborating and validating evidence

obtained from other sources, and supporting the triangulation of data (De Andrade et al., 2018; Siegner et al., 2018; Yin, 2018). Company documents validating other data sources imply that a researcher should develop a document review protocol for consistent document review action. I prepared a document information template (see Appendix C) to record information extracted from organizational documents. The advantages of document analysis are its cost-effectiveness and being a stable data source. However, identifying the proper documents to review and the possibility of incomplete information are critical challenges to adopting document analysis.

It is a good practice for participants to have a final chance to reconfirm records to prevent misrepresentation. Transcript review and member checking are avenues by which participants self-review and adjust transcribed materials and the researcher's interpretation to align with the information provided during interview sessions (Mero-Jaffe, 2011; Slettebø, 2021; Varpio et al., 2017). Transcript review and member checking as participants' self-confirming activities help the researcher achieve quality in data analysis and research outcome. Given the laborious nature of transcript review, I adopted member checking by emailing my data interpretation summary to each participant for validation.

The researcher could conduct a pilot study before the actual research to gain experience. A pilot study provides a practical opportunity for the researcher to test the effectiveness of the research instrument, identify possible weaknesses in the research design, and check the alignment of the proposed study process (Malmqvist et al., 2019;

Schachtebeck et al., 2018). I did not conduct a pilot study because the chosen research instruments: interviews, and document analysis have proven effective in several studies.

Data Organization Technique

A researcher should ensure proper organization and storage of research data. Data organization entailed developing a file naming system, storage protocol, and secured access procedure during the mandated retention period to ensure ease of retrievability and to uphold participants' confidentiality (Bohan & Kellam, 2021; Borycz, 2021; Petters et al., 2019). The benefits of proper data organization and its impact on research quality suggest that the researcher should purposely set up a roadmap to achieve it. Researchers, therefore, should use properly articulated data organization techniques to ease data access and keep participants from harm's way.

I labeled interview transcripts R01, R02, and R03 and stored them in a Word database on my passworded computer. The NVivo research software, which has a standard filing protocol, served as a further backup system and a tool for data analysis. I stored all document information templates on the computer and secured USB drives using a coded naming convention. To comply with Walden University's 5-year data retention policy, I securely stored all electronic documents on my home computer, secured by a password, and kept physical records in a locked safe. I confirm that I would destroy all data related to this research after the mandatory retention period.

Data Analysis

A qualitative researcher using the case study research design should adopt triangulation to achieve a quality outcome during data analysis. There are several

triangulation types, including data triangulation in which data collection is in different periods, investigator triangulation involving multiple researchers, theory triangulation using several theories, and methodological triangulation with more than one data source (Abdalla et al., 2018; Denzin, 1978; Fusch et al., 2018). The methodological triangulation approach was appropriate for this study because I am the only researcher proposing to collect data within the same period using interviews and document analysis.

Methodological triangulation enriches and enhances the trustworthiness of data collected by reducing bias, strengthening the analysis process, and aiding a deep understanding of a phenomenon such that a holistic picture emerges (Farquhar et al., 2020; Heesen et al., 2019; Jentoft & Olsen, 2019; Yarney et al., 2021). I used participant interviewing and organizational document analysis as the two data sources.

The researcher must take full responsibility for the data analysis process.

Hemming et al. (2021) highlighted the obligatory role of the researcher in ensuring a robust data analysis through direct involvement and personal reflection in the process. I used Braun and Clarke's (2006) six-staged thematic analysis model for data analysis. Accordingly, I repeatedly read the transcribed interview data to attain data familiarization and took note of the emerging ideas relating to the research question. Second, using the NVivo software, I organized data and assigned initial codes to recurring patterns. According to Swygart-Hobaugh (2019), researchers use data analysis software to ensure data analysis robustness and to provide evidence toward data saturation achievement. Third, I reviewed the initial codes and used NVivo to group codes to form different themes that explained aspects of the research question. I grouped similar themes in the

fourth and fifth stages, realigned as required, named, and defined associated characteristics. I presented a report on research findings in Section 3 using the format prescribed by Walden University.

The researcher must demonstrate alignment between extant literature, the underlying conceptual framework, and emerging themes from data analysis. I compared the factors identified as responsible for employee turnover during the literature review stage, including new studies published since writing the proposal with the data analysis themes. I checked the alignment of the findings with the transformational leadership framework components, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Reliability and Validity

Reliability

By enhancing the study's dependability, researchers could achieve a reliable outcome. Identifying and adequately mitigating bias such that similar research contexts could consistently produce similar results and collecting and analyzing data in a manner accepted by the research community results in reliable research outcomes (Collingridge & Gantt, 2019; Holmes, 2020). Given that the study's reliability results from the dependability and proper data analysis, researchers should carefully consider implementing strategies to achieve a reliable outcome. I achieved reliability in this research by using member checking and NVivo for data analysis.

Researchers use transcript review and member checking to achieve dependability of research outcomes. Transcript review and member checking being participants' self-

confirming activities help address personal views that might bias or hinder the study's dependability, enabling the researcher to achieve quality in data collection, analysis, and outcome (Holmes, 2020; Slettebø, 2021; Varpio et al., 2017). Alam (2020) and Swygart-Hobaugh (2019) noted that using qualitative analysis software ensures a consistent analysis process, thereby contributing to the dependability of the outcome. The researcher could adopt any combination of transcript review, member checking, and data analysis software because they contribute toward achieving research dependability and reliability. I used member checking by requesting participants to confirm the accuracy of my data interpretations and utilized the NVivo software to conduct a robust analysis of the data.

Validity

Validity in research entails how the researcher could achieve credibility, transferability, confirmability, and data saturation. Validity refers to choosing the appropriate instrument to measure a phenomenon, its rigorous application to ensure robust data analysis, the accuracy of interpretation, and the trustworthiness of the results (Andrade, 2018; Collingridge & Gantt, 2019; Jentoft & Olsen, 2019). Without the researcher demonstrating validity in research, the research stakeholders could jettison the study resulting in a low adoption rate of its findings. Therefore, I present my approach to achieving the various indicators of research validity in this study.

Credibility

To demonstrate the credibility of the research, the researcher must explain the process of addressing research bias. Establishing the credibility of research findings requires the researcher to provide evidence of the bias management process adopted to

ensure that the outcome accurately represents each participant's view (Johnson et al., 2020; McSweeney, 2021). Bias management is at the root of achieving a credible research outcome implying that the researcher must deliberately design a process to mitigate bias. To address research bias, I adopted methodological triangulation by using interviewing and document analysis as data sources and member checking, entailing participants to review a summary of my interpretations of interview transcripts and document information templates.

Transferability

As evidence of research quality, the researcher should facilitate research findings/outcomes transferability. The proper documentation of research activities allows other researchers to make sense of the research process, peculiarities, and contexts to decide whether the research findings might apply in their settings (Alsharari & Al-Shboul, 2019; Forero et al., 2018; Korstjens & Moser, 2018). Providing a basis for making the transferability decision enhances research findings' usefulness and adoption rate. To facilitate the transferability of research outcomes, I detailed the entire research process, including the assumptions and other nuances. Korstjens and Moser (2018) noted the usefulness of a thorough research process description to achieve transferability. Also, I enumerated the eligibility criteria for selecting research participants to enable other researchers to decide approximate closeness to their research context.

Confirmability

Qualitative researchers should ensure the confirmability of research outcomes. Confirmability strengthens the users' confidence in research outcomes because

independent parties could ascertain that the results emerged from the analysis of data collected and not the researcher's preconceived positions (Abdalla et al., 2018; Heesen et al., 2019; Holmes, 2020). The researcher could use several approaches toward achieving confirmability, including self-reflection, methodological triangulation, and member checking (Forero et al., 2018; Korstjens & Moser, 2018). Given the highlighted importance of confirmability, the researcher must deliberately ensure a bias-free research outcome. After carefully evaluating options, I chose member checking, in which participants reviewed the summary of my data interpretation to ensure alignment with their respective positions.

Data Saturation

Achieving data saturation further strengthens research validity. Data saturation is the point in which additional data collection does not generate new or meaningful themes, an indication that the researcher has fully explored the phenomenon under investigation, thereby implying the possibility of replication by other researchers (Guest et al., 2020; Hennink et al., 2019; Mpofu, 2021). Though data saturation indicates research quality, the absence of a universal standard for determining the data saturation point suggests that researchers propose individual achievement plans. I adopted a three-step approach to achieve data saturation: (a) The selection and interviewing of participants with experience in reducing employee turnover; (b) The use of methodological triangulation in which organizational documents serve as a second data source; and (c) The adoption of member checking procedure by requesting participants to

validate data interpretation. Data saturation occurred after the third interview as no new meaningful theme emerged.

Transition and Summary

In Section 2, I presented the purpose statement of this study and expounded on my role as the researcher. I also stated the eligibility criteria for research participants and discussed the research method, research design, population, and sampling. In addition, I discussed ethical research, highlighted the data collection instruments, data collection technique, data organization technique, and data analysis, and concluded with planned steps to achieve validity and reliability of the study. In Section 3, I presented the research findings and explained how they apply to professional practice and social change. I also made some recommendations for action and future research, reflected on the study, and presented the conclusion.

Section 3: Application to Professional Practice and Implications for Change

The purpose of this qualitative multiple case study was to explore the strategies that some SME leaders in Nigeria used to reduce employee turnover. I purposefully selected three SME leaders from a list of eligible participants provided by human resources managers of different SME companies in Lagos, Nigeria. Each participant signed the consent form, emailed it back to me, and retained copies for their record. I engaged them in semistructured interview sessions using six open-ended questions to answer the research question. The participants had knowledge and experience in successfully reducing employee turnover and provided relevant company documents to corroborate some positions helping to achieve methodological data triangulation. Also, I replaced participants' names with alphanumeric codes (R01, R02, and R03) to ensure participants' confidentiality.

After the interview sessions, I transcribed the interview recording, prepared my interpretation of each interview, conducted member checking by emailing a summary of my understanding and conducting a further interview for participants' validation, uploaded the transcript into NVivo, and analyzed the data. I observed that new information did not emerge from the third interview, implying I had reached data saturation. The key takeaway from the findings was that leaders should take deliberate steps to stimulate and enhance employees' interest as a strategy to keep them engaged, motivated, and happy to remain with organizations. Section 3 includes my presentation of the findings and my reflections and conclusions on the study.

Presentation of the Findings

The overarching research question for this doctoral study was the following: What strategies do some SME leaders use to reduce employee turnover? Data analysis revealed that the three SME leaders interviewed successfully utilized four practical approaches to minimize employee turnover in their respective organizations (see Table 1). The approaches or themes included (a) effective leadership practices, (b) focus on employees working conditions, (c) focus on enhancing employee competence, and (d) implementing attractive employee benefits. Some of the themes and associated codes aligned with literature review findings highlighted in Section 1.

Table 1

Emerg ed Themes and Frequencies

Theme	Frequency	Percentage
Effective leadership practices	87	29.90%
Focus on employees working conditions	85	29.21%
Focus on enhancing employees' competence	65	22.34%
Implementing attractive employee benefits	54	18.55%
Total	291	100%

Theme 1: Effective Leadership Practices

The utilization of leadership practices emerged as an effective strategy that the three participants used to reduce employee turnover. The participants stressed the importance of leadership practices such as proper communication, policies to guide organizational practices, open and transparent leadership actions, and discipline to ensure employee commitment (see Table 2) to reduce employee turnover in their respective organizations.

Table 2*Effective Leadership Practices Subthemes and Frequencies*

Subtheme	Frequency	Percentage
Communication	25	28.74%
Effective policies	20	22.99%
Open leadership actions	33	37.93%
Discipline	9	10.34%
Total	87	100%

Communication

R01, R02, and R03 commented on using communication to reduce turnover. For instance, R01 stated

The number one step to meet all these challenges is consistent communication and information gathering through surveys. We always communicate and gather information from time to time; that one is vital because it is when we have all this data that we can work to meet the challenges. We analyze the feedback critically to identify the root cause.

Similarly, for R02 “being able to explain why you are taking some certain decisions as an organization” helps retain employee confidence. In agreement, R03 explained that “for every staff working for us, he knows he can go back home with something at the end of the month.” The participants used practical communication skills to gain employees’ attention, commitment, and loyalty to the organization.

Effective Policies

Regarding policy documentation, R01 and R02 were quite vocal. R01 noted that “we have a lot of policies in place, anti-bullying, how to make the workplace a friendly

place to work in, and how to make ourselves like a family ... all these helps improve staff performance and reduce employee turnover,” and R02 cited some policy examples such as “welfare packages, health plan ... so, all these things are things that have endeared our staff to the organization.” In contrast, R03 was silent, but R01 and R02 fully engaged with policy documentation to ensure adherence to operational standards and fairness within their case populations.

Open Leadership Actions

R01 and R03 are proactive in taking leadership actions to enhance employee commitment, foster good working relationships, and engender creativity within their respective organizations. R01 stated “we try to talk to those involved to see how things can improve. We monitor the status quo, you know, and ensure that rendition of the strategies is sustainable,” insisting on performance improvement. For R03, “it became imperative for each of us to begin to look outward instead of confining ourselves inward” in revenue generation to ensure the sustainability of the wage bill. Leaders must be involved in charting the course and stimulating employees to better performance, an approach supported by R01 and R03.

Discipline

R02 highlighted the enforcement of discipline within an organization as a crucial strategy to prevent a gradual degrading of values due to noncompliance with organizational policies. In this regard, R02 cited an instance noting that

but if you now find serial offenders, of course, you need to let them go. We also had the example of a lady that works in our operations department, and she was

found guilty of some things, and after we had warned her repeatedly, we had to let her go. So, we are also not shy to fire people when they are not complying, and the attitude is not that of, I want to change so that they also don't pollute the organization, we need to be able to let them go.

However, R02 advocated a balanced approach to implementing disciplinary procedures: "So, it's not all about sanctions. When we need to apply sanctions, we do apply sanctions," but employees must be made aware of violations and the rationale for the sanctions.

Connection With Conceptual Framework

Leaders are responsible for motivating employees to be committed to the organization and to perform better on the job. The four transformational leadership dimensions (inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration) are adaptable to galvanize employees' actions toward achieving organizational success (Bass, 1985; Zainab et al., 2022). The theme of effective leadership practices ties into the conceptual framework because the different subthemes include either one or a combination of the framework's dimensions. For instance, inspirational motivation and intellectual stimulations are drivers of effective communication and open, transparent leadership (Okoli et al., 2021; Tian et al., 2020). Also, through idealized influence, employees respect leaders and take them as role models. When such leaders comply with organizational rules, the employees will also comply, maintaining discipline within the workforce. Though I did not establish a link between this theme and the individualized consideration component of the framework,

effective leadership practice includes at least three dimensions of the transformational leadership style and was a primary strategy used by participants in this study to reduce employee turnover.

Correlation to the Literature

Leadership practices such as communication, effective policies, leadership actions, and discipline drive employee commitment and loyalty, making them stay longer with an organization. Leaders with competent communication abilities and good listening skills reduce employee confusion, increase job satisfaction, and reduce turnover intentions (Ramos Salazar, 2022; Tedone & Bruk-Lee, 2022). Also, positive leadership actions such as motivating, nurturing, appreciating, and serving as role models to employees promote good working relationships and help to reduce turnovers in organizations (Romi et al., 2022). Furthermore, when leaders enforce discipline, organizational goals are attained faster, the working environment becomes more conducive, and employee job satisfaction increases, thereby providing a better chance of retaining employees (Ong et al., 2021; Reynaldo et al., 2022). Finally, Al Muharraq et al. (2022) found that workplace bullying is a precursor to employee turnover intention and suggested the documentation and implementation of anti-bullying policies to reduce employee exits. The first theme on leadership practices and its associated subthemes aligned with the contents of recent research on approaches to reduce employee turnover.

Theme 2: Focus on Employees Working Conditions

The three participants underscored the essential role that employees' working conditions play in creating a happy and motivated workforce. Putting together the

insights from the data, the participants emphasized the physical and emotional work conditions under the four subthemes presented in Table 3. When the working conditions are employee friendly, staff retention is higher and, conversely, turnover is reduced.

Table 3

Focus on Employees' Working Conditions and Frequencies

Subtheme	Frequency	Percentage
Empathy	32	37.64%
Healthy relationships	18	21.18%
Work–life balance	17	20.00%
Conducive environment	18	21.18%
Total	85	100%

Empathy

The emotional aspect of employees' working conditions, referred to in this study as empathy, emerged as the most prevalent strategy that all participants used to reduce employee turnover. R01, R02, and R03 described their concern for employees' feelings, consideration for personal convenience, support for their well-being, and interest in their living conditions. In demonstrating his position on the subject, R01 commented that "as against the tradition in Nigeria where most people resume by 8:00 o'clock, we try to do 9:00 am so that they can have enough time to rest and wade or pass through the traffic." For R02, going personal with employees and making them feel loved even when they make mistakes is crucial to building a competent workforce loyal to the organization: "When people do make errors or do things that they shouldn't do, they are corrected in love and properly and that also helps them not to want to do such again." R03 considers the family of employees by ensuring consistent salary payment, noting that "the major

strategy has been this consistency in the payment of salaries, not putting the staff under serious pressure at home and in the workplace.”

Healthy Relationships

Promoting healthy relationships whereby employees maintain friendship and respect among themselves was another turnover reduction strategy deployed by two participants. The subtheme entailed making employees comfortable with each other, reducing the possibility of workplace victimization, having close ties, and understanding the dynamics of optimizing the performance of generation Z employees. R01 stated “another thing is that we do this kind of a team bonding from time to time where our employees meet outside work to relax, have fun, and know more about themselves.” Continuing, R01 posited that employees would stay with the organization once the working relationship with their bosses is cordial, stating that “one thing I noticed is that employees don’t just leave an organization and employees don’t just work for an organization, they work for their bosses and they leave because of their bosses most times.” R02 was specific about the younger members of the workforce, observing that

working with this generation, I think they are called generation Z, people between eighteen to thirty or thereabout, they are very fast, they are not patient, they also have a lot of energy. So, if as a leader you can harness that energy, you will be able to achieve so much.

The result, according to R03, is that employees stay longer with the firm: “We have been able to keep this one for almost ten years now.”

Work–Life Balance

Another subtheme that emerged was the need for organizations to promote work–life balance, whereby the organization considers the totality of employees’ being and does not treat them only as working tools. According to R02,

the last one I will talk about is the work-life balance. As much as possible they are here to work but we also appreciate the fact that they have families, they have things that are also important to them apart from the work, so we try to make the environment very conducive for them by ensuring that they are not overworked.

In agreement, R01 stated that “another thing that we do is we try to maintain a work-life balance.” Employees appreciate organizations in which they have time and opportunities to explore other aspects of life and they stay longer in such systems. R02 retorted “so, that way they have seen that it is not just about the job. We care about their personal lives, we care about their families, we care about the job,” and that is the strategy that endears employees to organizations.

Conducive Environment

The subtheme of a conducive environment emerged as an employee turnover reduction strategy used by all participants in my study. The participants described a conducive environment in terms of locational convenience, ambiance, nontoxicity, and availability of technology resources to promote flexible work arrangements. For R02, the office environment must be very conducive in agreement with R03, who stated that the “provision of the conducive office environment had been another factor. When you are looking for office accommodation, it must be presentable for you, your staff, your clients,

and other stakeholders.” R01 puts it as making the workplace a friendly environment with a measure of flexibility. For R02 and R03, appropriate technology tools could facilitate such flexibility. According to R03,

the basic and strongest tool in that minimum operating standard is technology, so technology is a key factor. Whatever you are giving your staff to make them work very well for you and then providing a conducive work environment is the idea of technology.

R02 concurred with the impact of technology in achieving a flexible work arrangement and cited the example of a staff member who had traveled abroad for her postgraduate degree and “would have had to resign and leave whereas there was still so much value we could derive from her being in the organization.”

Connection With Conceptual Framework

Focus on employee working conditions derives from the leader having due consideration for employees’ well-being tying into individualized consideration and, to some extent, inspirational motivation dimensions of the transformational leadership conceptual framework. Through individualized consideration leadership, organizations pay attention to followers’ needs and care for them, whereas the inspirational motivator enhances the engagement and performance of followers (Al-Nawafah et al., 2022; Ayalp, 2022; Kurniawati & Sulaeman, 2022). For instance, empathy is a set of affective relationship practices linked to transformational leadership whereby the leader seeks to understand employees’ positionality, and offer unique or general solutions, thereby building commitment and enhancing employee performance levels (Arghode et al., 2022;

Jian, 2022). Also, employees would ordinarily reciprocate care extended by showing respect to impactful leaders and holding them in high esteem (Lazăr et al., 2022). The aftermath of implementing the theme ties into the idealized influence dimension of the conceptual model used for this study. The theme of focusing on employee working conditions align with three transformational leadership dimensions (individualized consideration, inspirational motivation, and idealized influence).

Correlation to the Literature

The working conditions put in place by an organization plays a crucial role in employees' decision to stay or quit. Organizations that focus on employee working conditions like availability of work-life balance programs, low-level job stress, and empathetic leadership style tend to enhance employee engagement and job satisfaction levels and ultimately reduce employee turnover rate (Hasan et al., 2022; Li et al., 2022; Yu et al., 2022). Recent research confirmed the relationship between employee working conditions and turnover intentions. Therefore, leaders and organizations should institute workable programs and policies to provide employees with work–life balance and due consideration for their personal needs and comfort.

A healthy working relationship between employees creates a conducive working environment contributing to turnover reduction. Quality interpersonal interactions at work, especially between peer coworkers, have a multi-dimensional impact on employees, resulting in trust build-up, emotional attachment, better well-being, enhanced productivity, and the decision to remain with the organization (Hanafin et al., 2022; Tetteh et al., 2022; Winarno et al., 2022). For Brown et al. (2022), the lack of healthy

relationships could result in employee cynicism making the workplace uncondusive and escalating turnover intentions from individual to collective levels. Organization leaders should realize the role of quality employee relationships in reducing employee turnover and provide platforms for promoting employee interactions.

Theme 3: Focus on Enhancing Employees Competence

The third theme that emerged was the need to enhance employees' competence. All three participants agreed to at least two subthemes, with R01, R02, and R03 commenting on four, three, and two subthemes, respectively. I have presented the four subthemes in Table 4. Competent employees are confident, exhibit good performance, and are committed to the organization, rendering competence enhancement a good strategy for reducing employee turnover.

Table 4

Focus on Enhancing Employees' Competence and Frequencies

Subtheme	Frequency	Percentage
Employee fitness for the job	11	16.92%
Robust job description	6	9.23%
Training	22	33.85%
Employee engagement	26	40.00%
Total	65	100%

Employee Fitness for the Job

All three participants discussed the importance of person-job fit as an approach to enhance staff productivity and desire to stay with the organization. R01 and R02 described their recruitment process as intentionally searching for the best individuals whose qualifications fit the intended role's requirements. Upon asking R02 to provide

further explanation, she retorted “we ensure that we recruit the best talent, you know, at the point of bringing staff into the organization so that we don’t have staff turnover.” R01 concurred, stating “it starts from the beginning as to how employee came in.” In alignment, R03 availed the staff handbook, highlighting the procedure for recruiting the right employees. Again, R01 and R02 insisted on introducing a robust onboarding process to help new employees settle in and hone their skills. According to R02,

what we also do is when any new staff comes in, we do a very comprehensive induction training for them which I as the MD take by myself taking them through how the organization started, the journey so far, where we are, what our values are, what our goals are, what the culture is, just basically everything they will need to know to fit in into the organization.

Robust Job Description

Proper documentation of each role’s required tasks could define an employer’s expectations and aid the employee’s plan to upskill competence level. R01 and R02 insisted that organizations could set up employees for career failure and hence organizational exits by not delineating job requirements. R02 was the most vocal on the subtheme stating that “the other thing we tried to do was to ensure that we enriched the job description so that staff are not expected to do mundane things.” The essence of a complete job description is to stimulate employees to improve performance, enhance their level of commitment, and increase the likelihood of staying with the organization. R01 emphasized the need for employees “to know what is expected of them according to their job description” to plan execution strategy properly.

When asked to explain how a robust job description resulted in employee retention, R02 responded that

enriched job description, when you give a man certain role to perform and, in that role, he needs something to look up to, explore, and learn more about, you will find out that endears them, because then they are just not doing routine things every day.

Training

All the participants agreed that organizations must train to build employee competencies and capacity, enhancing career prospects and the desire to stay with the organization. The participants commented on the need for training to be inclusive, expansive, organization-initiated, employee-initiated, and regular. R01 noted “we send employees on different kinds of trainings,” and provided evidence of payment for some external training courses as further support. For R02, training is a critical activity beneficial to employees and the organization

training for us is very key. You know, there is no amount of money that we spare in terms of training our people because at the end of the day, they are better for it as individuals, and then the organization also gets the value for that training.

R03 associated lack of training to possible staff turnover stating “you need to improve on their training too while they are working with you. So, if you don’t improve, of course, some other people will try to take advantage of them.” Also, R01 and R02 provided opportunities for interdepartmental knowledge sharing, whereby employees train one

another monthly. The participants provided training documents and company training policies as corroborating pieces of evidence.

Employee Engagement

Two participants, R01 and R02, commented about using engagement practices to stimulate employees' interest in their respective organizations. Putting together insights provided, R01 and R02 referred to employee engagement as a full range of organizational activities, including constant interaction between leaders and employees, involving employees in decision making, and looking out for employees' well-being. The outcome is that employees feel valued and become increasingly comfortable staying with the organizations. R01 commented "employee engagement whereby employees have the opportunity of giving us information about the organization, who they work with, what pains them on the job, what they want improved, and how much they are enjoying their job." R02 supported the need for consistent interactions noting that "you need to keep engaging them. Like I said, they need engagement; they are very young and fast, so you need to keep drawing them back and engaging them." Continuing, R02 highlighted two essential outcomes of engaging with employees; inquisitiveness and improved creativity, which enhances commitment and performance leading to employees' desire to remain with the organization. R01 and R02 provided relevant documents to back up the information provided.

Connection With Conceptual Framework

Rais et al. (2022) traced how transformational leaders develop employees' competence by providing learning opportunities resulting in capacity enhancement, an

activity in intellectual stimulation. Furthermore, through inspirational motivation, transformational leaders drive work engagement increasing employees' affective commitment to an organization resulting in improved use of self-passion and enhancing performance (Bakker et al., 2022; Tongkachok et al., 2022). Also, the participants' strategy of ensuring employee fitness for the job ties into the individualized consideration dimension of the transformational leadership framework. Xu et al. (2022) found transformational leadership positively impacted person-job fit to the extent of the leader's ability to manipulate an employee's competence against the role's requirement. By considering the appropriateness of the job descriptions, transformational leaders exhibit consideration for employees' sense of belonging, making their roles meaningful and impactful, thereby enhancing job satisfaction (López-Cabarcos et al., 2022; Schermuly et al., 2022). The subthemes under this theme aligned with the transformational leadership dimensions (intellectual stimulation, individualized consideration, and inspirational motivation).

Correlation to the Literature

Developing competent employees results in better job satisfaction and benefits the organization because the loss of experienced hands reduces. Employee training triggers a series of work engagement-related activities including enhanced job commitment and improved performance, resulting in employees developing affective bonds with the organization, thus reducing the turnover rate (Lyons & Bandura, 2022; Winarno et al., 2022). Organizations cannot overemphasize the importance of training in accentuating positive employee attitudes. Therefore, organizational leaders should provide learning

and training opportunities to enhance employees' capacity as a panacea to employee turnover.

Organizations should hire individuals qualified for the job with properly delineated activities to enhance employee comfort level with the job and prevent early exit. By adequately designing work content, organizations prepare the basis to match potential employees' qualifications and interests with role requirements, thereby ensuring a person-job fit and resulting in employee work engagement, loyalty, and increased willingness to stay with the organization (Dalgıç, 2022; Wan & Duffy, 2022). The insight suggests that organizations should conduct periodic role auditing exercises to review and update work content in the bid to ensure continuous person-job fit, enhance organizational commitment, and reduce employee turnover.

Theme 4: Implementing Attractive Employee Benefits

The fourth theme that emerged from data analysis was implementing attractive employee benefits and there were two subthemes namely, remuneration and recognition and career planning and growth (see Table 5). All participants commented on the strategic use of the subthemes to reduce employee turnover rate.

Table 5

Implementing Attractive Employee Benefits and Frequencies

Subtheme	Frequency	Percentage
Career planning and growth	22	40.74%
Remuneration and recognition	32	59.26%
Total	54	100%

Remuneration and Recognition

R01, R02, and R03 emphasized the role of financial and non-financial incentives in keeping employees happy and stimulating their interest in the organization. All participants alluded to the importance and effectiveness of wages being competitive, consistent, and benchmarked against inflation for financial incentives. R03 was the most insistent and commented “truly the thing that was keeping and sustaining our company in terms of turnover was the effective remuneration strategy which the company has actually hinges upon over the years.” To justify the effectiveness of adequate and consistent wages, R03 cited examples of two employees who have spent over ten years and are still in the country. In support, R02 commented “the other one which is also major is remuneration, ensuring that our staff are well-remunerated. We do this by benchmarking against the big players in our industry to attract the best from that sector.” For R01, the financial incentives should not be limited to monthly salaries but could include periodic payment of cost-of-living-adjustment allowances and bonuses. Also, R01 noted that competitive wages “gives employees total commitment to their jobs and they are so appreciative, they trust the organization, and they will always want to give their best.”

Again, the three participants highlighted the importance of non-financial incentives by appreciating employees, letting them know they are highly valued, and acknowledging their contributions to the organization. R01 used “high performer”, while R02 referred to accomplished, intelligent, and dedicated employees. R03 praised his

employees as competent, professional, and sought-after. Such recognition endeared employees to their respective organizations.

Career Planning and Growth

To remain with the organization, employees must have a sense of growth in their respective careers. All participants agreed that organizational leaders are responsible for planning and catering to employees' careers. According to R01, once "they can see the career path, most employees will not ordinarily leave." Continuing, R01 highlighted employees' expectations not to remain static and advised leaders to put in place a robust career plan such that employees could become more attached and stay longer with the organization. For R02, career planning entailed developing employees to grow in the organization. She cited the example of an employee who the organization placed on a development path "though now he hasn't done his certifications as an accountant, he has really grown, and that has kept him, and he was one of our pioneer staff, and he is still with us till today." R03 commented on the need to maintain staff and appropriately plan for career advancement to ensure their longevity in the organization. As support, R02 and R03 provided their staff handbook, which outlined career path planning.

Connection With Conceptual Framework

Transformational leaders maintain close contact by identifying employee needs, inspiring personal growth by challenging them to greater productivity, deploying coaching, and propelling them to more excellent performance (Ausat et al., 2022; Tongkachok et al., 2022). Also, leaders who give due recognition to employees exhibit personal care and inspire employees to optimum performance. To enhance performance

and commitment to the organization, leaders could implement appreciation programs using recognition to satisfy employees' self-esteem and ego needs (Tingo & Mseti, 2022; Yang et al., 2022). Liu and Liu (2022) found a linear flow from employee motivation to improved job performance and better employee loyalty attributing the flow's success to the positive transformational leadership action of providing adequate financial incentives. By attending to the needs of employees, coaching them to succeed on the job, and challenging them to superior performance to achieve career growth, implementing attractive employee benefits tied to the four transformational leadership dimensions.

Correlation to the Literature

Implementing attractive employee benefits like competitive remuneration and career development motivate employees to remain committed and loyal to an organization. Leaders who focus on ensuring attractive employee benefits reduce employee unhappiness and turnover intentions (Arghode et al., 2022; Romi et al., 2022). For instance, Al Balushi et al. (2022) noted that effective career planning is the best way to motivate employees and keep them committed to the organization, thereby reducing their likelihood of quitting. Also, compensating employees with attractive remuneration commensurate with their job roles enhances their performance and loyalty, which translates to overall organizational performance and desire to stay with the organization (Fulmer & Li, 2022; Ihinmoyan, 2022; Lyons & Bandura, 2022). Furthermore, acknowledging employees' efforts through recognitions and awards makes employees feel appreciated, thereby enhancing performance and intentions to stay (Tingo & Mseti, 2022). The theme of implementing attractive employee benefits and its associated

subthemes aligned with the position of recent literature on employee turnover reduction strategies.

Applications to Professional Practice

The applications to professional practice entail offering SME leaders practical strategies to reduce employee turnover. My research findings apply to professional business practices in the SME industry because it explains the deliberate steps that SME leaders could use to stimulate and enhance employees' interest as a strategy to keep them engaged, motivated, and happy to remain with the organization. Engaging and retaining the best organizational employees is a significant factor in maximizing customer satisfaction and the organization's profitability. Obtaining and sustaining business success depends on the ability of the organization to retain its best employees (Gani et al., 2022; Krishna & Garg, 2022). SME leaders must identify and understand the best strategies to reduce employee turnover. The critical insights acquired from the three SME owners who established a track record of retaining their best hands and reducing employee turnover are valuable to the existing body of knowledge on employee turnover reduction strategies.

The information obtained from these experienced participants on how they used transformational leadership dimensions and other deliberate strategies to reduce turnover and maximize employee productivity within their respective organizations could apply to other SME businesses. Organizations adopting a transformational leadership approach could experience enhanced employee citizenship behaviors and lower turnover rates (Al-Nawafah et al., 2022; Sihotang, 2022). Also, this study's findings confirmed that

organizational leaders could reduce employee turnover using one or a combination of the four transformational leadership dimensions (individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence). Organization leaders could utilize the four main themes derived from data analysis (effective leadership practices, focus on working conditions, enhancing employees' competence, and implementing attractive employee benefits) to promote a conducive environment and reduce turnover. This study aimed to educate business leaders and stakeholders on the possibility of using transformational leadership style to enhance employees' enthusiasm and keep them engaged and motivated, thereby minimizing employee turnover.

Employee turnover is harmful to organizational continuity. Li et al. (2022) noted that corporate continuity is dependent on the leader's ability to retain good employees. Using the four emergent themes from this study, which are proven strategies utilized by three SME owners, could help other SME companies reduce the costly effects of voluntary turnover and increase profitability and business continuity. Also, by using the transformational leadership dimensions, SME leaders could influence employees to stay through transparent communication, effective policies, and open leadership.

Implications for Social Change

The findings of this study could assist SME leaders in reducing employee turnover and contribute to positive social change in several ways. Reducing turnover implies that more community members are gainfully employed, lowering the poverty rate and its attendant societal problems. Abdullahi et al. (2022) established the impact of unemployment on poverty growth and the escalation of social vices in Nigeria and

solicited an urgent action to stem the tide. With practical strategies to reduce unemployment through turnover reduction, this study's findings could help lower societal poverty levels and lessen social vices.

Also, lower employee turnover would result in higher tax revenues and the government's capacity to provide better infrastructures to aid economic development. The relationship between tax revenue and infrastructural growth is mutually reinforcing, and the transparent utilization of taxes collected could significantly result in the development of different sectors of the economy (Ayeni & Afolabi, 2020; Mustapha et al., 2022). Given that the study's findings could lower unemployment, thereby increasing tax collection, it also has a social impact by providing a basis for infrastructural development in Nigeria.

The loss of employment could adversely affect the standard of living in families and mitigate the provision of care. Ojo (2022) studied the impact of parental unemployment on children's education and found that the loss of income resulted in parents' inability to provide for their children's educational needs leading to increased school dropout rates. The negative implications of having the younger generation uneducated are multifarious and might hurt society in the future. By providing rich insights into employee turnover reduction strategies, the application of the study's findings could contribute directly to better family life and remotely to society's peace.

Recommendations for Action

Evaluating employee turnover reduction strategies benefits multiple stakeholders, including employees and organizations. The lack of a proper approach for assessing and

implementing turnover reduction strategies is why strategic management practices do not translate to the competitive advantage of SME businesses (Ekon & Isayas, 2022). Given the role of organizations in maintaining a viable workforce, business leaders should be aware of this study's findings. They could consider adopting the strategies utilized by the participants to reduce employee turnover in their respective organizations. I present the following critical research outcomes to stimulate further leadership actions:

1. The need for effective leadership practices in which organizational leaders chart the course by documenting effective policies governing corporate life, maintaining a disciplined workforce, leading by example, and providing effective communication channels. Such an engaging leadership style could influence employees to remain motivated and happy with the organization.
2. Focus on employee working conditions through showing empathy, creating a friendly workplace, promoting healthy relationships, and maintaining work-life balance for employees. This recommendation implies that the organization is mindful of employees' need for virile relationships inside and outside the office.
3. Enhancing employees' competence by ensuring employee person-job fit, creating a robust job description, training to support employee development, and constant employee engagement. The recommendation could further endear employees to an organization that sharpens their skills and develops them.

4. Implement attractive employment benefits such as remuneration and rewards, recognition for long service or exceptional performance, and career planning and growth for employees. This recommendation for action reminds leaders of their responsibilities to cater to employees' financial and non-financial needs.
5. To institutionalize 1-4, develop a management system framework with human resources-oriented strategic themes based on this study's findings and the application of the transformational leadership dimensions. This recommendation will equip SME leaders with the know-how to deploy sustainable employee practices with staff retention initiatives as critical performance metrics.

I will use a three-pronged approach to disseminate the study's findings to relevant stakeholders. Expectedly, I will send a high-level summary of results to the three SME business owners who participated in the doctoral research and continually seek opportunities to circulate the findings to other SMEs within Lagos State, Nigeria. Also, I will publish in Walden University's ProQuest dissertation database to make the research work available to future scholars. I will partner with my Chair to adapt the study into an article and publish it in a reputable journal database.

Recommendations for Further Research

The purpose of this qualitative multiple case study was to explore the strategies that some SME leaders in Nigeria used to reduce employee turnover. In this study, I interviewed three SME business owners from three SME companies located in Lagos State, Nigeria, who had successfully reduced employee turnover in their respective

organizations. To address the possibility of a lack of robust knowledge that could bias the data, I recommend that further qualitative researchers interview more SME business owners to gain more relevant insights. Also, to address the geographic and demographic limitation whereby I selected all participants from Lagos, Nigeria, I recommend that future researchers could consider adding at least another location to contrast findings. My last recommendation is that future researchers adopt a quantitative methodology to examine the relationships between each theme that emerged in this study and employee turnover.

Reflections

My doctoral journey had been a mix of learning and hope. I learned more about relationship management, commitment, and the power of focus. I could not have embarked on this journey without the support and encouragement of my wife and son; they were my principal supporters and cheerleaders. When I decided to study for a doctorate, I knew it would be a difficult next few years of hard work and deep commitment, spending time away from my family and friends. However, I met several remarkable people who constantly supported and encouraged me throughout the process. Also, the journey has been a path of self-discovery of the possibilities available to the determined human mind.

The taught modules went by quickly, and I had the perfect grade. However, the advent of the doctoral study (or research) stage brought out palpable fear in me based on a prior bad experience with the research process at another university. I remained steadfast and focused, taking each day in its stride. Soon it was time to choose a doctoral

study topic, and I went in for employee turnover based on experiences from my workplace; hence, I had preconceptions that could bias my research. However, I realized that doctoral-level research required rising above privately-held assumptions and conducted my study outside my workplace with knowledgeable and supportive participants willing to share experiences.

Interviewing the participants was more of an insightful experience, making me understand Walden University's position on selecting participants responsible for solving business problems. Starting as a novice researcher, I am now more conversant with the research process and more conscious of the various means of data collection and their possible impact on the quality of any research outcome. I understand that new knowledge derives from applying critical reflection to research observations; hence, I need to maintain a scholarly voice as the researcher.

Conclusion

Employee turnover significantly affects SME businesses' employee morale, efficiency, and profitability. The loss of experienced staff with crucial roles for successful operations negatively impacts productivity, and replacing them comes at a high cost. Therefore, SME leaders must understand the best possible strategies to motivate employees and enhance their satisfaction with the job as a precursor to keeping them longer in the organization. In this study, participants adopted the transformational leadership style, focusing on improving employee working conditions, enhancing their competence, and implementing attractive benefits, rewards, and recognition.

Consequently, I strongly recommend this study's results for the consideration of SME leaders interested in reducing employee turnover in their respective organizations.

References

- Abasilim, U. D., Gberevbie, D. E., & Osibanjo, O. A. (2019). Leadership styles and employees' commitment: Empirical evidence from Nigeria. *Sage Open*, 9(3), 1–15. <https://doi.org/10.1177/2158244019866287>
- 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>
- Abdullahi, B., Shehu, E. A., & Silas, L. B. (2022). The menace of unemployment in Nigeria: A comparative analysis among states. *Asia Journal of Advances in Research*, 13(4), 19–23.
- Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2019). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641–652. <https://doi.org/10.5267/j.msl.2019.9.015>
- Adashi, E. Y., Walters, L. B., & Menikoff, J. A. (2018). The Belmont Report at 40: Reckoning with time. *American Journal of Public Health*, 108(10), 1345–1348. <https://doi.org/10.2105/AJPH.2018.304580>
- Akdere, M., & Egan, T. (2020). Transformational leadership and human resource development: Linking employee learning, job satisfaction, and organizational performance. *Human Resource Development Quarterly*, 31(4), 393–421. <https://doi.org/10.1002/hrdq.21404>

- Alam, M. K. (2020). A systematic qualitative case study: Questions, data collection, NVivo analysis and saturation. *Qualitative Research in Organizations and Management: An International Journal*, *16*(1), 1–31.
<https://doi.org/10.1108/QROM-09-2019-1825>
- Al Balushi, A. K., Thumiki, V. R. R., Nawaz, N., & Juric, A. (2022). Role of organizational commitment in career growth and turnover intention in public sector of Oman. *PLoS ONE*, *17*(5), 1–39.
<https://doi.org/10.1371/journal.pone.0265535>
- Albrecht, S. L., & Marty, A. (2020). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The International Journal of Human Resources Management*, *31*(5), 657–681. <https://doi.org/10.1080/09585192.2017.1362660>
- Alhmoud, A., & Rjoub, H. (2019). Total rewards and employee retention in a Middle Eastern context. *Sage Open*, *9*(2), 1–13.
<https://doi.org/10.1177/2158244019840118>
- Al Kurdi, B., Alshurideh, M., & Al afaishat, T. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, *10*(3), 3981–3990. <https://doi.org/10.5267/j.msl.2020.7.011>
- Al Muharraq, E. H., Baker, O. G., & Alallah, S. M. (2022). The prevalence and the relationship of workplace bullying and nurses turnover intentions: A cross sectional study. *SAGE Open Nursing*, *8*(2), 1–10.
<https://doi.org/10.1177/23779608221074655>

- Al-Nawafah, S. S., Al-Amaera, A. F., & Alkhawaldah, R. A. (2022). Applying transformational leadership in Jordan governmental institutions. *Journal of Management Information & Decision Sciences*, 25, 1–13.
- Alok, S., & Rajthilak, R. (2021). Protean and boundaryless career attitude as determinants of well-being among Indian IT temporary agency workers. *Vision-The Journal of Business Perspective*, 1–10.
<https://doi.org/10.1177/09722629211036208>
- Alqatawenh, A. S. (2018). Transformational leadership style and its relationship with change management. *Business: Theory & Practice*, 19(3), 17–24.
<https://doi.org/10.3846/btp.2018.03>
- Alsharari, N. M., & Al-Shboul, M. (2019). Evaluating qualitative research in management accounting using the criteria of “convincingness”. *Pacific Accounting Review*, 31(1), 43–62. <https://doi.org/10.1108/PAR-03-2016-0031>
- Amah, O. E. (2018). Employee engagement in Nigeria: The role of leaders and boundary variables. *SA Journal of Industrial Psychology*, 44(0), e1–e8.
<https://doi.org/10.4102/sajip.v44i0.1514>
- Amah, O. E., & Oyetuunde, K. (2020). The effect of servant leadership on employee turnover in SMEs in Nigeria: The role of career growth potential and employee voice. *Journal of Small Business and Enterprise Development*, 27(6), 885–904.
<https://doi.org/10.1108/JSBED-01-2019-0009>

- Ameen, K., Batool, S. H., & Naveed, M. A. (2019). Difficulties novice LIS researchers face while formulating a research topic. *Information Development, 35*(4), 592–600. <https://doi.org/10.1177/0266666918774875>
- Andrade, C. (2018). Internal, external, and ecological validity in research design, conduct, and evaluation. *Indian Journal of Psychological Medicine, 40*(5), 498–499. https://doi.org/10.4103/IJPSYM.IJPSYM_334_18
- Andrews, K. S., & Mohammed, T. (2020). Strategies for reducing employee turnover in small- and medium – sized enterprises. *Westcliff International Journal of Applied Research, 4*(1), 58–71. <https://doi.org/10.47670/wuwijar202041KATM>
- Antonio, M. G., Schick-Makaroff, K., Doiron, J. M., Sheilds, L., White, L., & Molzahn, A. (2020). Qualitative data management and analysis within a data repository. *Western Journal of Nursing Research, 42*(8), 640–648. <https://doi.org/10.1177/0193945919881706>
- Arghode, V., Lathan, A., Alagaraja, M., Rajaram, K., & McLean, G. N. (2022). Empathic organizational culture and leadership: Conceptualizing the framework. *European Journal of Training & Development, 46*(1/2), 239–256. <https://doi.org/10.1108/EJTD-09-2020-0139>
- Aschauer, W. (2021). The re-figuration of spaces and comparative sociology: Potential new directions for quantitative research. *Forum: Qualitative Social Research, 22*(2), 602–635. <https://doi.org/10.17169/fqs-22.2.3739>
- Atiku, S. O., Jeremiah, A., & Boateng, F. (2020). Perception of flexible work arrangements in selected African countries during the coronavirus pandemic.

South African Journal of Business Management, 51(1), 1–10.

<https://doi.org/10.4102/sajbm.v51i1.2285>

Ausat, A. M. A., Suherlan, S., Peirisal, T., & Hirawan, Z. (2022). The effect of transformational leadership on organizational commitment and work performance. *Journal of Leadership in Organizations*, 4(1), 61–82.

<https://doi.org/10.22146/jlo.71846>

Avgoustaki, A., & Bessa, I. (2019). Examining the link between flexible working arrangement bundles and employee work effort. *Human Resource Management*, 58(4), 431–449. <https://doi.org/10.1002/hrm.21969>

Avolio, B. J. (1999). *Full leadership development: Building the vital forces in organizations*. Sage.

Axson, S. A., Giordano, N. A., Ulrich, C. M., & Hermann, R. M. (2019). Evaluating nurse understanding and participation in the informed consent process. *Nursing Ethics*, 26(4), 1050–1061. <https://doi.org/10.1177/0969733017740175>

Ayalp, G. G. (2022). Leadership styles and entrepreneurship orientations in Turkish construction industry. *International Journal of Construction Management*, 22(4), 690–700. <https://doi.org/10.1080/15623599.2019.1644760>

Ayeni, O. D., & Afolabi, J. O. (2020). Tax revenue, infrastructural development and economic growth in Nigeria. *International Journal of Management and Social Science Research Review*, 7(7), 1–12.

- Babatunde, M. A., & Laoye, O. M. (2011). Assessing the effects of employee turnover on the performance of small and medium-scale enterprises in Nigeria. *Journal of African Business*, 12(2), 268–286. <https://doi.org/10.1080/15228916.2011.588915>
- Babb, S., Birk, L., & Carfagna, L. (2017). Standard bearers: Qualitative sociologists' experiences with IRB regulation. *American Sociologist*, 48(1), 86–102. <https://doi.org/10.1007/s12108-016-9331-z>
- Bakker, A. B., Hetland, J., Kjellevoid Olsen, O., & Espevik, R. (2022). Daily transformational leadership: A source of inspiration for follower performance? *European Management Journal*. 1–9. <https://doi.org/10.1016/j.emj.2022.04.004>
- Ballena, C. T. (2021). Qualitative research interviewing: Typology of graduate students' interview questions. *Philippine Social Science Journal*, 4(3), 96–112. <https://doi.org/10.52006/main.v4i3.376>
- Bandyopadhyay, N., & Jadhav, A. (2021). Churn prediction of employees using machine learning techniques. *Technical Journal / Tehnicki Glasnik*, 15(1), 51–59. <https://doi.org/10.31803/tg-20210204181812>
- Barwise, A., Sharp, R., & Hirsch, J. (2019). Ethical tensions resulting from interpreter involvement in the consent process. *Ethics & Human Research*, 41(4), 31–35. <https://doi.org/10.1002/eahr.500025>
- Baskarada, S., Watson, J., & Cromarty, J. (2017). Balancing transactional and transformational leadership. *International Journal of Organizational Analysis*, 25(3), 506–515. <https://doi.org/10.1108/IJOA-02-2016-0978>
- Bass, B. M. (1985). *Leadership and performance beyond expectation*. Free Press.

- Berkery, E., Morley, M. J., Tiernan, S., Purtill, H., & Parry, E. (2017). On the uptake of flexible working arrangements and the association with human resources and organizational performance outcomes. *European Management Review*, *14*(2), 165–183. <https://doi.org/10.1111/emre.12103>
- Bohan, J., & Kellam, L. (2021). Preparing a data archive or repository for changing research data and materials retention policies. *Journal of EScience Librarianship*, *10*(4), 1216–1221. <https://doi.org/10.7191/jeslib.2021.1216>
- Boies, K., & Fiset, J. (2018). Leadership and communication as antecedents of shared mental models emergence. *Performance Improvement Quarterly*, *31*(3), 293–316. <https://doi.org/10.1002/piq.21267>
- Borycz, J. (2021). Implementing data management workflows in research groups through integrated library consultancy. *Data Science Journal*, *20*(9), 1–9. <https://doi.org/10.5334/dsj-2021-009>
- Brachle, B. J., McElravy, L. J., Matkin, G. S., & Hastings, L. J. (2021). Preparing leadership scholars in PhD programs: A review of research methodology training. *Journal of Leadership Education*, *20*(3), 108–119. <https://doi.org/10.12806/V20/I3/R6>
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, *3*(2), 77–101. <https://doi.org/10.1191/1478088706qp063oa>
- Bray, J. W., Hinde, J. M., Kaiser, D. J., Mills, M. J., Karuntzos, G. T., Genadek, K. R., Kelly, E. L., Kossek, E. E., & Hurtado, D. A. (2018). Effects of a

flexibility/support intervention on work performance: Evidence from the work, family, and health network. *American Journal of Health Promotion*, 32(4), 963–970. <https://doi.org/10.1177/0890117117696244>

Brimhall, K. C. (2021). Are we innovative? Increasing perceptions of nonprofit innovation through leadership, inclusion, and commitment. *Review of Public Personnel Administration*, 41(1), 3–24.
<https://doi.org/10.1177/0734371x19857455>

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, M., Cregan, C., Kulik, C. T., & Metz, I. (2022). Managing voluntary collective turnover: The impact of a cynical workplace climate. *Personnel Review*, 51(2), 715–730. <https://doi.org/10.1108/PR-12-2019-0703>

Buck, J. (2017). Retention remedy: Building a sense of community through appreciative inquiry. *Nursing Management*, 48(4), 9–12.
<https://doi.org/10.1097/01.NUMA.0000514065.22949.2a>

Burns, J. M. (1978). *Leadership*. Harper & Row.

Busetto, L., Wick, W., & Gumbinger, C. (2020). How to use and assess qualitative research methods. *Neurological Research and Practice*, 2(14), 1–10.
<https://doi.org/10.1186/s42466-020-00059-z>

- Bush, A. A., & Amechi, M. H. (2019). Conducting and presenting qualitative research in pharmacy education. *Currents in Pharmacy Teaching & Learning*, *11*(6), 638–650. <https://doi.org/10.1016/j.cptl.2019.02.030>
- Caillaud, S., Doumergue, M., Préau, M., Haas, V., & Kalampalikis, N. (2019). The past and present of triangulation and social representations theory: A crossed history. *Qualitative Research in Psychology*, *16*(3), 375–391. <https://doi.org/10.1080/14780887.2019.1605272>
- Caillier, J. G. (2018). Can changes in transformational-oriented and transactional-oriented leadership impact turnover over time? *International Journal of Public Administration*, *41*(12), 935–945. <https://doi.org/10.1080/01900692.2017.1300918>
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: Complex or simple? Research case examples. *Journal of Research in Nursing*, *25*(8), 652–661. <https://doi.org/10.1177/1744987120927206>
- Cao, X., & Chen, L. (2021). Relationships between resilience, empathy, compassion fatigue, work engagement and turnover intention in haemodialysis nurses: A cross-sectional study. *Journal of Nursing Management (John Wiley & Sons, Inc.)*, *29*(5), 1054–1063. <https://doi.org/10.1111/jonm.13243>
- Carter, S. P., Dudley, W., Lyle, D. S., & Smith, J. Z. (2019). Who's the boss? The effect of strong leadership on employee turnover. *Journal of Economic Behavior and Organization*, *159*(1), 323–343. <https://doi.org/10.1016/j.jebo.2018.12.028>

- Castleberry, A., & Nolen, A. (2018). Thematic analysis of qualitative research data: Is it as easy as it sounds? *Currents in Pharmacy Teaching and Learning*, 10(6), 807–815. <https://doi.org/10.1016/j.cptl.2018.03.019>
- Chahar, B., Jain, S. R., & Hatwal, V. (2021). Mediating role of employee motivation for training, commitment, retention, and performance in higher education institutions. *Problems and Perspectives in Management*, 19(3), 95–106. [https://doi.org/10.21511/ppm.19\(3\).2021.09](https://doi.org/10.21511/ppm.19(3).2021.09)
- Chen, Y., Ning, R., Yang, T., & Feng, S., & Yang, C. (2018). Is transformational leadership always good for employee task performance? Examining curvilinear and moderated relationships. *Frontiers of Business Research in China*, 12(22), 1–28. <https://doi.org/10.1186/s11782-018-0044-8>
- Chiumento, A., Rahman, A., & Frith, L. (2020). Writing to template: Researchers' negotiation of procedural research ethics. *Social Science & Medicine*, 255, 1–10. <https://doi.org/10.1016/j.socscimed.2020.112980>
- Choi, S. (2020). Flexible work arrangements and employee retention: A longitudinal analysis of the federal workforces. *Public Personnel Management*, 49(3), 470–495. <https://doi.org/10.1177/0091026019886340>
- Coetzer, A., Inma, C., Poisat, P., Redmond, J., & Standing, C. (2019). Does job embeddedness predict turnover intentions in SMEs? *International Journal of Productivity and Performance Management*, 68(2), 340–361. <https://doi.org/10.1108/IJPPM-03-2018-0108>

- Collingridge, D. S., & Gantt, E. E. (2019). The quality of qualitative research. *American Journal of Medical Quality, 35*(5), 439–445.
<https://doi.org/10.1177/1062860619873187>
- Colvin, C. J., Hodgins, S., & Perry, H. B. (2021). Community health workers at the dawn of a new era: 8. Incentives and remuneration. *Health Research Policy & Systems, 19*(3), 1–25. <https://doi.org/10.1186/s12961-021-00750-w>
- Contu, E. G. (2020). Organizational performance – theoretical and practical approaches; Study on students’ perceptions. *Proceedings of the International Conference on Business Excellence, 14*(1), 398–406. <https://doi.org/10.2478/picbe-2020-0038>
- Cortellazzo, L., Bonesso, S., Gerli, F., & Batista-Foguet, J. M. (2020). Protean career orientation: Behavioral antecedents and employability outcomes. *Journal of Vocational Behavior, 116*(Part A), 1–12.
<https://doi.org/10.1016/j.jvb.2019.103343>
- Cubellis, L., Schmid, C., & von Peter, S. (2021). Ethnography in health services research: Oscillation between theory and practice. *Qualitative Health Research, 31*(11), 2029–2040. <https://doi.org/10.1177/10497323211022312>
- Cypress, B. S. (2019). Qualitative research: Challenges and dilemmas. *Dimensions of Critical Care Nursing, 38*(5), 264–270.
<https://doi.org/10.1097/DCC.0000000000000374>
- Dalgiç, A. (2022). The effects of person-job fit and person-organization fit on turnover intention: The mediation effect of job resourcefulness. *Journal of Gastronomy Hospitality and Travel, 5*(1), 355–365. <https://doi.org/10.33083/joghat.2022.136>

- Dansereau, F., Graen, G. B., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations. *Organizational Behavior and Human Performance*, 13(1), 46–78. [https://doi.org/10.1016/0030-5073\(75\)90005-7](https://doi.org/10.1016/0030-5073(75)90005-7)
- Dash, S. S., & Verma, S. K. (2019). Researcher's journey in exploring ambivalence among closed ties: Addressing obstacles experienced. *IAHRW International Journal of Social Sciences Review*, 7(5), 1138–1143.
- Davidescu, A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees – Implications for sustainable human resource management. *Sustainability*, 12(15), 1–53. <https://doi.org/10.3390/su12156086>
- Davies, S. E. H. (2020). The introduction of research ethics review procedures at a university in South Africa: Review outcomes of a social science research ethics committee. *Research Ethics Review*, 16(11), 1–26. <https://doi.org/10.1177/1747016119898408>
- De Andrade, S. R., Schmitt, M. D., Storck, B. C., Piccoli, T., & Ruoff, A. B. (2018). Documentary analysis in nursing theses: Data collection techniques and research methods. *Cogitare Enfermagem*, 23(1), e53598–e53607. <https://doi.org/10.5380/ce.v23i1.53598>
- DeCino, D. A., & Waalkes, P. L. (2019). Aligning epistemology with member checks. *International Journal of Research & Method in Education*, 42(4), 374–384. <https://doi.org/10.1080/1743727X.2018.1492535>

- DeJonckheere, M., & Vaughn, L. M. (2019). Semistructured interviewing in primary care research: A balance of relationship and rigour. *Family Medicine and Community Health*, 7(2), e000057–e000064. <https://doi.org/10.1136/fmch-2018-000057>
- Denzin, N. K. (1978). *The research act: A theoretical introduction to sociological methods* (2nd ed.). McGraw-Hill.
- De Winne, S., Marescaux, E., Sels, L., Van Beveren, I., & Vanormelingen, S. (2019). The impact of employee turnover and turnover volatility on labor productivity: A flexible non-linear approach. *International Journal of Human Resource Management*, 30(21), 3049–3079. <https://doi.org/10.1080/09585192.2018.1449129>
- Dibaba, A. T. (2021). Lake Qooqa as a narrative: Finding meanings in social memory (A narrative inquiry). *Humanities*, 10(77), 1–34. <https://doi.org/10.3390/h10020077>
- Dimitrios, T., & Antigoni, F. (2018). Limitations and delimitations in the research process. *Quarterly Scientific Online Journal of GORNA*, 7(3), 155–163. <https://doi.org/10.5281/zenodo.2552022>
- Djourova, N. P., Molina, I. R., Santamatilde, N. T., & Abate, G. (2020). Self-efficacy and resilience: Mediating mechanisms in the relationship between the transformational leadership dimensions and well-being. *Journal of Leadership & Organizational Studies*, 27(3), 256–270. <https://doi.org/10.1177/1548051819849002>
- Draper, J., Liu, Y., & Young, L. (2021). Research methods, data collection, and data analysis in meetings, expositions, events, and conventions journals. *Journal of*

Convention & Event Tourism, 22(5), 429–447.

<https://doi.org/10.1080/15470148.2021.1906373>

Dunn, R. (2020). Adaptive leadership: Leading through complexity. *International Studies in Educational Administration*, 48(1), 31–38.

Ekon, B., & Isayas, B. (2022). Factors impacting strategic management practices among SMEs in Nigeria. *African Economic and Management Review*, 2(1), 40–49.

<https://doi.org/10.53790/aemr.v2i1.31>

Engward, H., & Goldspink, S. (2020). Lodgers in the house: Living with the data in interpretive phenomenological analysis research. *Reflective Practice*, 21(1), 41–53. <https://doi.org/10.1080/14623943.2019.1708305>

Erdin, C., & Ozkaya, G. (2020). Contribution of small and medium enterprises to economic development and quality of life in Turkey. *Heliyon*, 6(2), e03215–e03228. <https://doi.org/10.1016/j.heliyon.2020.e03215>

Evelyn, G., & Ling, V. M. (2021). The impact of transformational leadership on job satisfaction and employee turnover intentions: A conceptual review. *SHS Web of Conferences*, 124(8), 08005–08021.

<https://doi.org/10.1051/shsconf/202112408005>

Fang, Y. C., Chen, J. Y., Zhang, X. D., Dai, X. X., & Tsai, F. S. (2020). The impact of inclusive talent development model on turnover intention of new generation employees: The mediation of work passion. *International Journal of Environmental Research and Public Health*, 17(17), 6054–6070.

<https://doi.org/10.3390/ijerph17176054>

- Farquhar, J., Michels, N., & Robson, J. (2020). Triangulation in industrial qualitative case study research: Widening the scope. *Industrial Marketing Management*, 87, 160–170. <https://doi.org/10.1016/j.indmarman.2020.02.001>
- Faubert, S. E. (2020). This I believe: Examining the construction of truth, belief, and reason. *Reflections: Narratives of Professional Helping*, 26(1), 68–74.
- Ferozi, S., & Chang, Y. (2021). Transformational leadership and its impact on employee performance: Focus on public employees in Afghanistan. *Transylvanian Review of Administrative Sciences*, 17(63), 49–68. <https://doi.org/10.24193/tras.63E.3>
- Fofana, F., Bazeley, P., & Regnault, A. (2020). Applying a mixed methods design to test saturation for qualitative data in health outcomes research. *PLoS ONE*, 15(6), e0234898–e0234909. <https://doi.org/10.1371/journal.pone.0234898>
- Forero, R., Nahidi, S., De Costa, J., Mohsin, M., Fitzgerald, G., Gibson, N., McCarthy, S., & Aboagye-Sarfo, P. (2018). Application of four-dimension criteria to assess rigour of qualitative research in emergency medicine. *BMC Health Services Research*, 18(1), 120–130. <https://doi.org/10.1186/s12913-018-2915-2>
- Franco, P., & Yang, Y. N. (2021). Exiting fieldwork “with grace”: Reflections on the unintended consequences of participant observation and researcher-participant relationships. *Qualitative Market Research: An International Journal*, 24(3), 358–374. <https://doi.org/10.1108/QMR-07-2020-0094>
- Frechette, J., Bitzas, V., Aubry, M., Kilpatrick, K., & Lavoie-Tremblay, M. (2020). Capturing lived experience: Methodological considerations for interpretive

phenomenological inquiry. *International Journal of Qualitative Methods*, 19(2), 1–12. <https://doi.org/10.1177/1609406920907254>

Friesen, P., Kearns, L., Redman, B., & Caplan, A. L. (2017). Rethinking the Belmont report? *American Journal of Bioethics*, 17(7), 15–21. <https://doi.org/10.1080/15265161.2017.1329482>

Froehlich, D. E., Van Waes, S., & Schäfer, H. (2020). Linking quantitative and qualitative network approaches: A review of mixed methods social network analysis in education research. *Review of Research in Education*, 44(1), 244–268. <https://doi.org/10.3102/0091732X20903311>

Fulmer, I. S., & Li, J. (2022). Compensation, benefits, and total rewards: A bird’s-eye (re)view. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 147–169. <https://doi.org/10.1146/annurev-orgpsych-012420-055903>

Fusch, P., Fusch, G. E., & Ness, L. R. (2018). Denzin’s paradigm shift: Revisiting triangulation in qualitative research. *Journal of Social Change*, 10(1), 19–32. <https://doi.org/10.5590/JOSC.2018.10.1.02>

Gani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and strategies for employee retention in hospitality industry: A review. *Sustainability*, 14(2885), 1–26. <https://doi.org/10.3390/su14052885>

García-Mainar, I., & Montuenga-Gómez, V. M. (2020). Over-qualification and the dimensions of job satisfaction. *Social Indicators Research*, 147(2), 591–620. <https://doi.org/10.1007/s11205-019-02167-z>

- Gherghina, S. G., Botezatu, M. A., Hosszu, A., & Simionescu, L. N. (2020). Small and medium-sized enterprises (SMEs): The engine of economic growth through investments and innovation. *Sustainability*, *12*(1), 347–367. <https://doi.org/10.3390/su12010347>
- Gillan, P. C., Jeong, S., & Van der Riet, P. (2021). Undergraduate nursing students' transformative learning through disorientating dilemmas associated with end-of-life care simulation: A narrative inquiry study. *Nurse Education in Practice*, *55*(3), 103174–103180. <https://doi.org/10.1016/j.nepr.2021.103174>
- Girdwichai, L., & Sriviboon, C. (2020). Employee motivation and performance: Do the work environment and the training matter? *Journal of Security and Sustainability Issues*, *9*(4), 42–54. [https://doi.org/10.9770/jssi.2020.9.j\(4\)](https://doi.org/10.9770/jssi.2020.9.j(4))
- Godwin, A., Benedict, B., Rohde, J., Thielmeyer, A., Perkins, H., Major, J., Clements, H., & Chen, Z. (2021). New epistemological perspectives on quantitative methods: An example using topological data analysis. *Studies in Engineering Education*, *2*(1), 16–34. <https://doi.org/10.21061/see.18>
- Gomes, A. R., Almeida, A., & Resende, R. (2020). Athletes' perception of leadership according to their perceptions of goal achievement and sport results. *Perceptual & Motor Skills*, *127*(2), 415–431. <https://doi.org/10.1177/0031512519892384>
- Gorenak, M., Edelheim, J. R., & Brumen, B. (2020). The influence of organizational values on job satisfaction of employees. *Human Systems Management*, *39*(3), 329–343. <https://doi.org/10.3233/HSM-190781>

- Gorgulu, V. (2020). Case studies on the downside of transactional and authoritative organizational leadership styles during crisis management. *Turkish Online Journal of Design, Art & Communication*, 10(4), 597–611. <https://doi.org/10.7456/11004100/020>
- Guest, G., Namey, E., & Chen, M. (2020). A simple method to assess and report thematic saturation in qualitative research. *PLoS ONE*, 15(5), e0232076–e0232092. <https://doi.org/10.1371/journal.pone.0232076>
- Haenggli, M., Hirschi, A., Rudolph, C. W., & Peiró, J. M. (2021). Exploring the dynamics of protean career orientation, career management behaviors, and subjective career success: An action regulation theory approach. *Journal of Vocational Behavior*, 131, 1–16. <https://doi.org/10.1016/j.jvb.2021.103650>
- Hai, S., Wu, K., Park, I.-J., Li, Y., Chang, Q., & Tang, Y. (2020). The role of perceived high-performance HR practices and transformational leadership on employee engagement and citizenship behaviors. *Journal of Managerial Psychology*, 35(6), 513–526. <https://doi.org/10.1108/JMP-03-2019-0139>
- Hanafin, S., Cosgrove, J., Hanafin, P., Lynch, C., & Brady, A.-M. (2022). Co-worker relationships and their impact on nurses in Irish public healthcare settings. *British Journal of Nursing*, 31(7), 394–399. <https://doi.org/10.12968/bjon.2022.31.7.394>
- Harb, B., Hachem, B., & Hamdan, H. (2020). Public servants' perception of leadership style and its impact on organizational commitment. *Problems and Perspectives in Management*, 18(4), 319–333. [https://doi.org/10.21511/ppm.18\(4\).2020.26](https://doi.org/10.21511/ppm.18(4).2020.26)

- Harper, R., Ward, L., & Silburn, K. (2020). The sum of us. Implementing a person centred care bundle - A narrative inquiry. *Applied Nursing Research*, 55, 1–5. <https://doi.org/10.1016/j.apnr.2020.151276>
- Hasan, H., Nikmah, F., & Sudarmiati, S. (2022). Bank employees' problems due to the imbalance of work and family demands. *Banks and Bank Systems*, 17(1), 176–185. [https://doi.org/10.21511/bbs.17\(1\).2022.15](https://doi.org/10.21511/bbs.17(1).2022.15)
- Heesen, R., Bright, L. K., & Zucker, A. (2019). Vindicating methodological triangulation. *Synthese*, 196(8), 3067–3081. <https://doi.org/10.1007/s11229-016-1294-7>
- Heifetz, R. A. (1994). *Leadership without easy answers*. Harvard University Press.
- Heifetz, R. A., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Harvard Business Press.
- Hemming, L., Pratt, D., Bhatti, P., Shaw, J., & Haddock, G. (2021). Involving an individual with lived-experience in a co-analysis of qualitative data. *Health Expectations*, 24(3), 766–775. <https://doi.org/10.1111/hex.13188>
- Hennink, M. M., Kaiser, B. N., & Weber, M. B. (2019). What influences saturation? Estimating sample sizes in focus group research. *Qualitative Health Research*, 29(10), 1483–1496. <https://doi.org/10.1177/1049732318821692>
- Holmes, A. G. D. (2020). Researcher positionality - A consideration of its influence and place in qualitative research - A new researcher guide. *Shanlax International Journal of Education*, 8(4), 1–10.

- Holtschlag, C., Masuda, A. D., Reiche, B. S., & Morales, C. (2020). Why do millennials stay in their jobs? The roles of protean career orientation, goal progress and organizational career management. *Journal of Vocational Behavior, 118*, 1–14. <https://doi.org/10.1016/j.jvb.2019.103366>
- Hoover, S. M., Strapp, C. M., Ito, A., Foster, K., & Roth, K. (2018). Teaching qualitative research interviewer skills: A developmental framework for social justice psychological research teams. *Qualitative Psychology, 5*(2), 300–318. <https://doi.org/10.1037/qup0000101>
- Hussein, B., & Yesiltas, M. (2020). The influence of emotional intelligence on employee's counterwork behavior and organizational commitment: Mediating role of transformational leadership. *Revista de Cercetare Si Interventie Sociala, 71*(23), 377–402. <https://doi.org/10.33788/rcis.71.23>
- Huynh, T. T. G. (2021). The influence of transformational leadership dimensions on intrapreneurial behaviour through mediators. *Management Science Letters, 11*(7), 2099–2114. <https://doi.org/10.5267/j.msl.2021.2.017>
- Ihinmoyan, T. (2022). Employee compensation, retention and job satisfaction in selected small and medium scale enterprises in Akoko south west local government area Ondo state. *Journal of Research in Business and Management, 10*(4), 71–76.
- Irwan, A., Mahfudnurnajamuddin, M., Nujum, S., & Mangkona, S. (2020). The effect of leadership style, work motivation and organizational culture on employee performance mediated by job satisfaction. *International Journal of Multicultural*

and Multireligious Understanding, 7(8), 642–657.

<https://doi.org/10.18415/ijmmu.v7i8.2007>

Jekelle, H. E. (2021). Leadership style dimensions and organizational commitment nexus:

Evidence from a public sector in Nigeria. *Journal of Economics and Business*,

4(1), 255–271. <https://doi.org/10.31014/aior.1992.04.01.336>

Jensen, U. T., & Bro, L. L. (2018). How transformational leadership supports intrinsic

motivation and public service motivation: The mediating role of basic need

satisfaction. *American Review of Public Administration*, 48(6), 535–549.

<https://doi.org/10.1177/0275074017699470>

Jentoft, N., & Olsen, T. S. (2019). Against the flow in data collection: How data

triangulation combined with a ‘slow’ interview technique enriches data.

Qualitative Social Work: Research and Practice, 18(2), 179–193.

<https://doi.org/10.1177/1473325017712581>

Jessurun, J. H., Weggeman, M. C. D. P., Anthonio, G. G., & Gelper, S. E. C. (2020).

Theoretical reflections on the underutilization of employee talents in the

workplace and the consequences. *SAGE Open*, 10(3), 1–17.

<https://doi.org/10.1177/2158244020938703>

Jian, G. (2022). From empathic leader to empathic leadership practice: An extension to

relational leadership theory. *Human Relations*, 75(5), 931–955.

<https://doi.org/10.1177/0018726721998450>

Jiang, W., Zhao, X., & Ni, J. (2017). The impact of transformational leadership on

employee sustainable performance: The mediating role of organizational

citizenship behavior. *Sustainability*, 9(9), 1–17.

<https://doi.org/10.3390/su9091567>

Johnson, J. L., Adkins, D., & Chauvin, S. (2020). A review of the quality indicators of rigor in qualitative research. *American Journal of Pharmaceutical Education*, 84(1), 138–146. <https://doi.org/10.5688/ajpe7120>

Kalman, M. (2019). “It requires interest, time, patience and struggle”: Novice researchers’ perspectives on and experiences of the qualitative research journey. *Qualitative Research in Education*, 8(3), 341–377.

<https://doi.org/10.17583/qre.2019.4483>

Kamath, P. R., Pai, Y. P., & Prabhu, N. K. P. (2020). Building customer loyalty in retail banking: A serial-mediation approach. *International Journal of Bank Marketing*, 38(2), 456–484. <https://doi.org/10.1108/IJBM-01-2019-0034>

Kariuki, J. K. (2021). Idealized influence and inspirational motivation in a microfinance context: Review of literature. *International Journal of Organizational Leadership*, 10, 120–140. <https://doi.org/10.33844/ijol.2021.60539>

Kaushal, P. (2019). Work life balance in relation to work stress: A study of IT professionals of Pune City. *BVIMSR’s Journal of Management Research*, 11(2), 114–123.

Kerdpitak, C., & Jernsittiparsert, K. (2020). The impact of human resource management practices on competitive advantage: Mediating role of employee engagement in Thailand. *Systematic Reviews in Pharmacy*, 11(1), 443–452.

<https://doi.org/10.5530/srp.2020.1.56>

Khaskheli, A., Jiang, Y., Raza, S. A., Qureshi, M. A., Khan, K. A., & Salam, J. (2020).

Do CSR activities increase organizational citizenship behavior among employees?

Mediating role of affective commitment and job satisfaction. *Corporate Social Responsibility & Environmental Management*, 27(6), 2941–2955.

<https://doi.org/10.1002/csr.2013>

Klaic, A., Burtscher, M. J., & Jonas, K. (2020). Fostering team innovation and learning

by means of team-centric transformational leadership: The role of teamwork

quality. *Journal of Occupational & Organizational Psychology*, 93(4), 942–966.

<https://doi.org/10.1111/joop.12316>

Klamer, P., Bakker, C., & Gruis, V. (2017). Research bias in judgement bias studies – A

systematic review of valuation judgement literature. *Journal of Property*

Research, 34(4), 285–304. <https://doi.org/10.1080/09599916.2017.1379552>

Knechel, N. (2019). What's in a sample? Why selecting the right research participants

matters. *Journal of Emergency Nursing*, 45(3), 332–334.

<https://doi.org/10.1016/j.jen.2019.01.020>

Koo, B., Yu, J., Chua, B., Lee, S., & Han, H. (2020). Relationship among emotional and

material rewards, job satisfaction, burnout, affective commitment, job

performance, and turnover intentions in the hotel industry. *Journal of Quality*

Assurance in Hospitality & Tourism, 21(4), 371–401.

<https://doi.org/10.1080/1528008X.2019.16633572>

- 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>
- Krishna, C., & Garg, A. (2022). Employee retention: An important factor for strategies development. *ANWESH: International Journal of Management & Information Technology*, 7(1), 5–11.
- Kuluski, K., Reid, R. J., & Baker, G. R. (2021). Applying the principles of adaptive leadership to person-centered care for people with complex care needs: Considerations for care providers, patients, caregivers and organizations. *Health Expectations*, 24(2), 175–181. <https://doi.org/10.1111/hex.13174>
- Kurniawati, S., & Sulaeman, A. (2022). The influence of stakeholder engagement and transformational leadership on business sustainability. *Jurnal Bisnis Dan Manajemen*, 23(1), 45–65. <https://doi.org/10.24198/jbm.v23i1.852>
- Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), 877–886. <https://doi.org/10.5267/j.msl.2020.7.011>
- Labib, R. M., Hassanain, O., Alaa, M., Ahmed, S., & Abou El-Naga, S. (2018). Planning today for tomorrow's research: Analysis of factors influencing participation in a pediatric cancer research biorepository. *Frontiers in Oncology*, 7, 1–6. <https://doi.org/10.3389/fonc.2017.00324>

- Lai, F., Tang, H., Lu, S., Lee, Y., & Lin, C. (2020). Transformational Leadership and job performance: The mediating role of work engagement. *Sage Open*, *10*(1), 1–11. <https://doi.org/10.1177/2158244019899085>
- Langat, G. K., Linge, T. K., & Sikalieh, D. (2019). Influence of idealized influence on employee job performance in the insurance industry in Kenya. *International Journal of Research in Business and Social Science*, *8*(5), 266–273. <https://doi.org/10.20525/ijrbs.v8i5.486>
- Law, P. C. F., Too, L. S., Butterworth, P., Witt, K., Reavley, N., & Milner, A. J. (2020). A systematic review on the effect of work-related stressors on mental health of young workers. *International Archives of Occupational & Environmental Health*, *93*(5), 611–622. <https://doi.org/10.1007/s00420-020-01516-7>
- Lazăr, A., Sîrbu, I., Barth, K., Bacter, C., & Hatos, A. (2022). Generosity and environmental protection: How strong is the relationship between giving and sustainability? *Sustainability*, *14*(869), 869–883. <https://doi.org/10.3390/su14020869>
- Leitao, J., Pereira, D., & Goncalves, A. (2021). Quality of work life and contribution to productivity: Assessing the moderator effects of burnout syndrome. *International Journal of Environmental Research and Public Health*, *18*(5), 1–20. <https://doi.org/10.3390/ijerph18052425>
- Leite, D. F. B., Padilha, M. A. S., & Cecatti, J. G. (2019). Approaching literature review for academic purposes: The literature review checklist. *Clinics (Sao Paulo, Brazil)*, *74*(2), 1–8. <https://doi.org/10.6061/clinics/2019/e1403>

- Lemon, L. L., & Hayes, J. (2020). Enhancing trustworthiness of qualitative findings: Using Leximancer for qualitative data analysis triangulation. *Qualitative Report*, 25(3), 604–614. <https://doi.org/10.46743/2160-3715/2020.4222>
- Leroy, H., Buengeler, C., Veestraeten, M., Shemla, M., & Hoever, I. J. (2021). Fostering team creativity through team-focused inclusion: The role of leader harvesting the benefits of diversity and cultivating value-in-diversity beliefs. *Group & Organization Management*, 0(0), 1–42. <https://doi.org/10.1177/10596011211009683>
- Lewin, K., Lippitt, R., & White, R. K. (1939). Patterns of aggressive behavior in experimentally created “social climates”. *Journal of Social Psychology*, 10(2), 271–299. <https://doi.org/10.1080/00224545.1939.9713366>
- Li, H., Ngo, H. Y., & Cheung, F. (2019). Linking protean career orientation and career decidedness: The mediating role of career decision self-efficacy. *Journal of Vocational Behavior*, 115(8), 1–11. <https://doi.org/10.1016/j.jvb.2019.103322>
- Li, N., Peng, J., & Yang, R. (2022). How do working conditions affect the turnover intention of medical social workers in China? *BMC Health Services Research*, 22(1), 67–79. <https://doi.org/10.1186/s12913-021-07435-8>
- Lindstrom, L., Lind, J., Beno, C., Gee, K. A., & Hirano, K. (2020). Career and college readiness for underserved youth: Educator and youth perspectives. *Youth & Society*, 1, 1–19. <https://doi.org/10.1177/0044118x20977004>

- Liu, H.-L., & Lo, V. (2018). An integrated model of workload, autonomy, burnout, job satisfaction, and turnover intention among Taiwanese reporters. *Asian Journal of Communication, 28*(2), 153–169. <https://doi.org/10.1080/01292986.2017.1382544>
- Liu, W., & Liu, Y. (2022). The impact of incentives on job performance, business cycle, and population health in emerging economies. *Frontiers in Public Health, 9*, 1–14. <https://doi.org/10.3389/fpubh.2021.778101>
- Lochab, A., & Nath, V. (2020). Proactive personality, goal orientation and meta-skills as predictors of protean and boundaryless career attitudes. *South Asian Journal of Business Studies, 9*(1), 130–143. <https://doi.org/10.1108/SAJBS-01-2019-0014>
- López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research, 140*, 361–369. <https://doi.org/10.1016/j.jbusres.2021.11.006>
- Lyons, P., & Bandura, R. (2022). Coaching to enhance learning and engagement and reduce turnover. *Journal of Workplace Learning, 34*(3), 295–307. <https://doi.org/10.1108/JWL-08-2021-0106>
- Malek, S. L., Sarin, S., & Haon, C. (2020). Extrinsic rewards, intrinsic motivation, and new product development performance. *Journal of Product Innovation Management, 37*(6), 528–551. <https://doi.org/10.1111/jpim.12554>
- Mallon, S., & Elliott, I. (2019). The emotional risks of turning stories into data: An exploration of the experiences of qualitative researchers working on sensitive topics. *Societies, 9*(3), 62–78. <https://doi.org/10.3390/soc9030062>

- Malmqvist, J., Hellberg, K., Möllås, G., Rose, R., & Shevlin, M. (2019). Conducting the pilot study: A neglected part of the research process? Methodological findings supporting the importance of piloting in qualitative research studies. *International Journal of Qualitative Methods*, *18*, 1–11.
<https://doi.org/10.1177/1609406919878341>
- Manzoor, F., Wei, L., Nurunnabi, M., & Subhan, Q. A. (2019). Role of SME in poverty alleviation in SAARC region via panel data analysis. *Sustainability*, *11*(22), 6480–6493. <https://doi.org/10.3390/su11226480>
- Martinez-Corcoles, M., Stephanou, K. D., & Schobel, M. (2020). Exploring the effects of leaders' individualized consideration in extreme contexts. *Journal of Risk Research*, *23*(2), 167–180. <https://doi.org/10.1080/13669877.2018.1517385>
- Masood, S., Siddiqui, G. K., Lodhi, H., & Shahbaz, S. (2020). Effect of leadership styles on organizational citizenship behavior and employee turnover intention. *Journal of Accounting and Finance in Emerging Economies*, *6*(2), 487–495.
<https://doi.org/10.26710/jafee.v6i2.1200>
- Matta, F. K., & Van Dyne, L. (2020). Understanding the disparate behavioral consequences of LMX differentiation: The role of social comparison emotions. *Academy of Management Review*, *45*(1), 154–180.
<https://doi.org/10.5465/amr.2016.0264>
- McCrae, E. B. (2020). Do employees leave companies or do employees leave managers? *Performance Improvement*, *59*(8), 33–42. <https://doi.org/10.1002/pfi.21933>

- 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>
- McSweeney, B. (2021). Fooling ourselves and others: Confirmation bias and the trustworthiness of qualitative research – Part 1 (the threats). *Journal of Organizational Change Management, 34*(5), 1063–1075.
<https://doi.org/10.1108/JOCM-04-2021-0117>
- Mehta, A., & Mehta, Y. (2019). Human resource development practices and employee performance: Study of Indian automobile industry. *Optimization: Journal of Research in Management, 11*(1), 48–55.
- Memon, M. A., Salleh, R., Mirza, M. Z., Cheah, J.-H., Ting, H., Ahmad, M. S., & Tariq, A. (2021). Satisfaction matters: The relationships between HRM practices, work engagement and turnover intention. *International Journal of Manpower, 42*(1), 21–50. <https://doi.org/10.1108/IJM-04-2018-0127>
- Mensah, A. (2021). Job stress and mental well-being among working men and women in Europe: The mediating role of social support. *International Journal of Environmental Research and Public Health, 18*(5), 1–18.
<https://doi.org/10.3390/ijerph18052494>
- Mero-Jaffe, I. (2011). “Is that what I said?” Interview transcript approval by participants: An aspect of ethics in qualitative research. *International Journal of Qualitative Methods, 10*(3), 231–247. <https://doi.org/10.1177/160940691101000304>

- Mickson, M. K., & Anlesinya, A. (2020). Enhancing job satisfaction among local government servants in Ghana: The relative roles of diverse leadership behaviours. *International Journal of Public Leadership*, *16*(1), 1–16.
<https://doi.org/10.1108/IJPL-03-2019-0007>
- Mir, M. M., Khan, A., & Abbas, Q. (2020). Transformational leadership style and talent retention in Pakistani banks: A serial multiple mediation model. *Etikonomi*, *19*(1), 63–76. <https://doi.org/10.15408/etk.v19i1.11264>
- Mohammadi, Z., Ahmadvand, M., Sharifzadeh, M., & Shahbazi, I. (2021). The lived-experience of land-use among Northern Iranian farmers in land risk areas: A phenomenology study. *Land Use Policy*, *108*(1), 105534–105543.
<https://doi.org/10.1016/j.landusepol.2021.105534>
- Moser, A., & Korstjens, I. (2018). Series: Practical guidance to qualitative research. Part 3: Sampling, data collection and analysis. *European Journal of General Practice*, *24*(1), 9–18. <https://doi.org/10.1080/13814788.2017.1375091>
- Mpofu, F. Y. (2021). Addressing the saturation attainment controversy: Evidence from the qualitative research on assessing the feasibility of informal sector taxation in Zimbabwe. *Technium Social Sciences Journal*, *19*(1), 607–630.
- Mustapha, L. O., Olalekan, L. I., Damilola, A., Ayobami, A., & Ngozi, I. B. (2022). Tax revenue collections and health care infrastructural development in Nigeria. *Journal of Finance and Accounting*, *10*(1), 19–24.
<https://doi.org/10.11648/j.jfa.20221001.12>

- Mwaisaka, D. M., K'Aol, G., & Ouma, C. (2019). Influence of directive and supportive leadership styles on employee job satisfaction in commercial banks in Kenya. *International Journal of Research in Business and Social Science*, 8(6), 168–174. <https://doi.org/10.20525/ijrbs.v8i6.468>
- 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*. U.S. Department of Health and Human Services. <https://www.hhs.gov/ohrp/humansubjects/guidance/Belmont.html>
- Nelson, T., & Squires, V. (2017). Addressing complex challenges through adaptive leadership: A promising approach to collaborative problem solving. *Journal of Leadership Education*, 16(4), 111–123. <https://doi.org/10.12806/V16/I4/T2>
- Northouse, P. G. (2019). *Leadership: Theory and practice* (8th ed.). Sage.
- Oh, S. Y., & Koo, S. (2021). Protean career attitude and organizational commitment in learning organization climate. *Leadership & Organization Development Journal*, 42(6), 837–855. <https://doi.org/10.1108/LODJ-10-2020-0458>
- Ohunakin, F., Adeniji, A., Oludayo, O., & Osibanjo, A. (2018). Perception of frontline employees towards career growth opportunities: Implications on turnover intention. *Business: Theory & Practice*, 19, 278–287. <https://doi.org/10.3846/btp.2018.28>

- Ojo, A. A. (2022). Effect of parental unemployment on academic performance of secondary school students in Nigeria. *International Journal of Sociology and Anthropology Research*, 8(2), 1–6.
- Okoli, I. E. N., Nnabuife, E. K., Adani, I. N., & Ugbo, E. I. (2021). Transformational leadership and organizational success: Evidence from tertiary institutions. *Journal of Economics and Business*, 4(1), 170–182.
<https://doi.org/10.31014/aior.1992.04.01.329>
- Ong, S., Hendry, H., Winata, V., & Monika, M. (2021). The influence of discipline, work environment, and work commitment on job satisfaction. *International Journal of Social Science and Business*, 5(2), 174–179.
<https://doi.org/10.23887/ijssb.v5i2.34976>
- Ongaki, J. (2019). An examination of the relationship between flexible work arrangements, work-family conflict, organizational commitment, and job performance. *Management*, 23(2), 169–187. <https://doi.org/10.2478/manment-2019-0025>
- Onwuegbuzie, A. J., & Collins, K. M. T. (2017). The role of sampling in mixed methods-research enhancing inference quality. *Kolner Zeitschrift fur Soziologie und Sozialpsychologie*, 69(17), 133–156. <https://doi.org/10.1007/s11577-017-0455-0>
- Parasidis, E., McGraw, D., & Pike, E. (2019). A Belmont report for health data. *The New England Journal of Medicine*, 380(16), 1493–1495.
<https://doi.org/10.1056/NEJMp1816373>

- Park, C., McQuaid, R., Lee, J., Kim, S., & Lee, I. (2019). The impact of job retention on continuous growth of engineering and informational technology SMEs in South Korea. *Sustainability*, *11*(18), 5005–5023. <https://doi.org/10.3390/su11185005>
- Parveen, M., & Adeinat, I. (2019). Transformational leadership: Does it really decrease work-related stress? *Leadership & Organization Development Journal*, *40*(8), 860–876. <https://doi.org/10.1108/LODJ-01-2019-0023>
- Patnaik, A., & Dubey, R. (2019). Impact of leadership on employee engagement and intent to stay. *International Journal on Leadership*, *7*(2), 58–66.
- Penconek, T., Tate, K., Bernardes, A., Lee, S., Micaroni, S. P. M., Balsanelli, A. P., de Moura, A. A., & Cummings, G. G. (2021). Determinants of nurse manager job satisfaction: A systematic review. *International Journal of Nursing Studies*, *118*(1), 1–18. <https://doi.org/10.1016/j.ijnurstu.2021.103906>
- Peterson, J. S. (2019). Presenting a qualitative study: A reviewer's perspective. *Gifted Child Quarterly*, *63*(3), 147–158. <https://doi.org/10.1177/0016986219844789>
- Petters, J. L., Brooks, G. C., Smith, J. A., & Haas, C. A. (2019). The impact of targeted data management training for field research projects – A case study. *Data Science Journal*, *18*(1), 1–7. <https://doi.org/10.5334/dsj-2019-043>
- Peu, M., Mulaudzi, F., Rikhotso, S., Ngunyulu, R., & Rasweswe, M. (2020). Reflections on accessing indigenous research settings: Encounters with traditional health practitioners and leaders in Vhembe district, South Africa. *Culture & Psychology*, *27*(2), 227–242. <https://doi.org/10.1177/1354067x20971249>

- Putri, W. H., & Setianan, A. R. (2019). Job enrichment, organizational commitment, and intention to quit: The mediating role of employee engagement. *Problems and Perspectives in Management, 17*(2), 518–526.
[https://doi.org/10.21511/ppm.17\(2\).2019.40](https://doi.org/10.21511/ppm.17(2).2019.40)
- Qureshi, M. A., Qureshi, J. A., Thebo, J. A., Shaikh, G. M., Brohi, N. A., & Qaiser, S. (2019). The nexus of employee's commitment, job satisfaction, and job performance: An analysis of FMCG industries of Pakistan. *Cogent Business & Management, 6*(1), 1–21. <https://doi.org/10.1080/23311975.2019.1654189>
- Rais, S., Rubini, B., & Herfina, S. (2022). Increasing teacher creativity through strengthening transformational leadership, teamwork, and work engagement. *Pegem Journal of Education & Instruction / Pegem Egitim ve Öğretim, 12*(1), 232–241. <https://doi.org/10.47750/pegegog.12.01.24>
- Ramos Salazar, L. (2022). The mediating effect of mindfulness and self-compassion on leaders' communication competence and job satisfaction. *Journal of Communication Management, 26*(1), 39–57. <https://doi.org/10.1108/JCOM-07-2021-0074>
- Rapp, A. (2021). In search for design elements: A new perspective for employing ethnography in human-computer interaction design research. *International Journal of Human-Computer Interaction, 37*(8), 783–802.
<https://doi.org/10.1080/10447318.2020.1843296>

- Ray, T. K., & Pana-Cryan, R. (2021). Work flexibility and work-related well-being. *International Journal of Environmental Research and Public Health*, 18(6), 1–17. <https://doi.org/10.3390/ijerph18063254>
- Redondo, R., Sparrow, P., & Hernández-Lechuga, G. (2021). The effect of protean careers on talent retention: Examining the relationship between protean career orientation, organizational commitment, job satisfaction and intention to quit for talented workers. *The International Journal of Human Resource Management*, 32(9), 2046–2069. <https://doi.org/10.1080/09585192.2019.1579247>
- Renjith, V., Yesodharan, R., Noronha, J., Ladd, E., & George, A. (2021). Qualitative methods in health care research. *International Journal of Preventive Medicine*, 12(1), 1–7. https://doi.org/10.4103/ijpvm.IJPVM_321_19
- Reynaldo, J., Tannady, H., & Nurjanah, S. (2022). Role of work stress and work discipline on performance of high school teachers in East Jakarta, Indonesia. *International Journal of Early Childhood Special Education*, 14(1), 1099–1104. <https://doi.org/10.9756/INT-JECSE/V14I1.221124>
- Robert, V., & Vandenberghe, C. (2020). Laissez-faire leadership and affective commitment: The roles of leader-member exchange and subordinate relational self-concept. *Journal of Business and Psychology*, 36(4), 533–551. <https://doi.org/10.1007/s10869-020-09700-9>
- Roberts, R. E. (2020). Qualitative interview questions: Guidance for novice researchers. *Qualitative Report*, 25(9), 3185–3203. <https://doi.org/10.46743/2160-3715/2020.4640>

- Romi, M. V., Alsubki, N., Almadhi, H. M., & Propheto, A. (2022). The linkage between leadership styles, employee loyalty, and turnover intention in healthcare industry. *Frontiers in Psychology, 13*, 1–5. <https://doi.org/10.3389/fpsyg.2022.890366>
- Sadeghi Moghadam, M. R., Arabi, N. G., & Khoshsima, G. (2021). A review of case study method in operations management research. *International Journal of Qualitative Methods, 20*(2), 1–11. <https://doi.org/10.1177/16094069211010088>
- Saira, S., Mansoor, S., & Ali, M. (2020). Transformational leadership and employee outcomes: The mediating role of psychological empowerment. *Leadership & Organization Development Journal, 42*(1), 130–143. <https://doi.org/10.1108/LODJ-05-2020-0189>
- Salihu, H. (2018). Is Boko Haram a “child” of economic circumstances? *International Journal of Social Economics, 45*(8), 1174–1188. <https://doi.org/10.1108/IJSE-12-2017-0573>
- Sánchez-Cardona, I., Salanova Soria, M., & Llorens-Gumbau, S. (2018). Leadership intellectual stimulation and team learning: The mediating role of team positive affect. *Universitas Psychologica, 17*(1), 1–16. <https://doi.org/10.11144/Javeriana.upsy17-1.list>
- Saracho, O. N. (2017). Writing and publishing qualitative studies in early childhood education. *Early Childhood Education Journal, 45*(1), 15–26. <https://doi.org/10.1007/s10643-016-0794-x>

- Schachtebeck, C., Groenewald, D., & Nieuwenhuizen, C. (2018). Pilot studies: Use and misuse in South African SME research. *Acta Universitatis Danubius: Oeconomica*, *14*(1), 5–19.
- Schermuly, C. C., Creon, L., Gerlach, P., Graßmann, C., & Koch, J. (2022). Leadership styles and psychological empowerment: A meta-analysis. *Journal of Leadership & Organizational Studies*, *29*(1), 73–95.
<https://doi.org/10.1177/15480518211067751>
- Schroter, M., Crouzat, E., Holting, L., Massenber, J., Rode, J., Hanisch, M., Kabisch, N., Palliwoda, J., Priess, J. A., Seppelt, R., & Beckmann, M. (2020). Assumptions in ecosystem service assessments: Increasing transparency for conservation. *AMBIO A Journal of the Human Environment*, *50*(2), 289–300.
<https://doi.org/10.1007/s13280-020-01379-9>
- Sebele-Mpofu, F. Y., & Serpa, S. (2020). Saturation controversy in qualitative research: Complexities and underlying assumptions. A literature review. *Cogent Social Sciences*, *6*(1), 1–15. <https://doi.org/10.1080/23311886.2020.1838706>
- Selmi, M. (2017). The paradox of implicit bias and a plea for a new narrative. *Arizona State Law Journal*, *50*(1), 193–245.
- Sepahvand, R., & Khodashahri, R. B. (2021). Strategic human resources management practices and employee retention: A study of moderating role of job engagement. *Iranian Journal of Management Studies*, *14*(2), 437–468.
<https://doi.org/10.22059/IJMS.2020.291391.673843>

- Shafi, M., Zoya, L. Z., Song, X., & Sarker, M. N. I. (2020). The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. *Asia Pacific Management Review*, 25(3), 166–176.
<https://doi.org/10.1016/j.apmr.2019.12.002>
- Shannon, E. A. (2019). Motivating the workforce: Beyond the “two-factor” model. *Australian Health Review*, 43(1), 98–102. <https://doi.org/10.1071/AH16279>
- Siedlecki, S. L. (2020). Case study research design in nursing. *Clinical Nurse Specialist*, 34(6), 250–256. <https://doi.org/10.1097/NUR.0000000000000554>
- Siegner, M., Hagerman, S., & Kozak, R. (2018). Going deeper with documents: A systematic review of the application of extant texts in social research on forests. *Forest Policy & Economics*, 92, 128–135.
<https://doi.org/10.1016/j.forpol.2018.05.001>
- Sihotang, R. (2022). The effect of compensation, transformational leadership and organizational culture on employee turnover intensity. *IJHCM: International Journal of Human Capital Management*, 5(2), 132–139.
<https://doi.org/10.21009/IJHCM.05.02.12>
- Sivasubramaniam, S., Dlabolová, D. H., Kralikova, V., & Khan, Z. R. (2021). Assisting you to advance with ethics in research: An introduction to ethical governance and application procedures. *International Journal for Educational Integrity*, 17(1), 1–18. <https://doi.org/10.1007/s40979-021-00078-6>

- Siyanbola, T. O., & Gilman, M. W. (2017). Extent of employee turnover in Nigerian SMEs: Employees'-owner/managers' standpoint. *Employee Relations*, 39(7), 967–985. <https://doi.org/10.1108/ER-02-2016-0046>
- Skalidou, D., & Oya, C. (2018). The challenges of screening and synthesizing qualitative research in a mixed-methods systematic review. The case of the impact of agricultural certification schemes. *Journal of Development Effectiveness*, 10(1), 39–60. <https://doi.org/10.1080/19439342.2018.1438495>
- Slettebø, T. (2021). Participant validation: Exploring a contested tool in qualitative research. *Qualitative Social Work*, 20(5), 1223–1238. <https://doi.org/10.1177/1473325020968189>
- Soh, S. L. H., Lane, J., & Tan, C. W. (2020). Researcher as instrument: A critical reflection using nominal group technique for content development of a new patient-reported outcome measure. *International Practice Development Journal*, 10(2), 1–9. <https://doi.org/10.19043/ipdj.102.010>
- Stablein, T., Loud, K. J., DiCapua, C., & Anthony, D. L. (2018). The catch to confidentiality: The use of electronic health records in adolescent health care. *Journal of Adolescent Health*, 62(5), 577–582. <https://doi.org/10.1016/j.jadohealth.2017.11.296>
- Stazyk, E. C., & Davis, R. S. (2020). Transformational leaders: Bridging the gap between goal ambiguity and public value involvement. *Public Management Review*. 22(3), 364–385. <https://doi.org/10.1080/14719037.2019.1588357>

- Steinmann, B., Klug, H. J. P., & Maier, G. W. (2018). The path is the goal: How transformational leaders enhance followers' job attitudes and proactive behavior. *Frontiers in Psychology, 9*, 1–15. <https://doi.org/10.3389/fpsyg.2018.02338>
- Stoecker, R., & Avila, E. (2021). From mixed methods to strategic research design. *International Journal of Social Research Methodology: Theory & Practice, 24*(6), 627–640. <https://doi.org/10.1080/13645579.2020.1799639>
- Strijker, D., Bosworth, G., & Bouter, G. (2020). Research methods in rural studies: Qualitative, quantitative and mixed methods. *Journal of Rural Studies, 78*, 262–270. <https://doi.org/10.1016/j.jrurstud.2020.06.007RF>
- Stutterheim, S. E., & Ratcliffe, S. E. (2021). Understanding and addressing stigma through qualitative research: Four reasons why we need qualitative studies. *Stigma and Health, 6*(1), 8–19. <https://doi.org/10.1037/sah0000283>
- Swygart-Hobaugh, M. (2019). Bringing method to the madness: An example of integrating social science qualitative research methods into NVivo data analysis software training. *IASSIST Quarterly, 43*(2), 1–16. <https://doi.org/10.29173/iq956>
- Tavory, I. (2020). Interviews and inference: Making sense of interview data in qualitative research. *Qualitative Sociology, 43*(4), 449–465. <https://doi.org/10.1007/s11133-020-09464-x>
- Tedone, A. M., & Bruk-Lee, V. (2022). Speaking up at work: Personality's influence on employee voice behavior. *International Journal of Organizational Analysis (1934-8835), 30*(2), 289–304. <https://doi.org/10.1108/IJOA-09-2020-2417>

- Teng, M., Hassan, Z., Kasa, M., Bandar, N. F. A., Ahmad, R., & Nor, N. N. M. (2017). The relationship between workload and students' disruptive behaviours with turnover intention among academicians of private higher education institutions: Boredom at workplace as mediator. *International Journal of Business & Society*, *18*, 828–837.
- Teng, M., Hassan, Z., Kasa, M., Nor, N. N. M., Bandar, N. F. A., & Ahmad, R. (2020). Mediating role of boredom in the workplace on turnover intention: A proposed framework. *International Journal of Academic Research in Business and Social Sciences*, *10*(12), 924–938. <https://doi.org/10.6007/ijarbss/v10-i12/8385>
- Tetteh, S., Dei Mensah, R., Opata, C. N., & Mensah, C. N. (2022). Service employees' workplace fun and turnover intention: The influence of psychological capital and work engagement. *Management Research Review*, *45*(3), 363–380. <https://doi.org/10.1108/MRR-12-2020-0768>
- Theofanidis, D., & Fountouki, A. (2018). Limitations and delimitations in the research process. *Perioperative Nursing (GORNA)*, *7*(3), 155–163. <https://doi.org/10.5281/zenodo.2552022>
- Theriou, G., Chatzoudes, D., & Diaz Moya, C. A. (2020). The effect of ethical leadership and leadership effectiveness on employee's turnover intention in SMEs: The mediating role of work engagement. *European Research Studies*, *23*(4), 947–963. <https://doi.org/10.35808/ersj/1725>

- Thneibat, M. (2021). The effect of perceived rewards on radical innovation: The mediating role of knowledge management in Indian manufacturing firms. *Heliyon*, 7(5), 1–11. <https://doi.org/10.1016/j.heliyon.2021.e070155>
- Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The impact of transformational leadership on employee retention: Mediation and moderation through organizational citizenship behavior and communication. *Frontiers in Psychology*, 11(314), 1–11. <https://doi.org/10.3389/fpsyg.2020.00314>
- Tingo, J., & Mseti, S. (2022). Effect of employee independence on employee performance. *International Journal of Engineering, Business and Management*, 6(2), 1–11. <https://doi.org/10.22161/ijebm.6.2.1>
- Tomaszewski, L. E., Zarestky, J., & Gonzalez, E. (2020). Planning qualitative research: Design and decision making for new researchers. *International Journal of Qualitative Methods*, 19(4), 1–7. <https://doi.org/10.1177/1609406920967174>
- Tongkachok, K., Garg, S., Sakthimala, B., & Vijayalakshmi, N. S. (2022). Impact of transformational leadership on organizational performance through employee motivation. *The Electrochemical Society*, 107(1), 12873–12886. <https://doi.org/10.1149/10701.12873ecst>
- Vande Griek, O. H., Clauson, M. G., & Eby, L. T. (2020). Organizational career growth and proactivity: A typology for individual career development. *Journal of Career Development*, 47(3), 344–357. <https://doi.org/10.1177/0894845318771216>
- Varpio, L., Ajjawi, R., Monrouxe, L. V., O'Brien, B. C., & Rees, C. E. (2017). Shedding the cobra effect: Problematizing thematic emergence, triangulation, saturation and

member checking. *Medical Education*, 51(1), 40–50.

<https://doi.org/10.1111/medu.13124>

Vizano, N., Johanes, S., Utami, W., & Herawati, A. (2021). Influence of compensation and career on organizational culture. *Utopia y Praxis Latinoamericana*, 26, 368–380. <https://doi.org/10.5281/zenodo.4556301>

Wan, W., & Duffy, R. D. (2022). Decent work and turnover intention among new generation employees: The mediating role of job satisfaction and the moderating role of job autonomy. *SAGE Open*, 12, 1–11.

<https://doi.org/10.1177/21582440221094591>

Wang, W., & Sun, R. (2020). Does organizational performance affect employee turnover? A re-examination of the turnover–performance relationship. *Public Administration*, 98(1), 210–225. <https://doi.org/10.1111/padm.12648>

Wellman, N., Newton, D. W., Wang, D., Wei, W., Waldman, D. A., & LePine, J. A. (2019). Meeting the need or falling in line? The effect of laissez-faire formal leaders on informal leadership. *Personnel Psychology*, 72(3), 337–359.

<https://doi.org/10.1111/peps.12308>

Weng, Q. D., & Zhu, L. (2020). Individuals' career growth within and across organizations: A review and agenda for future research. *Journal of Career Development*, 47(3), 239–248. <https://doi.org/10.1177/0894845320921951>

Winarno, A., Prasetyo, A. P., Laturlean, B. S., & Wardhani, S. K. (2022). The link between perceived human resource practices, perceived organisational support and employee engagement: A mediation model for turnover intention. *SA Journal*

of Human Resource Management, 20(0), e1–e7.

<https://doi.org/10.4102/sajhrm.v20i0.1802>

Wohlfart, O. (2020). “Digging deeper?”: Insights from a novice researcher. *International Journal of Qualitative Methods*, 19, 1–5.

<https://doi.org/10.1177/1609406920963778>

Wong, C. A., Song, W. B., Jiao, M., O’Brien, E., Ubel, P., Wang, G., & Scales, C. D. (2021). Strategies for research participant engagement: A synthetic review and conceptual framework. *Clinical Trials*, 18(4), 457–465.

<https://doi.org/10.1177/17407745211011068>

Woo, H., Kim, H., & Park, S. (2019). Burnout and turnover intentions among junior counseling faculty: Moderating role of mentoring. *Journal of Employment Counseling*, 56(2), 85–94. <https://doi.org/10.1002/joec.12114>

World Bank. (2021). *Labor force participation rate, total (% of total population ages 15+) (National estimate) – Nigeria*.

<https://data.worldbank.org/indicator/SL.TLF.CACT.NE.ZS?locations=NG>

Xu, A., Baysari, M. T., Stocker, S. L., Leow, L. J., Day, R. O., & Carland, J. E. (2020). Researchers’ views on, and experiences with, the requirement to obtain informed consent in research involving human participants: A qualitative study. *BMC Medical Ethics*, 21(1), 93–103. <https://doi.org/10.1186/s12910-020-00538-7>

Xu, H., Wang, Z., Lian, N., Khan, A., & Zhang, L. (2022). The impact of transformational leadership on organizational commitment and intention to stay:

- Empirical evidence from China's performing arts industry. *Frontiers in Psychology, 13*, 874803–874816. <https://doi.org/10.3389/fpsyg.2022.874803>
- Yang, T., Jiang, X., & Cheng, H. (2022). Employee recognition, task performance, and OCB: Mediated and moderated by pride. *Sustainability, 14*(3), 1631–1643. <https://doi.org/10.3390/su14031631>
- Yarney, L., Adzimah-Yeboah, B., Domfeh, K. A., & Aboagye, A. Q. Q. (2021). Balancing academia with clinical proficiency in the training of nurses at the university level: The case of Ghana. *International Journal of Nursing Education, 13*(1), 85–93. <https://doi.org/10.37506/ijone.v13i1.13321>
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Sage.
- Yu, A., Matta, F. K., & Cornfield, B. (2018). Is leader–member exchange differentiation beneficial or detrimental for group effectiveness? A meta-analytic investigation and theoretical integration. *Academy of Management Journal, 61*(3), 1158–1188. <https://doi.org/10.5465/amj.2016.1212>
- Yu, H. S., Lee, E. J., & Na, T. K. (2022). The mediating effects of work–life balance (WLB) and ease of using WLB programs in the relationship between WLB organizational culture and turnover intention. *International Journal of Environmental Research and Public Health, 19*(6), 3482–3497. <https://doi.org/10.3390/ijerph19063482>
- Yuniasanti, R., Abas, N. A. H., & Hamzah, H. (2019). Employee turnover intention among millennials: The role of psychological well-being and experienced

workplace incivility. *Humanitas Indonesian Psychological Journal*, 16(2), 74–85.

<https://doi.org/10.26555/humanitas.v16i2.12544>

Zainab, B., Akbar, W., & Siddiqui, F. (2022). Impact of transformational leadership and transparent communication on employee openness to change: Mediating role of employee organization trust and moderated role of change-related self-efficacy.

Leadership & Organization Development Journal, 43(1), 1–13.

<https://doi.org/10.1108/LODJ-08-2020-0355>

Zhang, L., & Seo, J. (2018). Held captive in the office: An investigation into long working hours among Korean employees. *International Journal of Human Resource Management*, 29(7), 1231–1256.

<https://doi.org/10.1080/09585192.2016.1192053>

Zhang, X., Qian, J., Wang, B., Jin, Z., Wang, J., & Wang, Y. (2017). Leaders' behaviors matter: The role of delegation in promoting employees' feedback-seeking behavior. *Frontiers in Psychology*, 8, 1–10.

<https://doi.org/10.3389/fpsyg.2017.00920>

Zhu, L., Flores, L. Y., Weng, Q., & Li, J. (2021). Testing a moderated mediation model of turnover intentions with Chinese employees. *Journal of Career Development*, 48(6), 893–909. <https://doi.org/10.1177/0894845319900938>

Zong, H., Yang, J., Zhang, Z., Li, Z., & Zhang, X. (2021). Semantic categorization of Chinese eligibility criteria in clinical trials using machine learning methods. *BMC Medical Informatics & Decision Making*, 21(1), 1–12.

<https://doi.org/10.1186/s12911-021-01487-w>

Zyphur, M. J., & Pierides, D. C. (2020). Statistics and probability have always been value-laden: An historical ontology of quantitative research methods. *Journal of Business Ethics*, 167(1), 1–18. <https://doi.org/10.1007/s10551-019-04187-8>

Appendix A: Interview Protocol

Insert Date: _____ Time of Interview: _____ Participant Code: _____

Research Topic: Strategies for reducing employee turnover in small and medium enterprises.

Protocol:

- Commence with personal introductions and appreciating the interviewee
- State the interview duration as a maximum of 60 minutes
- Remind the interviewee to sign the consent form and submit it (physical or email) and state that the interviewee can withdraw further participation at any time
- Inform the interviewee that for accurate transcribing, the interview session will be recorded and seek for permission to record. Also, take journal notes
- Reassure interviewee of confidentiality by coding all identifying information
- Start recording and ask the six predeveloped interview questions
- If required, follow up with probing questions
- Schedule a follow-up meeting with the interviewee to perform member checking
- Close the interview session by thanking the interviewee for participating in the study

Interview Questions:

1. What strategies have you deployed to reduce employee turnover?
2. Which of these strategies were most effective in decreasing turnover?
3. How do you judge the effectiveness of your strategies?
4. What challenges did you experience in implementing these strategies?

5. What steps did you take to meet those challenges?

What additional insight(s) can you provide to help me understand how your organization reduced employee turnover?

Appendix B: Invitation for Doctoral Study Participation

Email Title: Invitation for Doctoral Study Participation

Dear [Name]:

My name is Olusegun Fadahunsi, and I am a doctoral candidate at Walden University's Doctor of Business Administration (DBA) program. To complete the program, I must conduct a doctoral study. Therefore, I am researching strategies for reducing employee turnover in small and medium enterprises. I have received approval from the University's Institutional Review Board (IRB) to conduct this study with approval number 04-01-22-0408139. The study's findings may be helpful to reduce employee turnover in small and medium enterprises, thereby reducing societal unemployment and poverty levels.

I seek your voluntary participation in this research study. If you decide to participate in the study, I will require your consent by signing a consent form. After receiving your approval, I will reach out to you for a semistructured face-to-face interview, physical or virtual, to ask some questions relating to how you have successfully reduced employee turnover in your company. I would also require official documents to corroborate your responses. As required by research ethics, I assure you that your identity and organization will be kept confidential. Furthermore, you may withdraw from the study at any point by placing a phone call, sending a mail or text. I thank you for your anticipated consent and participation.

Best regards,

Olusegun Fadahunsi

Appendix C: Document Information Template

Document Review Date: _____ Company Code: _____

Document Title: [List document name as stated on company document]

Significant Information:

- Describe the document
- Summarize the information provided by highlighting significant insights
- Analyze the document using the Braun and Clarke's (2006) six-staged thematic analysis model

Note: Use a template per company document.