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Strategies Retail Managers Use to Reduce Voluntary Employee Turnover

Dawn Nicol Jackson
Walden University

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Walden University

College of Management and Technology

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Dawn Nicol Jackson

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2022

Abstract

Strategies Retail Managers Use to Reduce Voluntary Employee Turnover

by

Dawn Nicol Jackson

MS, Keller Graduate School of Management, 2018

BS, DeVry University, 2012

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

July 2022

Abstract

Voluntary employee turnover results in considerable costs for organizations, loss of tacit knowledge, depletion of high-quality goods and services, and economic hardship in local communities. Leaders flourish by maintaining knowledge embedded in the organization. Grounded in Herzberg's two-factor theory, the purpose of this multiple case study was to explore strategies retail managers from the southwest region of the United States use to reduce voluntary employee turnover. Data were collected using in-person and virtual semi-structured interviews with ten retail managers from different establishments who used successful strategies to reduce voluntary employee turnover. Four themes emerged from the thematic analysis: effective communication and streamlined work processes; competitive benefits packages, incentives, and rewards; positive work environment and training and development. Key recommendations are that retail leaders employ effective communication and streamlined work processes, offer competitive benefits packages, incentives, and rewards, cultivate a positive work environment, and focus on immediate and ongoing training and development. Implications for positive social change include the potential for employment longevity and providing meaningful lives to family members in local communities.

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Dedication

I dedicate this study to the four most important people in my life, my two children, Nicolas and Nikayla, and my parents, Donald and Sharlene. You all have been my motivation and driving force to see this study through to completion. Although I have experienced some very trying times these past few years and doubts that I would not achieve this goal, it was knowing that I did not choose this journey for me alone, but for all of us that kept me going. I pray that the Lord will use this degree to open doors of opportunities and those blessings and prosperity will be bestowed upon our family for generations to come. Nicolas and Nikayla, I want you two to know that with God all things are possible. You two are smart, you are loved, and you can do all things through Christ Jesus who strengthens you. Momma and Daddy, thank you both for always supporting my dreams and aspirations. Through tears of sadness and tears of joy, we made it. To God be the glory for the great things He has done.

Acknowledgments

First giving honor to my Lord and Savior Jesus Christ, who is the head of my life and the author and finisher of my faith. I thank God for His grace and mercy in allowing me to make it this far. My prayer is that I may use this prestigious degree in ways in which God may be glorified. I would like to acknowledge my doctoral study committee, which included Dr. Dina Samora, Dr. Gwendolyn Dooley, and Dr. Jane Hall. I want to thank my chair, Dr. Dina Samora for her wisdom, knowledge, expertise, and infinite patience with me throughout the final stages of my doctoral journey. Through your dedication and commitment to excellence, you have helped shape me as an independent scholar-practitioner and have encouraged me to be self-confident in my gifts and talents. I will be forever grateful for your guidance, support, and always believing in me. I would like to thank the Walden University staff for their professionalism and commitment to higher education. I am grateful to have had such positive experiences with the university staff throughout my doctoral journey.

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Section 1: Foundation of the Study

Background of the Problem

Many economies rely on the retail sector; however, high employee turnover is a growing concern for organizational leaders (Serebryakova et al., 2018). In 2018, approximately 9,236,000 retail trade employees separated from their jobs (U.S. Department of Labor, 2019). Employee retention is essential for retail managers to control because unhealthy levels of turnover might negatively affect the stability and sustainability of the organization. Investment losses such as training and development, revenue losses, and human capital could potentially jeopardize organizations' long-term survival (Sunder et al., 2017). Retail managers and organizational leaders might experience high employee turnover, poor performance, client loss, low competitive advantage, and socioeconomic failures (Sunder et al., 2017; Zuelke et al., 2018).

Retail managers and organizational leaders rely upon competent, knowledgeable, and high-performing workers to meet organizational goals and objectives (Ravangard et al., 2019). Kantanen et al. (2017) said workers who are motivated and satisfied with their jobs help stimulate organizational growth, drive profitability, and strengthen competitive advantage. The U.S. Department of Labor (2018) said the number of workers in the retail trade would decrease by over 100,000 by 2028. In-store employees providing services are still needed despite steady competition from online sales (U.S. Department of Labor, 2018). Retail leaders should recognize negative consequences of turnover and strive to minimize employee turnover and the adverse effects of loss of human capital.

Problem Statement

Voluntary employee turnover is a prominent issue inextricably linked to organizational instability and mounting replacement costs (Lee et al., 2018, p. 88). Organizations can incur costs of up to 200% of an employee's annual pay to recruit, hire, and train replacement workers (Rubenstein et al., 2018, p. 23). The general business problem is that voluntary employee turnover adversely affects the stability and sustainability of retail organizations. The specific business problem is that some retail managers lack strategies to reduce voluntary employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies retail managers use to reduce voluntary employee turnover. The population sample consisted of 10 retail managers in Texas who successfully reduced voluntary employee turnover. Implications for positive social change include improved communication strategies that lead to employment longevity, leading to meaningful lives for family members in Texas.

Nature of the Study

The two principal research methods are qualitative and quantitative (Saunders et al., 2016). The mixed method is an optional research method, combining qualitative and quantitative methods (Saunders et al., 2016). Researchers use the qualitative research method to access in-depth understanding through nonstandardized data collection techniques (Saunders et al., 2016). Qualitative researchers use open-ended questions for participants to describe a situation or event through lived experiences (Mohajan, 2018; Saunders et al., 2016).

In contrast, quantitative researchers use numerical data to examine relationships among variables by testing hypotheses (Saunders et al., 2016). Mixed methods research involves both qualitative and quantitative methodologies (Saunders et al., 2016). To explore strategies retail managers use to reduce voluntary employee turnover, I did not test a hypothesis. Hence, quantitative and mixed methods were not appropriate for this study.

I considered four principal qualitative research designs for this study: (a) phenomenology, (b) ethnography, (c) narrative, and (d) case study. Business researchers use the phenomenological design to explore personal meanings of participants' lived experiences and interpretations of those experiences (Saunders et al., 2016; Smith, 2018). Because I did not wish to explore personal meanings of participants' lived experiences involving the turnover phenomenon or their interpretations, the phenomenological design was not selected. Ethnography researchers study the culture or social world of a particular people or ethnic group in their natural setting that is not related to business strategies through observation and fieldwork during an extended timeframe (Palmer et al., 2017; Saunders et al., 2016). Because observing a particular people or ethnic group in their natural setting was not the focus of my study, I did not choose the ethnographic research design.

Some qualitative researchers use narrative inquiry, providing participants an opportunity to give a complete account of their experiences. Narrative inquiry involves storytelling, enabling the researcher to preserve chronological connections and sequences of events as told by participants (Saunders et al., 2016). Although some researchers use

this strategy in studies involving purposive sampling, it is intensive and time-consuming. I did not choose the narrative research design.

Some researchers use the case study design to explore complexity of a particular phenomenon in a real-life setting. Notably, case studies may be single or multiple cases (Yin, 2018). I used a multiple case study design for this qualitative study because I sought to explore business strategies used by retail managers within a real-life setting to solve organizational problems. Multiple case studies involve two or more cases (Saunders et al., 2016). Generally, when using multiple case studies, the researcher carefully chooses each case. As a result, the possibility of direct replication increases, and analytic conclusions strengthen (Yin, 2018). Conversely, a single case study might generate criticism and skepticism of the researcher because of the uniqueness or artifactual conditions involving the case (Yin, 2018). I chose a multiple case study design for exploring strategies retail managers use to reduce voluntary employee turnover.

Research Question

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

Interview Questions

1. What strategies are you using to reduce voluntary employee turnover?
2. How do employees respond to the strategies you use to reduce voluntary employee turnover?
3. What strategies do you find work best to reduce voluntary employee turnover?

4. How do you gather the necessary information needed to implement strategies to reduce voluntary employee turnover?
5. What are some of the benefits of implementing viable strategies for reducing voluntary employee turnover in your organization?
6. What key obstacles did you address to implement the successful strategies for reducing voluntary employee turnover?
7. How did you address the key obstacles to implementing the strategies for reducing voluntary employee turnover in your organization?
8. What type of incentives or rewards, if any, do you use to reduce voluntary employee turnover?
9. What additional information would you like to share about your organization's retail managers' strategies to reduce voluntary employee turnover?

Conceptual Framework

The conceptual framework for this study was Herzberg's two-factor theory. Herzberg developed the two-factor theory, which he later called the motivator-hygiene profile and dual-factor theory. The two-factor theory comprises motivator and hygiene factors which affect employee job satisfaction and impact employee turnover within organizations (Herzberg et al., 1959). Motivation factors, referred to as satisfiers, include intrinsic rewards such as achievement, advancement, autonomy, and growth opportunities (Ruiz & Davis, 2017). Hygiene factors, referred to as dissatisfiers, are extrinsic and include interpersonal relationships at work, company policies, organizational

administration, working conditions, salary, supervision, and job security (Herzberg, 1974; Ruiz & Davis, 2017). As related to this study, the two-factor was used to identify and analyze strategies retail managers use to reduce voluntary employee turnover.

Operational Definitions

Employee turnover: Employees' voluntary or involuntary separation from an organization due to environmental, individual, or structural factors (Kurniawaty et al., 2019).

Involuntary turnover: When an employee is either terminated or laid off by the employer (An, 2019).

Job satisfaction: Emotional attitudes of employees regarding their job (Kurniawaty et al., 2019).

Turnover intent: Refers to the intent of voluntary behavior that an employee will do based on their own choice (Zeffane, 1994).

Voluntary turnover: When an employee quits a job by their own choice (An, 2019).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are claims researchers assume as true yet are not theoretically proven (Schoenung & Dikova, 2016). I assumed that selected managers were actively participating in organizational retention strategies. I also assumed selected participants responded truthfully to interview questions. The last assumption was that all participants'

knowledge of retention strategies was directly related to reducing voluntary employee turnover.

Limitations

Limitations are potential weaknesses that are typically outside the researcher's control (Munthe-Kaas et al., 2019). One limitation was that this study was time-bound. If a participant chose to withdraw from this study, it could impact the sample size of the target population. A small sample size may prevent data saturation (Saunders et al., 2016). Time constraints could prevent the replacement of the withdrawing participant, thus impacting the overall findings of the research study.

Delimitations

Delimitations are boundaries set by the researcher that limit the study's scope so that study objectives are not hindered (Theofanidis & Fountouki, 2018). The first delimitation was that this study was limited to 10 retail store managers in the state of Texas. All 10 participants were active store or assistant store managers for at least 5 years, working in the retail industry, and were currently using strategies to reduce voluntary employee. The second delimitation was that I only focused on the retail industry.

Significance of the Study

Reducing voluntary employee turnover improves organizational performance and lowers talent acquisition costs. This study's findings may contribute to effective business practices by recognizing that employee dissatisfaction might increase employee turnover. Organizational leaders might also help stimulate learning, personal and professional

growth, and innovation for the future. Reducing unemployment is critical because poverty, suicide, and stress issues tend to be higher among unemployed persons (Zuelke et al., 2018). Kleck and Jackson (2016) said employment leads to decreased crime involvement due to social and routine activities. Implications for positive social change include providing a means for improving quality of life of family members such as children and spouses in one's community. Particularly, through having a consistent income and maintaining a healthy sense of purpose and accomplishment. Customers and community members might be direct beneficiaries of new products, services, and job opportunities.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore retention strategies retail managers use to reduce voluntary employee turnover. Professional and academic literature was used to apply effective retention strategies to reduce voluntary employee turnover. I reviewed literature on employee retention in various academic journals and seminal books. I used the following databases: Directory of Open Access Journals, Business Source Complete, EBSCO Host, ERIC, ScienceDirect, Emerald Insight, CINAHL Plus with Full Text, APA PsycArticles, APA PsycInfo, Social Sciences Citation Index, Education Source, MEDLINE, PubMed, Academic Source Complete, Journal@OVID, Complementary Index, ScholarWorks, GOOGLE Scholar, Gale Academic OneFile Select, Hospitality and Tourism Complete, Science and Technology Index, SocIndex with Full Text, Science Citation Index Expanded, Political Science Complete, Supplemental Index, and Academic Search Complete. I used the following

keywords: *employee turnover, employee turnover in retail, staff turnover, dysfunctional turnover, consequences of turnover, negative effects of employee turnover, employee commitment, employees quitting, job attitude of retail employees, employee well-being, motivating employees, turnover intention in retail, staff retention and turnover, work environment, customer satisfaction and organizational performance, customer dissatisfaction in retail, goal-setting in retail, reward systems in work environment, retention within retail sector, employee motivation, employee motivation in retail sector, retaining salespeople, employee retention, job satisfaction, employee satisfaction, turnover in retail, voluntary turnover in retail, motivational theories, Herzberg's two-factor theory, Maslow's hierarchy of needs, Vroom's expectancy theory, involuntary turnover, work-life balance, work motivation, motivation in retail trade, work satisfaction, leadership styles, motivation-hygiene profiles, qualitative data, qualitative research, data saturation, informed consent, retail sustainability, ethical climate in retail, rewards and employee retention, incentives and employee attitudes, supportive work environment, monetary incentives in retail, work conditions, workplace stress, employee burnout, employee burnout in retail, job satisfaction, job satisfaction and organization commitment, stress among retail employees, replacement costs, organizational commitment, organizational commitment and employee performance, work engagement, expertise in retail, joblessness and crime, triangulation, member checking, case study research design, research methods, mixed-methods research, interview protocol, informed consent for research, narrative inquiry in research, phenomenological research, ethnographic research, sample size in qualitative research, reflexivity in*

qualitative research, validity in qualitative research, thematic analysis, social change, and organizational purpose.

This review of professional and academic literature involved exploring strategies retail managers use to reduce voluntary employee turnover. I began the literature review with a synopsis of Herzberg's two-factor theory as the conceptual framework for this study, followed by supporting (Maslow's hierarchy of needs) and contrasting (Vroom's expectancy theory) theories. In the literature review, I substantiated findings related to strategies to reduce voluntary employee turnover.

Herzberg's Two Factor Theory

Herzberg two-factor theory was the conceptual framework for this study. Herzberg et al. (1959) said factors such as advancement and growth opportunities might contribute to employees' work efforts and desire to remain committed to organizations. Specifically, Herzberg (1974) said motivation factors include employee achievement, recognition, autonomy, and advancement. Hygiene factors relate to job context and include supervision, salary, status, and security (Herzberg, 1974). Thus, understanding what factors stimulate employee performance and commitment could be vital in terms of helping organizational leaders retain high-quality workers.

As such, managers could use performance management systems to motivate employees. Li et al. (2019) argued that positive evaluations improve employee involvement and stimulates performance. Habib et al. (2017) noted that performance planning, feedback, and rewards positively impact employee motivation and hygiene factors. Habib et al. further posited that salary, interpersonal relationships, policies and

procedures, and status are important to employees and how they feel about their jobs. Organizational leaders might recognize that intrinsic and extrinsic factors could drive employee performance and commitment.

Moreover, results of this study could help retail managers understand the importance of performance planning, challenging employees to meet specific goals, and providing appropriate feedback. Committed employees are more likely to pursue and achieve individual and organizational goals (Rahim & Jam'an, 2018). As a result, managers might experience positive organizational outcomes.

Additionally, employees might experience emotional, situational, or environmental circumstances that could lead to satisfaction or dissatisfaction with their employer or job roles. Factors such as achievement, advancement and growth opportunities could lead to feelings of satisfaction. Whereas factors such as interpersonal relationships, policies, and job security could lead to dissatisfaction if not present. If an employee feels neither satisfied nor dissatisfied about a factor, neutrality can occur (Herzberg, 1968). Workers may feel dissatisfied if they are treated poorly or unfairly within work environments (Herzberg, 1974). However, when employees experience neither satisfaction nor dissatisfaction within their working environment, feelings of neutrality can occur (Herzberg, 1968). Butt (2018) said one's working environment significantly impacts job satisfaction. For example, Butt argued that a toxic work environment might lead to unnecessary stress and dissatisfaction of the employee, whereas a positive and supportive work environment could significantly decrease employee dissatisfaction. Retail managers should recognize that whether an employee is

satisfied or dissatisfied, both types of feelings may impact their decision to either remain with or separate from their employer.

Furthermore, various motivational drivers may also have a positive impact on employee satisfaction. Hur (2018) said factors such as achievement and recognition can impact job satisfaction. In contrast, hygiene factors do not lead to satisfaction but rather no dissatisfaction (Hur, 2018). Satisfaction and no satisfaction are on one continuum, and dissatisfaction and no dissatisfaction are on another continuum (Hur, 2018, p. 331). Organizational leaders should be cognizant of factors that lead to employee satisfaction and minimize dissatisfaction.

The rate at which employees mention certain factors can help in terms of identifying significant drivers towards satisfaction. Herzberg (1974) stated that factors mentioned repeatedly influences employees' job satisfaction. Retail workers deal directly with consumers, coworkers, and managers throughout the day. Kamarulzaman et al. (2015) said interpersonal relations, policies, and procedures would be high-frequency dissatisfiers. In other words, factors likely to be mentioned or referred to repetitively as meaningful ways to reduce employee dissatisfaction. Retail managers wishing to improve employee commitment and reduce voluntary employee turnover should strive to understand the multifaceted layers of employee satisfaction.

Job satisfaction affects employees in various industries. Butt (2018) indicated a statistically significant relationship between employee enthusiasm, goal attainment, career development, autonomy, compensation/benefits, and work atmosphere on job satisfaction among administrative staff members in the telecom sector. Kartika and Purba

(2018) said employees' level of job satisfaction might be contingent upon presence of internal and external factors. Internal factors include but are not limited to age, income, working periods, and personality. External factors relate to quality of work, perceived organizational support, self-development, and person and organizational fit (Kartika & Purba, 2018). In effect, retail leaders should recognize that employees might respond differently based on these factors.

Herzberg reviewed both motivation and hygiene factors as they related to employee job satisfaction. However, more research is needed to investigate if motivation and hygiene factors are interdependent.

Managers need to motivate employees in the workplace. Workplace motivators are factors that positively influence employee morale, productivity, job satisfaction, sustainability, and overall efficiency of the organization (Kotni & Karumuri, 2018). Motivators, also known as satisfiers on Herzberg's two-factor continuum, include growth opportunities, responsibility, recognition, achievement, and advancement (Herzberg, 1974; Kotni & Karumuri, 2018). Growth opportunities and advancement are critical factors because they drive career development (Chan & Mai, 2015). Chan and Mai (2015) argued that compatibility of an employee and their job could significantly lead to employee satisfaction and substantial organizational commitment. Employees trusted with various levels of responsibility and autonomy reciprocate positive behaviors back to their employers, such as commitment and satisfaction (Mamun & Hasan, 2017). Organizations can benefit when managers publicly recognize their employees for jobs that are well done or outstanding performances (Lourenco, 2016). Recognition not only

enhances employee esteem but also causes them to put forth greater efforts in order to achieve personal and organizational goals.

Some employees might be negatively affected if certain motivational factors are not present. Hygiene factors related to job conditions dissatisfy employees when they are absent (Kotni & Karumuri, 2018). Hygiene factors, commonly referred to as dissatisfiers, include company policies, supervision, interpersonal relationships, job security, status, and salary (Herzberg, 1974; Kotni & Karumuri, 2018). Company policy is important because it provides a formalized way for sales associates to receive, record, and respond to complaint-handling processes (Shooshtari et al., 2018). Sales associates typically work closely with their supervisors and rely on clear communication (Kamarulzaman et al., 2015). Accordingly, supervision is needed to ensure employees meet quotas and sales goals and they are provided managerial support in order to balance their motivational processes (Kantanen et al., 2017). Further, employees' attitudes play a pivotal role in terms of employee performance and consumer behavior (Kamarulzaman et al., 2015). For example, a frustrated or dissatisfied employee may have a bad attitude towards customers and damage the employee-customer relationship. For this reason, retail managers should cultivate an atmosphere that is conducive for healthy interpersonal relations.

Numerous drivers contribute to employee commitment. Job security, status, and salary provide employees with a sense of stability, self, and worth, and may be significant contributors to employee commitment towards the organization (Kamarulzaman et al., 2015; Lourenco, 2016). Retail managers and organizational leaders might find that

meeting their employees' unique needs could improve overall employee commitment due to increased satisfaction and healthy interpersonal relationships.

Furthermore, employee achievement could have a substantial impact on productivity and commitment. Habib et al. (2017) stated that Herzberg's two-factor theory could help organizational leaders identify opportunities to motivate employees. Habib et al. asserted that managing employee productivity through goal-setting could help achieve organizational objectives. Managers could employ a combination of motivation and hygiene factors to increase employee effort, performance achievement, and overall job satisfaction.

Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is similar to Herzberg's two-factor theory because it involves categorizing unique factors that are proven to alter human behavior and satisfaction levels. Maslow used a conceptual approach to understand and analyze human behavior and innate influences that prompt an individual's sense of motivation, happiness, satisfaction, and purpose. Maslow's hierarchy of needs underscores the vital link between human motivation and understanding social behavior.

Employees have diverse needs of which managers should be aware. Gallagher et al. (2017) suggested more in-depth research to evaluate individual behaviors and attitudes. Employees exhibited goal achievement and positive organizational outcomes when their physiological needs were met (Gallagher et al., 2017). Maslow (1943) referred to physiological needs as basic needs which includes air, water, food, shelter and clothing. Subsequently, retail managers and organizational leaders should seek to identify

and fulfill needs that are important to their employees because being cognizant of meeting employees' diverse needs could positively affect performance and stability of organizations.

Human nature involves natural tendencies to protect, produce, nurture, develop, and sustain. As such, Maslow's hierarchy of needs underscores the importance of physiological, safety, and social needs to reach maximum achievement (Kenrick, 2017). Maslow listed the five levels of needs through which one might progress: (a) physiological needs, (b) safety needs, (c) social needs/belongings, (d) esteem needs, and (e) self-actualization. However, Maslow's hierarchy generated criticism due to the perception that the hierarchy promoted conservative social policies. Nonetheless, managers and organizational leaders could refer to Maslow's hierarchy to identify themes and subthemes related to employee motivation and behavior.

Maslow's hierarchy does not involve promoting social policies but rather social dynamics concerning factors that motivate individuals as well as trigger certain attitudes and behaviors. For this reason, managers should recognize that needs affect employee attitudes and behavior (Kenrick, 2017). Moreover, creating an environment that is conducive to motivating and meeting employees' individual needs could lead to encouraging outcomes for both employees and employers.

Physiological Needs

Physiological needs involve the most basic requirements humans need to survive. Maslow (1943) said fundamental needs such as food, air, water, shelter, clothing, and sleep are needed to help individuals sustain normal functioning. Managers can fulfill

basic workplace physiological needs by offering employees pleasant working conditions, appropriate times for leisure, food, and rest, avoidance from harm, and communicating where to park or take a break (Calk & Patrick, 2017; Foster, 2017; Kuranchie-Mensah & Amponsah-Tawiah, 2016). In work environments, neglecting employee basic needs could be evidence of a disconnect between employers and the management staff, inadvertently leading to negative attitudes and behaviors.

Consequently, when employees' basic needs are absent in the workplace, their motivation declines, resulting in decreased output and diminished work quality. For example, poor working conditions or not enough time for meal breaks can severely demotivate employees (Calk & Patrick, 2017; Foster, 2017; Kuranchie-Mensah & Amponsah-Tawiah, 2016). Verbruggen et al. (2015) said meeting basic needs may significantly improve employee-employer relations and mitigate employee turnover. Retail managers and organizational leaders should consider regular two-way communication with employees to assess the effectiveness of meeting needs that are fundamental to employee acclimation and growth.

Safety Needs

Once individuals fulfill their basic needs, safety and security can emerge. Most notably, safety and security needs consist of health, employment, property, family, and social stability (Maslow, 1943). Calk and Patrick (2017) added that leaders could successfully fulfill employees' safety and security needs by providing safe working conditions and fringe benefits such as insurance and retirement options. Unsafe working conditions may lead to hazardous work environments. Furthermore, the lack of fringe

benefits such as insurance and retirement could prevent workers from maintaining and improving their health and social standing.

The absence of safety and security in the workplace could significantly deplete human capital. Scholars agreed that a trickle-down effect of negative repercussions such as a strained workforce, role overload, and poor service quality may result from a lack of safety and security in the workplace (Arnoux-Nicolas et al., 2016; Verbruggen et al., 2015; Walumbwa et al., 2019). Using the quantitative methodology, Arnoux-Nicolas et al. (2016) employed the Questionnaire of Adverse Work Conditions Experience to analyze whether certain working conditions affect employees' intent to leave their employer. After interviewing a sample of 336 workers, the results of their study revealed that hazardous and unfavorable working conditions significantly affect how employees feel about their work environment (Arnoux-Nicolas et al., 2016). Per Arnoux-Nicolas et al. (2016), negative feelings spawned by unfavorable working conditions significantly contribute to employees deciding whether to leave their employer (Arnoux-Nicolas et al., 2016). To this end, Hur (2018) warned that employees experiencing needs deficiencies will regress from their work, causing an imbalance between the employee's contributions and the organization's goals and objectives. Hence, failure to meet employee's safety and security needs can have detrimental organizational outcomes.

Integrating safety and security measures into the organization could lead to positive outcomes. For example, achieving personal and organizational goals (Calk & Patrick, 2017; Dial, 2017). Maximizing safety performance in the workplace is indicative that leaders and managers who go all-in with their employees strive for holistic

approaches that are likely to generate employee confidence, competence, autonomy, and unwavering commitment (Dial, 2017). The conversation underscoring safety and security is significant for managers wishing to reduce voluntary employee turnover within their organizations.

Social Needs/Belonging

The academic community has extensively explored employees' needs for belongingness. Maslow (1943) paralleled belongingness with social needs and needs of affection and affiliation. Kenrick (2017) echoed that belongingness translates into feelings of love and acceptance. However, Kenrick warned that what truly motivates an individual goes well beyond surface emotions. Several authors concurred that managers can effectively satisfy employee needs for belongingness by cultivating positive interpersonal relationships, promoting employee interaction and collaboration, and encouraging team membership (Calk & Patrick, 2017; Rahim & Jam'an, 2018). Moreover, Dial (2017) explained that individuals have an innate desire for belongingness. When employees feel accepted, respected, and protected, they will likely reciprocate those behaviors back to their employer.

Esteem Needs

Esteem needs encompass competence and reputation and are listed next to last on the needs hierarchy. Some scholars have argued that managers could help build an employee's self-confidence by providing opportunities for mastering skills through various work experiences (Ghulam & Nawaz, 2019). Ferreira and Potgieter (2018) agreed that giving employees additional responsibilities and career development opportunities

may increase employee commitment. In the retail sector, communication, collaboration, and cooperation are essential. Ghulam and Nawaz (2019) contended that cultivating employees' hard skills (skills needed to perform a particular task) and soft skills (people skills) are critical to developing employee competence and reputation. Employees show more confidence in their work when their skills are well-developed, thus boosting their esteem. Further, organizational leaders who strive to cultivate employees' hard and soft skills could experience more positive and sustainable relationships with internal staff members, new and existing customers, and external stakeholders in the retail sector.

Moreover, retail leaders might use various supportive resources to improve employee self-esteem. Ghulam and Nawaz (2019) posited that encouraging participation in mentoring programs, offering social persuasion through praise, and providing resources on stress management are effective ways to build employees' self-esteem. Lussier (2019) further added that Maslow's esteem needs denote one's autonomous desire to pursue achievement, adequacy, and competence. Conversely, Ghulam and Nawaz (2019) offer an alternative perspective, noting that esteem needs are more likely to generate a teamwork atmosphere than autonomy. Although scholars carry varying perspectives regarding the individual and organizational dynamics of esteem needs, Dial (2017) and Foster (2017) contended that managers should continue encouraging their employees and providing opportunities for them to excel in their work. By doing so, employees will experience a more positive self-image and increased confidence, encouraging them to reach their full potential.

Self-Actualization

Self-actualization is the highest need in Maslow's needs theory. To attain this level, sales managers need to understand that incentives help fulfill their associates' needs (Lussier, 2019). Reaching self-actualization comprises the employee's strong self-confidence and managerial efforts to motivate employees to adjust their behavior to do their best (Burhan, 2019). Some characteristics of an employee who has self-actualized include but are not limited to: (a) functioning autonomously, (b) showing appreciation to specific experiences, (c) being happy, (d) helping humanity, (e) ability to distinguish good from bad, (f) heightened creativity and (g) strengthened interpersonal relations (Burhan, 2019). It is significant for retail leaders to understand that satisfied employees exhibit higher performance, productivity, and loyalty (Salahuddin et al., 2015). Maslow (1943) posited that self-actualization embraces one's creativity, acceptance, and inner potential. Moreover, Burhan (2019) supported Maslow's assertion by postulating that self-actualization parallels with job satisfaction. In a study conducted by Burhan (2019), the researcher hypothesized that self-actualization significantly affects employee performance. Burhan (2019) used questionnaires and surveys on a sample of 150 employees to test the effects of self-efficacy (confidence), self-actualization, job satisfaction, and organizational citizenship behavior on employee performance. Burhan's (2019) conclusive analysis indicated that the variables mentioned above significantly influence employee performance. However, Burhan (2019) noted that further research is needed to assess the magnitude by which self-actualization, self-efficacy, and job satisfaction affect employee performance.

In contrast, it may not be enough for employees to reach self-actualization. Lussier (2019) proposed that managers should look beyond employee self-actualization and create conditions favorable for ongoing self-fulfillment. Burhan (2019) remarked that when an employee reaches self-actualization, they are more likely to exhibit positive social behavior, job satisfaction, and increased performance. Although the attainment of self-actualization is desirable, Stewart et al. (2018) postulated that it is the most difficult to achieve because it requires a significant level of involvement by management to help employees maximize their abilities and meet their full potential. Mishra and Mishra (2017) added that organizational leaders should recognize the multi-dimensional drivers of employee job satisfaction, such as having a sense of competence at work, progress, happiness, available career opportunities, increased responsibility, creativity, and healthy competition. This information may help managers employ effective strategies to reduce voluntary employee turnover within their respective organizations.

Assumptions Within Maslow's Hierarchy

It is important to identify the assumptions within the needs hierarchy to understand the tenets underpinning this framework. Hence, three core assumptions within Maslow's hierarchy of needs should be recognized, (a) individuals have five needs goals arranged in a hierarchical level of prepotency, (b) each level of needs must be met from the bottom upwards, and (c) each level of needs must be satisfied before progressing to the next (Maslow, 1943; Stewart et al., 2018). Although Maslow (1943) and Acevedo (2015) postulated a likely progression of the needs from the bottom upwards, the authors suggested that this progression is not definitive. Notably, employees might find greater

fulfillment from other needs within the hierarchy. For example, Monnot (2018) argued that employees might be more apt to commit to their employer based on competence, which involves developing critical skills associated with their careers. Monnot (2018) also mentioned that positive individual behavior could manifest as one seeks greater well-being and work engagement through autonomy. Attempting to stimulate employees homogenously might not lead to the retail managers' anticipated results. Nonetheless, managers desiring to improve employee satisfaction and minimize turnover could use Maslow's hierarchy of needs theory to better understand the physiological, psychological, and self-fulfillment needs of human behavior to help employees maximize their potential.

Application of Maslow's Theory

Within an organizational setting, the managerial application of Maslow's hierarchy of needs might benefit the organization. For example, applying the needs hierarchy could improve company culture, employee performance, and management performance (Stewart et al., 2018). Scholars agreed that a well-developed organizational culture mitigated employee turnover (Mamun & Hasan, 2017). Moreover, when there is harmony between organizational goals and employee values, employers are more likely to attract those individuals who are a good fit for the organization (Ivanova & Kokina, 2016; Mamun & Hasan, 2017). Employees whose values misalign with their organization could experience value conflicts and eventually lead to dissonance (Hannah et al., 2016). Maintaining a healthy organizational culture reduces physiological and psychological risks, leading to greater employee satisfaction and strengthened commitment to the

organization (Arnoux-Nicolas et al., 2016; Mamun & Hasan, 2017). Managers must ensure a healthy organizational culture.

Leaders desiring to improve organizational performance may apply Maslow's hierarchy of needs to drive positive employee behavior, improve service quality, support organizational stability, and strengthen employees' loyalty to the employer. Stewart et al. (2018) contended that applying Maslow's hierarchy could help managers control the workplace climate by ensuring employees' psychological well-being. For example, an employee's level of meaningfulness towards their work could satisfy social and emotional bonds (Walumbwa et al., 2019). In effect, leaders could improve organizational performance by supporting employee's psychological needs.

Additionally, employees who find meaning in their work and are happy with their jobs are less reluctant to leave their employers and perform higher. Notably, increased performance and productivity help retail leaders achieve sales objectives and enable the organization to maintain financial health and stability (Lee & Ha-Brookshire, 2017; Rahim & Jam'an, 2018). Walumbwa et al. (2019) further posited that managers could enhance work meaningfulness by setting clear objectives and ensuring that personal and organizational goals are attainable. Of equal importance, implementing appropriate and effective policies and procedures can reinforce the retail leader's efforts to cultivate a safe and healthy work environment, leading to improved service climates.

Both Maslow's theory and Herzberg's theory contained similar attributes highlighting the core of human needs and fundamental desires guiding positive employee behavior. To summarize, conditions stimulating positive employee behavior might

include but are not limited to job satisfaction, productivity, goal achievement, healthy interpersonal relationships, and organizational commitment (Cho et al., 2017; Habib et al., 2017; Rahim & Jam'an, 2018). To ensure employee happiness, productivity, and loyalty, retail managers must understand what motivates personnel (Cho et al., 2017; Habib et al., 2017; Rahim & Jam'an, 2018). Regularly engaging with employees by conducting needs assessments and integrating supportive resources to promote positive employee behavior will lead to a more efficient, stable, and sustainable workforce.

Vroom's Expectancy Theory

An alternate perspective to Herzberg's two-factor theory is Vroom's expectancy theory. Vroom (1964) asserted in his seminal work that effort and productivity are directly correlated, resulting in the attainment of a desirable reward as the individual achieves positive outcomes. Furthermore, Vroom (1964) posited that the individual would be satisfied due to their role in personal goal-setting and reward processes. This phenomenon, coined as expectancy theory, highlighted three components: valence, expectancy, and instrumentality. As Vroom's theory focused on how individual choices are used to maximize pleasure, Van Eerde and Thierry (1996) pointed out that valence, expectancy, and instrumentality are the basic components driving productivity, goal commitment, and employee motivation. Van Eerde and Thierry suggested that integrating rewards and incentive programs encourages employee commitment within their respective organizational roles. To that end, Baciu (2017) noted that engaging employees within the workplace by creating enriching and rewarding professional experiences could improve employee satisfaction, thereby reducing employee attrition.

Implementing effective retention strategies might help organizational leaders stabilize the work environment. Vroom (1964) postulated that the integration of rewards and incentives stimulates performance and encourages employees to attain personal and professional goals. Employees might be less inclined to quit their jobs when managers implement rewards and incentives as strategies to reduce voluntary employee turnover (Baciu, 2017). Benson (2017) further argued that sharing the vision with employees and aligning organizational goals and objectives are imperative for retail managers to drive employee satisfaction, productivity, and goal attainment. Vroom's expectancy theory points towards a working relationship between the employee and the employer (Vroom, 1964). Harris et al. (2017) conducted an expectancy framework study of how workers are motivated. Accordingly, Harris et al.'s findings supported the expectancy, instrumentality, and valence of the framework, indicating that work effort and productivity significantly improve when employees are highly motivated.

In the same vein, retail managers find that strong communication with employees motivates them by supporting efforts, performance, and outcomes. Harris et al. (2017) noted that implementing clear communication channels may help motivate employees and identify gaps in performance goals. Additionally, Ranganathan (2018) postulated that strong communication and employee training programs might significantly improve human capital, thus encouraging employees to remain in their jobs. Retail managers should consider implementing effective communication channels to raise employee engagement and improve business outcomes.

Vroom's expectancy theory presented the idea that people are motivated for various reasons and exert more effort contingent upon how desirable the reward of the outcome might be. Beiu and Davidescu (2018) conducted a study of Romanian employees, highlighting the versatility and applicability of Vroom's (1964) expectancy theory. The researchers suggested that motivated employees experience higher job satisfaction and greater goal achievement, leading to reduced employee turnover. The findings from Beiu and Davidescu supported expectancy theory, proving that workers are not motivated homogeneously. Beiu and Davidescu pointed out that motivated employees experience higher job satisfaction and more achieved goals, leading to increased employee commitment. The findings from this study supported the expectation, instrumentality, and valence components of Vroom's expectancy theory, providing that workers are motivated for different reasons. Lai and Gelb (2019) added that satisfied employees are likely to give high-quality customer service and go far beyond their roles to improve organizational design, schedules, and policies. Beiu and Davidescu maintained that employees would desire to know how quickly they can accomplish set goals to support their employers' objectives despite employee's motivational drivers.

Wisdom (2018) said investigating the dynamics of the managers' influence on driving organizational outcomes showed that managers acknowledged the importance of engaging with employees. Wisdom concluded that communicating expectations and ensuring desirability is imperative in promoting employees' job satisfaction leading to reduced employee turnover. Vroom's expectancy theory might be at the forefront of employees' personal, professional, and psychological growth, holding that employees

desire to be supported, empowered, and instrumental in decision-making regarding their jobs (Sachau, 2018). Retail managers should understand that they are influential in building positive employee-employer relationships.

Managers who do not understand employee behavior or meet employee's needs could find themselves with a frustrated workforce. Lloyd and Mertens (2018) argued that managers struggling to meet their employees' needs could lead to more dissatisfied employees and increased voluntary employee turnover. In effect, Lloyd and Mertens noted a growing need for managers to apply expectancy theory to retain key workers. Leonina (2017) further contended that organizational leaders consider employee's individual needs with a focus on effort, performance, and rewards. Retail managers choosing to implement Vroom's expectancy theory to reduce voluntary employee turnover should contemplate the effects of employee effort, performance, and rewards at both the employee and organizational levels.

Job Satisfaction

Job satisfaction was instrumental in stimulating employee behavior towards positive organizational outcomes, whereas voluntary employee turnover negatively impacted organizational outcomes. Sanjeev (2017) suggested that employee turnover could lead to decreased sales, strained customer relationships, weakened business continuity, and lower organizational effectiveness. To better understand how managerial effectiveness affects employee satisfaction, Chaudhary and Srivastava (2016) conducted a quantitative study to examine this phenomenon. Using the Managerial Effectiveness Scale, the researchers collected data from 273 retail employees with various operating

functions. From this study's findings, the researchers determined a significant relationship between managerial effectiveness and employee satisfaction. Chaudhary and Srivastava pointed out that job satisfaction stimulates employee involvement and commitment while reducing dissatisfaction, absenteeism, and turnover. The drawback of this study was that positive social relationships were perceived to influence job satisfaction.

However, some scholars believe that positive social relationships do not affect job satisfaction. In particular, Herzberg et al. (1959) illustrated that improving hygiene factors such as supervisor quality does not lead to job satisfaction but decreases job dissatisfaction. Nonetheless, organizational leaders should recognize that effective management serves as an extrinsic motivator, drawing employees farther away from feelings of dissatisfaction. As a result, satisfied workers are more likely to exhibit positive employee behavior.

Job satisfaction was pertinent to the overarching research question because satisfied employees can lead to greater organizational stability, productivity, and profitability. According to Rahman et al. (2017), employees experiencing job satisfaction are more apt to become high performers, and as a result, will want to remain committed to their employers. However, Chaudhary and Srivastava (2016) expressed that employees' attitudes and opinions might be subjective concerning job satisfaction. Their viewpoints stem from job satisfaction as being multidimensional based upon each individual's cognitive processes. Chaudhary and Srivastava contended that subjectivity represents one's overall feelings, influencing satisfaction and employee behavior. Likewise, Cho et al. (2017) expounded on the importance of understanding the impact of

emotions on turnover. For instance, an emotionally attached employee may find it more difficult to leave their employer, even amid unfavorable circumstances (Cho et al., 2017). Conversely, Cho et al. and other scholars agree that an emotionally exhausted employee might experience burnout, lower job satisfaction, and dissonance, which could eventually lead to turnover (Cho et al., 2017; Hannah et al., 2016). Being attentive to employees' emotional state through consistent social activities and engagement could improve the quality of the employee-employer relationship and lead to lower levels of job dissatisfaction.

With this in mind, employee emotions are complex and could significantly affect a worker's satisfaction level. Patel et al. (2018) mentioned that job insecurity, broadening work-role relationships, and increased demands can heighten psychological distress in employees. Patel et al. further argued that psychological distress could lead to poor customer service, lost productivity, increased call-ins, and no-shows. Stewart et al. (2018) echoed that emotional exhaustion could stem from a climate of fear or workplace instability. The proper managerial support can mitigate emotional exhaustion and cultivate employee's needs. Hence, it would behoove retail leaders to understand that an employee's job satisfaction levels may be contingent upon a combination of mental, physiological, and natural circumstances.

Some scholars suggested that various factors drive job satisfaction. For instance, Habib et al. (2017) postulated that autonomy, increased job responsibilities, and growth opportunities were notable reasons workers demonstrated positive behavior towards their organization. Whereas Murray (1938) purported that individuals have distinct needs

when it comes to satisfaction. Specifically, an employee's needs might involve workplace stability, consistency, regular pay, and job security (Olubiyi et al., 2019). Intrinsically, employees might be motivated to strive for higher performance levels and loyalty to their organizations when given opportunities for career growth and attainment of personal and professional goals (Rahman et al., 2017; Salahuddin et al., 2015). It is noteworthy to highlight the relevancy of intrinsic values as they point to Herzberg's two-factor theory's satisfiers or motivators. Acknowledging the significance of intrinsic and extrinsic motivators and understanding their application can offer managers strategic insight into retaining their most valuable employees.

Contrasting arguments must be emphasized regarding potential drivers of job satisfaction present within the extant literature. Alhmod and Rjoub (2019) argued that it would not help organizations to rely solely on every possible financial reward for their employees because there is no guarantee of how the employee will be affected. In their quantitative study, Alhmod and Rjoub employed a questionnaire to a sample of 500 banking employees, seeking to examine how intrinsic, extrinsic, and social rewards impact employees' attitudes and commitment towards their employers. More specifically, their research illuminated whether financial incentives stimulate positive employee behavior. The results indicated that although a culmination of intrinsic, extrinsic, and social rewards is needed to promote job satisfaction and commitment, financial incentives, in particular, are not always practical due to the diversity of individual needs.

Financial incentives were used to encourage productivity and loyalty. Kartika and Purba (2018) claimed that financial incentives drive employee satisfaction and

commitment. Furthermore, Herzberg et al. (1959) advocated for reward classification because of an individual's unique needs and desires. To this end, employees might experience greater satisfaction and more substantial commitment towards their employers when various incentives are present.

Academic researchers define job satisfaction and organizational commitment from varying perspectives. For example, using Herzberg's theory as the theoretical approach to understanding factors affecting employee job satisfaction, Rahman et al. (2017) hypothesized that there would be a significant relationship between hygiene factors and job satisfaction and a significant relationship between motivators and job satisfaction. After surveying 318 insurance salespeople, the researchers discovered that hygiene factors and motivators relate to job satisfaction. Hence, supporting Herzberg's theory. However, Rahman et al.'s study suggested a contingency factor exists between satisfaction and commitment, if employees are satisfied, they will become committed.

Commitment could precede positive behavior. Taba (2018) proposed that employees might become committed to the organization before showing positive behavior. Despite these varying perspectives, it is evident that an interrelationship exists between job satisfaction and organizational commitment. Scholars further concurred that employee satisfaction and organizational commitment could effectively reduce voluntary employee turnover (Rahman et al., 2017; Taba, 2018). Being attentive to drivers of job satisfaction could prevent retail leaders from overlooking effective ways to bring about positive employee behavior.

Because salespeople are actively involved in the selling process, they may strive to grow personally and professionally. Herzberg (1974) articulated that personal growth is the end goal of the motivators. Other scholars agreed that employees with increased job satisfaction might exert more effort to meet the organization's goals (Kartika & Purba, 2018). Attainment of organizational goals is essential because meeting benchmarks such as sales volume, sales quotas, and customer loyalty are imperative for retailers to survive and is unattainable without a committed workforce. Scholars agreed that when employees are satisfied with various aspects of their jobs, they are more likely to have a stronger intent to stay with their employers and a lower intent to leave (Kartika & Purba, 2018). Notably, when desirable rewards by the employer are present, employees may become intrinsically motivated. Wherefore, the expectancy of desirable outcomes, along with the effort exerted by the employee, is associated with Vroom's expectancy theory, the opposing theory of this study.

Organizational leaders should focus on job satisfaction. Per Chaudhary and Srivastava (2016), how employees feel about their jobs affects their attitudes and how efficiently and effectively they execute their job functions. As mentioned earlier, Chaudhary and Srivastava's research surrounding managerial effectiveness and employee job satisfaction underscored the situational nature of satisfaction. Scholars agreed that supervisors and managers play a pivotal role in establishing and maintaining a healthy and productive working atmosphere, which encourages creativity and innovation among workers and stimulates competitive spirit (Chaudhary & Srivastava, 2016; Mokhniuk &

Yushchyshna, 2018; Rahman et al., 2017). Retail leaders should recognize that employee's feelings and attitudes could be shaped by the working environment.

Managers and organizational leaders who cultivate a dynamic work atmosphere generating excitement, momentum, and a sense of accomplishment may support devoted and hard-working employees. Rahman et al. explained that managers could make a positive difference in satisfying employees by giving them responsibility, allowing them to work autonomously, and holding them accountable. Chaudhary and Srivastava (2016) agreed that employees who are competent to perform their jobs could experience greater job satisfaction. In effect, employee loyalty, customer commitment, and reduced turnover could result from those who find joy and fulfillment within their work roles.

From the existing literature, organizational leaders gathered that some employees experience increased satisfaction when given advancement opportunities. According to Herzberg et al. (1959), advancement opportunities are related to motivators or satisfiers. Hence, it is with the understanding that motivators produce satisfaction and encourages the employee to perform optimally. In the same vein, Olubiyi et al. (2019) contended that satisfied employees are more likely to positively associate themselves with their organization and exhibit more constructive work-related attitudes and behaviors. Conversely, employees may experience decreased job satisfaction when intrinsic motivators, such as promotional opportunities, are minimal or absent (Chaudhary & Srivastava, 2016). Retail managers and organizational leaders who support employee's initiatives to grow and advance will reap the benefits of employee loyalty, increased sales

and productivity, and a knowledgeable and high-performing workforce, all of which are vital to sales-driven organizations.

Organizational leaders recognized that an employee's characteristics may potentially impact how they respond to intrinsic or extrinsic factors. Olubiyi et al. (2019) asserted that attitudes, values, and behaviors are interconnected. To this end, an employee's behavior could reflect one's value system. Preliminarily, managers could assess an employee's values to determine if they are a good fit for the organization. Since positive interpersonal relationships are one of the facets of intrinsic motivators, organizational leaders should be cognizant that a family-oriented work environment could support some employees' needs to be satisfied (Chaudhary & Srivastava, 2016; Olubiyi et al., 2019). Moreover, Olubiyi et al. stressed that the compatibility between managers and employees could help organizational leaders better predict employee job satisfaction and turnover. In effect, employees who share similar value systems as the organization are more likely to be driven towards organizational commitment, performance, and achievement.

Job Dissatisfaction

Numerous factors might lead to job dissatisfaction. Some scholars posited that poor change management, supervisor quality, inadequate salary and minimal working hours might lead to employee dissatisfaction (Chaudhary & Srivastava, 2016; Rafferty & Minbashian, 2019; Rahman et al., 2017). Herzberg referred to dissatisfiers as hygiene factors and includes working conditions, interpersonal relationships, policies and rules, supervisor quality and base wage and salary (Herzberg, 1974). Improving hygiene factors

has no direct benefit on job satisfaction. Rather, improving hygiene factors minimizes job dissatisfaction (Herzberg, 1974). Managers should strive to remove hygiene factors which could reduce employee dissatisfaction and mitigate feelings of employee withdrawal.

The extrinsic nature of hygiene factors must be recognized. Kurtika and Purba (2018) underscored work-life quality, job attitude and person/organization fit as external factors affecting job dissatisfaction. Ann and Blum (2020) added that when effective supervision is lacking, job dissatisfaction is increased. According to Ann and Blum, job dissatisfaction had a significantly negative effect on turnover which corroborated Herzberg's two-factors theory. Thant and Chang (2021) noted that satisfied employees are committed employees, whereas Alrawahi et al. (2020) posited that when dissatisfiers are present, employees are more likely to separate from their employer. Retail managers should ensure high supervisory quality as one way to greatly reduce employee dissatisfaction.

Job dissatisfaction adversely affects organizational growth and development. For example, when employees do not feel safe and supported at work, productivity decreases (Alrawahi et al., 2020; Thant & Chang, 2021). Using a mixed method approach, Alrawahi et al. (2020) explored what factors satisfy or dissatisfy employees. Alrawahi et al. found that employees received greater satisfaction with the presence of healthy interpersonal relationships and growth opportunities. Interestingly, Alrawahi et al. determined that interpersonal relationships led to job satisfaction, opposing Herzberg's two-factor theory that interpersonal relationships are hygiene factors. Alrawahi et al. also

discovered that increased dissatisfaction occurs when there is an absence of balanced workload, fair pay and a safe working environment. Li et al. (2019) noted that supportive coworkers are important to maintaining a balanced workload and a positive working environment. Further research is needed to identify if there is a significant interrelationship between motivation and hygiene factors. Nevertheless, retail leaders should be aware that when hygiene factors such as workload, pay and work environment are removed, employees may be less motivated to perform due to the psychological stronghold of dissatisfaction.

There are varying arguments on what satisfies or dissatisfies employees. For example, some scholars argued that satisfiers and dissatisfiers may be subject to employee tenure, occupation or geographic location (Ann & Blum, 2020; Thant & Chang, 2021). Using a self-administered survey, Ann and Blum collected data from employees 55 years and older who were working in the hospitality industry. Ann and Blum found that senior employees did not receive satisfaction from achievement, advancement or responsibility, which could indicate that these predictors may serve as hygiene factors. Thant and Chang added that some geographic locations support a family-oriented culture, whereby interpersonal relationships affected both satisfaction and dissatisfaction. This unique feature surrounding geographic location may be due to some employee's desire to maintain a communal culture within the workplace. Retail leaders should seek to uphold equity and transparency while maintaining a family-oriented culture which could limit the level of dissatisfaction experienced by employees.

Some organizations might experience bias, favoritism or discrimination. Thant and Chang (2021) stated that if employees perceive to be ill-treated due to bias, favoritism or discrimination, they could become dissatisfied. Herzberg et al. (1959) proposed that policy and rules are hygiene factors and do not result in job satisfaction. Herzberg argued that hygiene factors such as policy and rules may result in employees having feelings of dissatisfaction or no dissatisfaction. Madsen (2020) agreed that hygiene factors such as organizational policies, must be met to prevent dissatisfaction. Organizational leaders should consider re-evaluating existing legislation to address any potential dissatisfiers. Doing so may lead to a less discouraged workforce, allowing employees to be receptive to improvements towards motivation and job satisfaction.

The value of motivators and hygiene factors may differ between public and private sectors. Scholars within the academic community found that public employees in the state of Florida in the U.S. were more inclined to value hygiene factors than private sector employees (Thant & Chang, 2021). Conversely, Hur (2018) recorded that hygiene factors were not as valuable to public employees in the states of Georgia and Illinois in the U.S. Hur also mentioned that application of Herzberg's theory within the field of public administration is limited and further research using Herzberg's theory in the field of public administration is welcomed. Exact reasoning as to why the differences between public and private sector managers exists remains unclear.

Some scholars continue to explore the field of public administration. Thant and Chang (2021) interviewed public employees in the Ministry of Border Affairs in Myanmar and discovered that public employees tend to value a family-oriented culture.

The results of the study were indicative that hygiene factors affected both satisfaction and dissatisfaction (Alrawahi et al., 2020; Thant & Chang, 2021). There was an identifiable discrepancy as Herzberg et al. (1959) argued that hygiene factors do not affect employee satisfaction. As mentioned earlier in this review, some employees may tend to value factors such as working conditions and policymaking that supports a strong, family-focused culture (Alrawahi et al., 2020; Thant & Chang, 2021). With varying perspectives between public and private employees, Ann and Blum (2020) suggested managers employ surveys to identify worker's attitudes towards their work environment and existing policies. Doing so may help organizational leaders better understand employee's concerns and make necessary modifications to support the family relationship and minimize dissatisfaction.

Organizational Commitment

Organizational commitment involves psychological, emotional, and behavioral processes to which retail managers and organizational leaders should be attentive. Lazaroiu (2015) argued that satisfying events such as recognition, promotion, and growth opportunities could strengthen employees' commitment to their organization. Notably, these satisfying events align with Herzberg's motivators. Motivators such as recognition, promotion, and growth, in addition to preventative and environmental work conditions, are instrumental in developing a healthy motivation-hygiene profile, in effect, positively impacting organizational commitment (Herzberg, 1974; Luz et al., 2018). Moreover, organizational commitment derives from emotional and cognitive participation and should integrate effective measures to retain human capital (Luz et al., 2018). Retail

leaders should note that committed employees could lower absences, improve performance, and increase productivity.

Managers are instrumental in affecting organizational commitment. Turnea (2018) suggested that the manager's direct efforts to meet employee needs could promote organization commitment, motivation, and involvement. Turnea used a survey questionnaire to examine how intrinsic and extrinsic rewards could affect organizational commitment. Turnea found that employees' satisfaction and organizational commitment are significantly impacted by compensation, benefits, work-life balance, performance and recognition, and development and career opportunities. Various researchers underscored that organizational leaders' failure to implement drivers stimulating organizational commitment could inadvertently cause psychological, physiological, and emotional distress to employees, resulting in dissatisfaction and increased voluntary employee turnover (Carter et al., 2019; Judd et al., 2017). Ranganathan (2018) added that increased voluntary turnover not only caused the organization to suffer from inflated recruitment costs, but workforce diversity also diminished. It is notable to mention reduced diversity because the lack thereof could impact some remaining employees' psychological and emotional states surrounding belongingness and camaraderie. Organizational leaders should recognize that strengthening psychological and emotional bonds between the employer and the employee could result in receptive behavior and more favorable attitudes towards organizational commitment.

In reviewing the extant literature, the retail industry can be stressful and unpredictable. Hence, researchers allude to organizational commitment drivers as

challenging and necessary (Cho et al., 2017; Ongaki, 2019). For example, Ongaki pointed out that work-family conflicts continue to be problematic. Researchers have opined that organizational leaders' failure to address the existence of work-family conflicts and refusal to offer mitigation and resolve might result in harmful organizational outcomes such as strained organizational commitment (Mamun & Hasan, 2017; Ongaki, 2019). However, Ongaki employed a quantitative, non-experimental study to investigate the work-family conflict to achieve a richer understanding. Using a questionnaire survey on 237 workers with flexible working arrangements, Ongaki examined inter-role conflicts and how those conflicts translate into organizational outcomes. Ongaki's findings showed a statistically significant relationship between flexible working arrangements and organizational outcomes. In effect, retail managers should consider that some employees may welcome flexible working arrangements, thereby reducing stress, increasing satisfaction, and improving employee's overall commitment to their employer.

For this reason, employees who are intentionally motivated by their employer may experience greater loyalty and affection towards the organization. Li et al. (2018) suggested this could be due to increased positive emotions. With a sharp focus on employees, organizational leaders should consider fostering operative, motivational processes where employees might be less inclined to leave the organization (Caesens et al., 2016). Similarly, Li et al. (2018) noted that employees who felt acknowledged by and listened to by their superiors were more likely to be committed. Conversely, some less committed employees may sway towards abandoning their employers due to overwhelming feelings of negativity. Hence, retail managers and organizational leaders

who strive to cultivate salespeople's positive emotions and feelings could be instrumental in promoting constructive employee behavior.

Moreover, the importance of improving organizational commitment through strategic business practices is worth emphasizing. Halter et al. (2017) posited that various factors triggering voluntary employee turnover could have negative social and organizational implications. The literature is indicative that high levels of voluntary employee turnover could create distress throughout the entire organization (Lee et al., 2018). Furthermore, Lee et al. (2018) emphasized that excessive turnover could cause a negative, trickle-down effect by increasing workload for existing employees, disrupting timely and quality products and services, and hampering customer relations. Notably, such negative consequences could put the remaining employees' willingness to remain with their employer at significant risk. Retail leaders should be vigilant to safeguard against negative factors that could threaten employees' attitudes and behaviors towards organizational commitment because protecting valuable workers' skills and knowledge is critical for organizational success.

However, fostering organizational commitment remains a fundamental issue needing to be addressed and mitigated effectively. Some scholars have posited that organizational commitment involves a sense of self, attachment, loyalty, and belongingness (Li et al., 2018; Olubiyi et al., 2019). Moreover, Taba (2018) postulated that a cause-and-effect relationship exists between job satisfaction and organizational commitment. Employees committed to their jobs due to motivators and hygiene factors tend to be more satisfied, productive, and driven towards sustainable business practices

(Taba, 2018). To that end, Kartika and Purba (2018) posited that the higher level of commitment an employee has, the less likely the employee would voluntarily leave the organization. Organizational leaders might recognize that an employee's organizational commitment improves when there are personal growth opportunities, supportive resources for job completion, effective leadership, and a positive work environment (Taba, 2018). Retail managers could better identify the role an employee's work achievement has on organizational commitment by instilling supportive resources into the work processes and cultivating a positive work environment.

Notably, internal and external factors might cause retail leaders to shift priorities. For example, Rustamadji and Omar (2019) suggested that managers are becoming more inclined to focus on organizational commitment due to rapid growth and increasing competition within the economy. Kartika and Purba (2018) used a theoretical approach to understand and analyze the mediating effects of commitment on employees' job satisfaction and turnover intentions. Using a cross-sectional survey based on the Job Descriptive Index Scale and the Affective Commitment Organization Questionnaire, the authors found that affective commitment curbs employees' thoughts of leaving, looking for work elsewhere, or ultimately resigning. Based on the job demands resource (JD-R) model and surveying 623 employees within private sector organizations in Korea, Kim (2017) found that employees with a gratifying and positive state of mind towards their employer display higher energy levels and greater enthusiasm towards their jobs, in effect becoming deeply involved in their field of employment. Energized, committed, and

engaged employees perform more efficiently and improve the organization's overall sustainability over the long term.

Failure to address organizational commitment may present a flawed perspective on the complexities of voluntary employee turnover and how those problematic influencers might be alleviated. Rustamadji and Omar (2019) pointed out that more committed employees tend to have lower absenteeism rates and are very well motivated towards their jobs. With that in mind, retail managers should be aware of the consequences of absenteeism as call-ins and no-shows can severely disrupt sales benchmarks and customer service commitments. Kim (2017) noted that involved workers who show up and perform optimally could influence various organizational outcomes, such as job and financial performance, turnover intentions, customer satisfaction, profit, and safety. With this in mind, a lack of involvement could lead to a lack of commitment, resulting in negative organizational consequences (Kim, 2017). Hence, empowering employees through increased knowledge, skills, and competencies may result in higher self-efficacy and a sense of personal achievement. As a result, achievement may produce self-actualization, the highest self-fulfillment needs in Maslow's needs theory, the supporting theory in this study.

Employee Motivation

Building an efficient motivation system requires managers and organizational leaders to explore applications and implications based on business practice. Some scholars defined motivation as a psychological driver determining the direction, intensity, and persistence of effort and is rooted in the behavioral sciences to recognize the

underlying motives of human behavior (Dhliwayo & Mafini, 2017; Findsrud et al., 2018). Lai and Gelb (2019) argued that managers might be neglecting the most valuable tools to motivate salespeople, thus reiterating that only some aspects of a job may satisfy or motivate the employee. Based on Herzberg's two-factor theory, Lai and Gelb developed a questionnaire, extracting data from 176 sales reps from 154 companies across various industries to better understand how some aspects of the job affect motivation and commitment. The researchers found that satisfiers such as tasks, organizational reputation, support, and workload positively impacted commitment and employee loyalty. Some scholars agreed that hygiene factors such as the absence or presence of conflict within the work environment are incapable of leading to satisfaction but may only lead to dissatisfaction or no dissatisfaction (Herzberg, 1974; Lai & Gelb, 2019). Some managers may not find a significance in motivational payoff by investing more in hygiene factors.

There are varying perspectives regarding compensation. Lai and Gelb (2019) commented that pay as a motivator continues to be consistent with historical research. However, other scholars within the academic community posited that monetary rewards are not always available within the public and private sectors (Honkaniemi et al., 2015; Mokhniuk & Yushchyshna, 2018). Furduescu (2017) argued that employees may not be working solely for financial gain but may also desire achievement, professional development, and positive interpersonal relationships. Specifically, Furduescu's assessment of staff motivation underscored three forces of influence on staff motivation: external forces, internal forces, and early forces. External forces include sources from the

work environment, organizational culture, management style, and work type and may positively influence staff motivation. Internal forces involve an individual's will, desire, values, and personal goals that influence staff motivation on a moderate level. Lastly, early forces are those sources of motivation one develops in the formative years of life, such as family size, childhood experiences, parents, and genetic influence. However, these early forces do not have a significant level of influence on staff motivation (Furduescu, 2017). Organizational leaders might find that honing in on external and internal forces could motivate employees.

Although prior research confirms extrinsic and intrinsic motivators as reflective of Herzberg's two-factor theory and Maslow's hierarchy, the academic community is sparse concerning early motivation forces. Furduescu's idea may also be partially consistent with Vroom's theory of expectancy, which Baciu (2017) highlighted as the expectation of individual effort driven by desirable rewards related to achieving performance goals. As the contrasting theory of this study, Vroom (1964) posited that expectancy implies that a particular outcome will follow an act. In other words, for one to be motivated, there must be the belief that performance will lead to a desirable reward.

Some employees might experience an increase in motivation when managers are involved and exhibit strong communication. Hence, managers could recognize the extent to which employees leverage their knowledge and skills (Findsrud et al., 2018). For instance, Lai and Gelb (2019) found that when managers e-mailed their sales staff asking for a creative solution to a customer problem or openly commended sales teams and reps for a job well done, employees were inspired and exhibited positive behavior. Similarly,

Butt (2018) asserted that employees who are intrinsically motivated through job responsibility, recognition, and professional growth opportunities tend to perform better and are more satisfied, leading to reduced employee turnover and more significant organizational commitment.

Additionally, motivation may be considered goal-directed behavior. Specifically, Maslow's (1943) needs theory addressed the psychological aspect of employee motivation related to feelings of prestige and accomplishment. Per these motivational drivers, Maslow's needs theory supports Herzberg's (1974) two-factor theory, wherein recognition and achievement serve as satisfiers leading to motivated behavior. Thus, one could ascertain that psychological and cognitive processes determine substantial factors related to employees' loyalty.

The role of supervisors is vital in motivating employees to perform job-specific tasks. Since social relationships are needed for some employees to develop feelings of belongingness, managers should recognize that developing reciprocal relationships through knowledge sharing could build employees' self-esteem while contributing to organizational performance (Chang et al., 2015). In effect, employees may feel as if their superiors value their contributions; thus, leading to feelings of satisfaction with the work itself and personal achievement. Based on the Social Exchange Theory and Vroom's expectancy theory, Chang et al. argued that rewards, whether intrinsic or extrinsic, influence positive employee behavior. On the whole, managers should strive to motivate their workers (Stefanescu, 2019). In effect, managers who motivate their employees could experience positive organizational outcomes.

However, perspectives on what constitutes motivation may be subjective. Kantanen et al. (2017) posited that this subjectivity might be due to the rise of the heterogeneous nature of employee motivation. Furduescu (2017) argued that there are many reasons an employee may feel demotivated, such as a lack of clear objectives, inadequate supervision, feelings of injustice, and insufficient means to accomplish assigned tasks. Per Furduescu, managers should understand that stimulating employees homogeneously may motivate mediocre employees but demotivate effective ones. Managers must also be aware of sources leading to demotivation to counteract the adverse effects on their staff. For example, employees might also experience demotivation when managers apply hard enforcement actions (Mikkelsen et al., 2017). To better understand the relationship between managers' enforcement actions and employee perception and motivation, Mikkelsen et al. employed two cross-sectional surveys on a sample population of 1,190 teachers in Denmark. The researchers determined a significant relationship between employees' perceptions of hard or soft enforcement on employee motivation from their empirical study. Specifically, hard enforcement represents abrasive tactics such as monitoring and sanctioning to get workers to comply but could negatively affect employee morale. Hence, employees' behavioral responses may be contingent upon whether managerial interventions are controlling or supportive.

Controlling is effective when intrinsic motivators are suppressed. For example, Mikkelsen et al. postulated that by controlling, intrinsic motivators such as enjoyment, accomplishment, and satisfaction, are crowded out, resulting in a disciplining effect.

Notably, the psychological aspect of hard enforcement could negatively affect employee's intrinsic motivators such as self-esteem, job satisfaction, and mental well-being (Mikkelsen et al., 2017). Scholars have contended that supportive interventions such as autonomy, competence, and relatedness enhance intrinsic motivation, thereby improving performance benchmarks and more substantial organizational commitment (Lai & Gelb, 2019; Mikkelsen et al., 2017). Likewise, Mangi et al. (2015) maintained that the root cause of motivation and intention towards voluntary actions is in response to an employee's psychological process. Motivated employees are likely to exhibit goal-focused behavior, job contentment, and spirited and joyful performance, ultimately bringing success to the organization.

Ongoing Training and Development

Training and development programs are critical for reducing voluntary employee turnover. Ferreira and Potgieter (2018) administered the Organizational Commitment Survey and the Retention Factor Measurement Scale to 224 South African retail workers in their exploratory study. By examining the role of career adaptability on employee behavior, the researchers found that retail workers exhibited stronger loyalty to their employers when training and development opportunities were available. Some scholars described career adaptability as the mindfulness about one's career goals and abilities and readiness to cope with predictable and unpredictable organizational tasks (Chan & Mai, 2015; Ferreira & Potgieter, 2018). Per Ferreira and Potgieter, adequate training and development are necessary to ensure employee's confidence and belief in their ability to achieve career and organizational goals. Managers should recognize that failure to

implement ongoing training programs could negatively affect employee satisfaction and organizational stability.

Moreover, in a rapidly evolving retail environment, confidence in one's ability to achieve organizational objectives is vital. Chan and Mai (2015) noted that an employee's lack of career development could lead to actual turnover behavior. Furthermore, Ferreira and Potgieter (2018) added that the increase of rapidly changing technologies in the retail sector requires continual training for employees to perform their work tasks confidently. Verbruggen et al. (2015) understood that work insecurity is a job hindrance and may negatively impact an employee's job satisfaction and commitment to the organization. Employees who combat job insecurity due to little or no training may become less motivated and more inclined to quit their jobs.

When employees are confident in their job skills, they are more likely to perform better and maintain loyalty to their employers. Hong et al. (2019) purported that when employees perceive themselves to be experts in their job roles, they exude confidence in their abilities and positively influence team processes. At the same time, Chan and Mai (2015) argued that developing career-related skills drives job satisfaction and achievement. Ferreira and Potgieter (2018) understood that the more training employees have, the more they can excel in their roles. Per Herzberg (1974), achievement is the most significant intrinsic motivator for job satisfaction. Scholars agreed that when employees acquire training and knowledge, they feel empowered to work autonomously while also making themselves and their work environment better (Glišović et al., 2019;

Verbruggen et al., 2015). In effect, when employees' skills and knowledge strengthen, their satisfaction, motivation, and attitudes towards their jobs significantly improve.

Supportive Work Environment

A supportive work environment could help prevent environmental turbulence and improve employee commitment. Per Kurniawaty et al. (2019), managers who promoted a supportive work environment, helped to create a sense of security and employee empowerment. Through a quantitative study and survey methodology of retail associates in Punjab state, Goyal and Gupta (2016) sought to determine common problems employees face in the organized retail sector. The researchers found that job insecurity, boredom, non-motivation, and time-consuming tasks negatively impacted employees' commitment and attitudes towards their work environment. Some scholars suggested that organizational leaders should incorporate programs and interventions that foster engagement and all-inclusiveness to alleviate employee's feelings of frustration and discouragement (Arnoux-Nicolas et al., 2016; Goyal & Gupta, 2016; Timlin et al., 2018). According to Herzberg (1974), working conditions may reduce employee dissatisfaction but cannot motivate. Other constructs would have to be made available that could drive employee motivation and job satisfaction.

Leadership Styles

Effective leadership is essential to cultivating positive employee behavior and driving beneficial organizational outcomes. Domingues et al. (2017) posited that organizational leaders could influence or guide employee's behavior towards performance efforts by implementing goal-setting initiatives. However, Beiu and

Davidescu (2018) argued that individuals are not motivated towards organizational outcomes in the same ways. With this in mind, the academic community has demonstrated that workers do not respond to homogenous leadership (Apostel et al., 2017; Arici, 2018; Domingues et al., 2017). Notably, Domingues et al. emphasized that transactional and transformational leadership styles could have inverse effects on learning orientation and performance with attention to the retail environment. Specifically, employee learning and performance may strengthen through managers who exhibit transactional leadership styles; whereas, learning and performance may weaken through managers who exhibit transformational leadership styles (Domingues et al., 2017). Chaudhary and Srivastava (2016) commented that leadership could be instrumental in driving the execution of short and long-term strategies that support employee and organizational successes. For this reason, retail managers should be mindful of what leadership styles their sales staff are most receptive to concerning attitude, response, and behavior.

When leadership is authentic and positive, workers are more prone to perform optimally and respond favorably to their superiors. For instance, Arici (2018) examined the relationship between authentic leadership, perceived supervisor support, and turnover intentions on a sample population of 305 hotel employees in Turkey. Arici found that leadership associated with authenticity and positivism could help minimize harmful attitudes, behaviors, hostile intentions, and poor behaviors amongst staff members. Callier (2016) opined that when leaders add meaningfulness to employees' work, workers develop a stronger willingness to achieve organizational goals and perform exponentially

higher than projected. Arici's analysis is critical to identifying a leader's role in retaining human capital. To this end, managers should consider the effects of various leadership styles when applying strategies to reduce voluntary turnover.

Further, the academic community has extensively investigated transformational leadership. Sun and Wang (2017) suggested that transformational leaders project a shared vision amongst organizational members and seek to align goals between them and their employees. From Cheng et al.'s (2016) perspective, transformational leadership cultivated a positive team climate. Sun and Wang (2017) postulated that transformational leaders understood the importance of intrinsic motivation and seek to empower and encourage employees while building strong relationships and emotional attachments. Due to the fluctuating and sometimes uncertain nature of the retail environment, attentiveness to workers' emotions is vital and should integrate into the management process (Cho et al., 2017). Overall, managers should recognize that the transformational leader's ability to shape interpersonal relationships could improve employee goal attainment and thwart quitting behavior.

Transformational leadership may have an impact on turnover intentions. Callier (2016) articulated that transformational leadership directly affects turnover intentions and could significantly impact work-related attitudes and behaviors. Transformational leaders' behavior may intrinsically motivate employees through inspiration, influence, intellectual stimulation, and professional development, in effect improving employee's overall satisfaction and sense of belonging (Callier, 2016). Moreover, transformational leaders may also inspire employees to go above and beyond their regular job duties and motivate

them to pursue higher goals (Callier, 2016). Researchers agreed that transformational leadership could effectively mitigate employees' negative attitudes, thus regulating emotions and diminishing the probability of leaving (Callier, 2016; Cho et al., 2017). To this end, transformational leadership might be impactful for retailers wishing to exceed organizational benchmarks.

Certain leadership styles can predict job behavior. For instance, Apostel et al. (2017) suggested that the ability to predict employee behavior by employing effective leadership practices could enable leaders to integrate strategies to avoid actual turnover. Managers may choose to lead by showing appreciation towards their staff, recognizing achievements and qualities, and respecting employees (Apostel et al., 2017). Apostel et al. further maintained that when employees perceive disrespect by superiors, their self-esteem becomes threatened, and dissatisfaction occurs. Per Lazaroiu (2015), Herzberg's theory underscored the importance of intrinsic motivation as it may lead to job contentment. Organizational leaders could use motivational communication to boost employees' self-esteem, positively impacting their performance, satisfaction, and attitude towards their employer.

Voluntary Employee Turnover

Voluntary employee turnover could adversely affect organizational outcomes and remains a dominant concern for managers and organizational leaders. According to Herzberg et al. (1959), motivators such as self-development, opportunity, and achievement related to the work itself. In contrast, hygiene factors included job security, policy and procedures, and salary. When the motivation-hygiene scale deviates from the

norm, the diagnosis may reveal critical problems within the establishment (Herzberg, 1974). Scholars contended that a deviation from healthy motivator-hygiene factors results in escalated employee dissatisfaction, leading to consequential behavior such as voluntary employee turnover (Goyal & Gupta, 2016; Herzberg, 1974; Hur, 2018). Herzberg contended that grievances, accountability issues, and perceived injustice are negative consequences of turnover emitted by dissatisfied employees (Herzberg, 1974). Retail leaders must understand that fundamental support through training, managerial practices, and supportive resources is imperative in reducing voluntary employee turnover and the negative consequences.

The turnover phenomenon is a persistent challenge. Notably, Mamun and Hasan (2017) argued that financial burdens caused by high turnover might be devastating to the stability and sustainability of the organization, thus serving as a vital topic addressed by the academic community and organizational leaders. Conversely, Sanjeev (2017) pointed out that some effects of voluntary employee turnover could go beyond the direct costs of financial burdens and include indirect costs such as diminished customer loyalty, minimized business continuity, and reduced tacit knowledge. Mamun and Hasan contended that mitigating turnover by understanding what satisfies and dissatisfies an employee will help organizational leaders combat voluntary turnover. To alleviate some of the financial burdens organizations may face by the turnover phenomenon, organizational leaders must realize that it is less expensive to retain employees than to recruit, hire, and train new ones (Mamun & Hasan, 2017). However, prior studies have failed to evaluate what managers should do after involuntary turnover occurs.

Additionally, voluntary employee turnover could threaten economic growth. For instance, when an employee leaves, their position remains vacant until filled, causing a short supply of personnel and disrupting the flow of services and sales (Mamun & Hasan, 2017). As earlier noted, understaffing could lead to diminished quality of products and services, increased workload on remaining employees, and customer isolation (Lee et al., 2018). Moreover, organizational performance could suffer from employee turnover, making it difficult for employers to achieve economic and organizational goals (Ferreira, 2015). Retailer leaders should be vigilant in controlling turnover, as high turnover may also indicate the state of business operations.

Financial Burdens

Organizational leaders should not underestimate the financial burden of employee turnover. Researchers have argued that employee turnover is one of the costliest challenges facing organizations (Jarupathirum & Gennaro, 2018). Moreover, scholars have determined that it can cost an employer up to 200% of annual salary to recruit, hire, and onboard replacement workers (Lee et al., 2018). With these alarming figures in mind, Lee et al. also mentioned that any worker deciding to quit might ignite a turnover spiral encouraging others to quit, thus escalating the financial burden. Based on Herzberg's motivation factors, Jarupathirum and Gennaro surveyed 100 office workers in the Bangkok Metropolitan Region to examine how various factors of satisfaction influence employee turnover. The researchers found that when recognition programs, monetary incentives, and remuneration were low or absent, the employee's intent to resign significantly increased.

Consequently, insufficient revenue may be problematic. To illustrate, a lack of revenue may result from high voluntary turnover and reduce critical funds needed for organizational programs such as training and development, recognition and achievement, financial incentives, technological advances, and system improvements (Glišović et al., 2019; Kantanen et al., 2017; SHRM, 2020). Hence, Glišović et al. suggested that managers focus on employee recognition programs that underscore sincere praise as they are more economical than financial incentives. Nonetheless, it would be advantageous for organizational leaders to consider their financial and non-financial resources and tailor their retention strategies accordingly while simultaneously recognizing how their employees tend to be significantly motivated.

With this in mind, managers should acknowledge various costs associated with financial burdens. Notably, associated costs might include direct costs, indirect costs, and opportunity costs (Kang et al., 2018). Mamun and Hasan (2017) specified that direct employee turnover costs are related to recruitment and orientation of replacement workers and training and development to acclimate employees to their new roles. Mamun and Hasan added that indirect costs to the organization include education costs, diminished self-confidence, burdened workers, and strained interpersonal relations. It is essential to recognize the toll indirect costs can have on the workforce.

Opportunity costs are the personal and professional growth opportunities an employee forfeits if they decide to leave their employer. Some scholars suggested that opportunity costs might reflect a loss in time, money, effort, or resources and are generally underestimated (Weiss & Kivetz, 2019). For instance, when an employee

leaves the organization voluntarily, the opportunity costs might be in the form of lost wages or missed learning opportunities (Weiss & Kivetz, 2019). Learning opportunities are critical to employee skill development and drive towards self-actualization (Mamun & Hasan, 2017). Valuable opportunities such as earned wages and learning opportunities might be forfeited if the employee leaves the job. “Strategic thinking, change management and sustainability initiatives are essential for leaders to acknowledge and incorporate” (Sucharita, 2016, p. 106). The volatility of the retail market underscores the importance of aggressively addressing financial strongholds.

Retail leaders should pay special attention to the financial impact caused by dysfunctional turnover. Consequently, diminished profitability hinders organizational growth, impedes production, and overhauls operational costs (Jarupathirum & Gennaro, 2018). However, some scholars suggested that organizational leaders consider managing replacement costs through administrative efforts such as stabilizing personnel through long-term relationships (Kang et al., 2018). Kang et al. tested the relationship between turnover and replacement costs using the turnover-replacement cost mechanism. After collecting data from 224 South Korean firms, the researchers found that turnover negatively affects replacement costs, which can vary depending on firm size and industry over time. However, researchers within the academic community have thoroughly maintained that excessive turnover negatively impacts organizations and overall business practices with no regard to size or industry sector (Ferreira & Almeida, 2015; Jarupathirun & Gennaro; Kim & Hyun, 2017). Managers must be aware that excessive turnover can have severe repercussions on the organization.

With that in mind, effectively managing resource allocation is vital. Some scholars have argued that organizational leaders should manage resource allocation as their understanding of turnover and replacement costs enhances (Kang et al., 2018). Mamun and Hasan (2017) suggested that organizational leaders take the initiative to analyze potential threats to business operations and employee morale. After that, managers should determine timely solutions and effective mitigation strategies (Mamun & Hasan, 2017). Realizing mounting replacement costs resulting from employee turnover should convict managers and organizational leaders to make better organizational and operational decisions and sound financial choices (Kang et al., 2018). Indeed, the multi-faceted nature of financial burdens underscores the complexity of costs associated with employee staff turnover.

Economic Progression

The health of the global economy is in many ways, impacted by the retail sector. As the retail industry evolves, leaders have recognized its economic contribution (Ghosh & Sharma, 2020). For example, Ghosh and Sharma identified textiles, processed goods, and agricultural and horticultural produce as vital subsectors of retail trade. Additionally, retail trade includes subsectors such as retail banks, family firms, car dealers, and food and beverage stores (Bureau of Labor Statistics, 2020; Kubica & Szarucki, 2016; Roberts-Lombard & Reynolds-de Bruin, 2017). Roberts-Lombard and Reynolds-de Bruin argued that superior quality of retail goods and services results from employee training, development, and skill enhancement. Hence, various subsectors present plenty of opportunities for diverse employment by hiring employees with various knowledge,

skills, educational background, and experiences (Bureau of Labor Statistics, 2020; Kamarulzaman et al., 2015). Retail managers who understand and employ such constructs will build a more substantial competitive advantage.

Certain economic conditions could fuel unhealthy turnover. For instance, if employees begin looking for work elsewhere, they may be attracted to better job opportunities, higher wages, and a healthier work environment (Glišović et al., 2019). Unfortunately, turnover could diminish the internal workforce; thus, stifling promotion opportunities for existing workers (Madariaga et al., 2016). In the same vein, Herzberg (1974) indicated that a lack of advancement opportunities could reduce job satisfaction. Managers should be mindful that low levels of job satisfaction can spark employees' negative behavior, ultimately driving their decision to resign.

When salespersons voluntarily resign, sales benchmarks become increasingly challenging to achieve. According to Gjedrem and Rege (2017), sales were identified as the best indicator of organizational performance. Using evidence from a quasi-natural field experiment, the researchers empirically tested the causal effect of less autonomy on performance in an electronic retail chain in Norway. Their study results indicated that less autonomy leads to lower employee satisfaction and greater intention to quit. When there was a shift in management practice and employees received detailed instructions about their job roles, sales and transactions significantly increased. Other scholars corroborated that less autonomy is considered a psychosocial risk that may negatively impact an organization's current socioeconomic situation (Arnoux-Nicolas et al., 2016). To determine competitive placement within the economy, retail managers should be

confident in the reliability of sales data (Gjedrem & Rege, 2017). Accordingly, each retail establishment has a financial reporting system that adheres to ethical and legal requirements and is subject to routine audits (Gjedrem & Rege, 2017). With this in mind, retail managers must be confident in their systems and processes to carry out critical organizational functions.

Customer Dissatisfaction

Customer dissatisfaction hinders organizational growth, productivity, and sales. Several authors have posited that Lee et al. (2018) argued that severe disruption of products and services negatively alters consumer behavior and causes customer satisfaction to diminish (Lee et al., 2018; Otto et al., 2020). Schaarschmidt (2016) added that these disruptions could obstruct service innovation, which is vital to attracting new customers and retaining existing ones. In a meta-analysis of 96 empirical studies published between 1991 and 2017, Otto et al. (2020) examined the relationship between customer satisfaction and firm performance. Otto et al.'s findings showed statistically significant relationships between customer satisfaction on firm performance and customer satisfaction on services compared to goods. Otto et al. further contended that customer satisfaction and organizational performance are strategically linked. In other words, when customers are satisfied, they are compelled to purchase more and patronize the establishment. Researchers have agreed that increased consumer purchasing could lead to organizational attainment of financial and non-financial goals (Bhargava & Rubel, 2019; Otto et al., 2020). Retail managers must recognize that customer satisfaction plays a critical role in driving profits, maintaining cash flow, and generating future growth.

Service is critically impaired when employees are dissatisfied with their jobs.

When employees are dissatisfied and lack the motivation to perform their jobs optimally, their interactions with customers become less favorable, leading to customer dissatisfaction (Patel et al., 2018; Schaarschmidt, 2016). Unfortunately, when employees are stressed, unhappy, and demotivated, simple day-to-day tasks (i.e., pricing adjustments) begin to suffer, contributing to poor customer service (Patel et al., 2018). Moreover, extant literature supported the notion that high employee turnover could lead to inaccurate shelf labeling and a lack of available employees on the sales floor ready to greet and serve customers (Kamarulzaman et al., 2015). Some scholars have argued that customers might become dissatisfied with various issues and discrepancies (Bozkurt & Gligor, 2018). For that reason, retail leaders should recognize that accurate pricing is critical to customer satisfaction.

Consequently, high-frequency pricing errors are problematic in some retail establishments. For instance, pricing errors might cause customers to feel deceived, leading to dissatisfaction (Bozkurt & Gligor, 2018). To illustrate, a customer whose expectations were not met before, during, or after their purchase might become dissatisfied and reduce spending on a particular seller's goods and services. When customer satisfaction is high, positive word-of-mouth follows, thus improving customer loyalty and consumer behavior (Otto et al., 2020). Notably, retailers may notice improved customer retention and steady cash flows with positive word of mouth despite influxes in pricing.

Organizational Performance

Employee turnover is disruptive to organizational performance. Scholars have noted that the loss of human capital could inhibit service quality, organizational objectives, and financial goals (Walumbwa et al., 2019). Ferreira and Almeida (2015) agreed that attention to human capital is an essential component of organizational performance and critical for leaders to address. Accordingly, attentiveness to human capital is necessary because an organization's sustainable performance may be contingent upon employees' motivation, behavior, and individual performance (Lee & Ha-Brookshire, 2017). Retail managers should recognize that the loss of human capital could lead to the organization's failure to meet performance objectives.

Equally important, organizational performance impacts working conditions, culture, ethical climate, and sustainable performance. Using a theoretical approach and based on the Social Exchange and Human and Social Capital theories, Lee and Ha-Brookshire administered a survey questionnaire to 278 retail employees in the U.S. to examine the relationship between ethical climate, job attitudes, turnover intention, and sustainable performance. Mainly known as the triple bottom line, sustainability performance involves meeting the organization's social, financial, and environmental objectives (Glavas & Mish, 2015; Lee & Ha-Brookshire, 2017). In their study, Lee and Ha-Brookshire revealed that an ethical climate enhanced employees' job attitudes, lowered their intent to resign, and positively impacted sustainability performance. Organizational leaders should take the time to ensure that an ethical climate is maintained to ensure optimal organizational performance.

The researchers mentioned above illuminated that the retailers' sustainability performance equates to lower volatility, higher return rates, more attractive employee benefits, increased knowledge sharing, product and service innovation, and more substantial competitive advantage. Scholars within the academic community who employed the tenets of Social Exchange Theory posited that employees are motivated towards more significant organizational outcomes when leaders support staff members personally and professionally (Iqbal et al., 2019; Lee & Ha-Brookshire, 2017). Although this viewpoint is consistent with expectancy theory, the opposing theory of this study, retail managers should not misconstrue the importance of organizational performance and the factors that encompass those efforts. Hence, organizational leaders should reflect on current managerial practices to optimize strategies to reduce voluntary employee turnover.

Transition

The first section of this study began with a discussion on the background of the problem and the general and specific business problems regarding strategies retail managers used to reduce voluntary employee turnover. The nature of the study section provided a brief discussion on the research methodology and design for this study: a qualitative multiple case study. Section 1 also included the overarching research question and listed nine interview questions. The conceptual framework component contained Herzberg's two-factor theory, followed by operational definitions, assumptions, limitations, and delimitations. Section 1 concluded with the significance of the study and the review of professional and academic literature. The significance of the study

embodied why the findings of the study might be valuable to businesses, how it might contribute to effective business practice, and how the results might contribute to positive social change. The literature review component comprised an in-depth review of professional and academic literature pertinent to Herzberg's two-factor theory, Maslow's hierarchy of needs, Vroom's expectancy theory, job satisfaction, approaches to organizational commitment, and negative consequences of voluntary employee turnover.

In Section 2, I will discuss the project, beginning with the purpose of the study, the role of the researcher, and participant components. Section 2 covers the research methodology and design, population and sampling, and ethical research. Section 2 also comprises information on data collection instruments, data collection techniques and organization, and analysis components. Section 2 concludes with the reliability and validity of the study.

Section 2: The Project

In Section 2, I provide the purpose of this study, the role I had as the researcher, and participant selection procedures. Section 2 also contains information regarding the chosen methodology and research design and research methods as well as designs not used in this study. Additionally, I expound on the population of this study and purposeful sampling method. I discuss procedures to ensure ethical research, data collection instruments and techniques, data organization, and data analysis. Section 2 concludes with the reliability and validity of the study.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies retail managers use to reduce voluntary employee turnover. The target population consists of 10 retail managers in Texas who had been successful in terms of reducing voluntary employee turnover. Implications for positive social change include improved communication strategies leading to employment longevity, thus providing meaningful live to family members in Texas.

Role of the Researcher

I am the primary instrument for the study. The researcher is the primary instrument for data collection in qualitative research (Clark & Veale, 2018). The researcher's role includes analyzing data from a holistic perspective, incorporating appropriate steps to minimize researcher bias, and ensuring systematic exploration of the studied phenomenon (Clark & Veale, 2018; Raheim et al., 2016). I mitigated bias by using reflexivity and interpretive thinking. Reflexivity involves self-awareness, political

and cultural consciousness, and ownership of one's perspective (Patton, 2002). I took time before, during, and after the data collection process to observe my research practices and consider any preconceived notions brought about by personal or professional experiences. I used a reflective journal to document my observations, reflections, and generalizations about the research experience. Reflexivity applies to the researcher's role because it allows for thoughtful analysis of his or her experiences, reasoning, and systematic exploration of the phenomenon (Raheim et al., 2016). Qualitative researchers use interpretive thinking to develop detailed descriptions and a more robust understanding of their case study research (Clark & Veale, 2018; Saunders et al., 2016). Qualitative researchers also use informed consent to protect participants from harm, reveal the study objectives, request participant participation, and maximize trustworthiness of data (Johnson et al., 2020). As the primary data collection instrument, I collected, analyzed, and interpreted participant data, created trust between myself and participants, protected participants from harm, and ensured their well-being.

Although I had no personal or professional relationship with the prospective participants, I have experience with the topic. I am a former manager experienced in the sales environment and knowledgeable about voluntary employee turnover within a retail setting. Any relationship between researchers and participants should be recognized (Raheim et al., 2016). Qualitative researchers should seek to mitigate any form of researcher bias, which might inadvertently influence study outcomes (Clark & Veale, 2018). The researcher's role is subjective by nature in qualitative research. Researchers should present their assumptions and reasoning for selecting the research topic at the

outset of the study (Clark & Veale, 2018). Accurate interpretation and data analysis are vital to the researcher's role (Clark & Veale, 2018). Researchers use member checking to ensure rigor and accurate representation of the meaning and intent behind participant responses (Johnson et al., 2020). Member checking can be helpful in qualitative research to establish credibility of the study.

The qualitative researcher is responsible for ensuring research ethics, safeguarding participant identities, and mitigating any confidentiality breaches (Cypress, 2019). *The Belmont Report* outlines basic ethical guidelines for researchers to safeguard participants' privacy and protect human research participants from harm (U.S. Department of Health and Human Services, 1979). The three fundamental principles identified in *The Belmont Report* are (a) respect for persons, (b) beneficence, and (c) justice (U.S. Department of Health and Human Services, 1979). Researchers should understand that applying these principles is critical to upholding ethical research practices.

I used *the Belmont Report* by first upholding respect for persons by enforcing autonomy. Each prospective participant made an informed decision about their participation in this research. Also, each participant had the opportunity to read the informed consent form and freely choose whether to participate in the study. Second, regarding beneficence, I conducted a cost-benefit analysis by documenting potential risks and benefits of the study. I ensured that benefits of the study outweighed any potential risks and safeguarded participant confidentiality and anonymity by ensuring data did not include their identity. Also, I did not ask any questions or partake in any other data

collection technique that could have caused physical or psychological harm to participants. Finally, to support justice, I ensured that I was fair when selecting study participants.

Along with consulting ethical guidelines, I used a reliable interview protocol to enhance research quality. The interview protocol facilitates the interview process and ensures alignment between interview questions and the research question (Yeong et al., 2018). Furthermore, interview protocols serve as a conceptual guide for both the qualitative researcher and participants by including predefined and open-ended interview questions, prompt questions, and interview schedules and settings (Nusbaum et al., 2017; Yeong et al., 2018). I used the interview protocol to open and close discussions with participants and refer to a list of key interview questions. Additionally, I used probing questions to explore responses further (see Appendix C).

Trustworthiness is a critical component of qualitative research. Qualitative researchers strengthen rigor through reflexive practices, systematic research processes, researcher competence, and data triangulation (Mackieson et al., 2019; Patton, 2002). Mackieson et al. (2019) said recording an audit trail enhances rigor and transparency during the qualitative research process. Increasing rigor and enhancing trustworthiness in qualitative research may help foster a high-quality study that is both reliable and valid.

Participants

Participants consisted of 10 retail managers who had successfully reduced voluntary employee turnover. For this qualitative multiple case study, all participants

were active store or assistant store managers for at least 5 years, worked in the retail industry, and were currently using strategies to reduce voluntary employee turnover.

I contacted participants directly and was able to obtain all 10 participants for this study. Gaining access to participants could be challenging for external researchers. Successful negotiation of access depends on the researcher's competence, integrity, and ability to clearly explain the research project (Saunders et al., 2016). Saunders et al. (2016) said a positive relationship with the gatekeeper (one who controls research access) and goodwill on behalf of the organization might contribute to gaining access to participants. Traditional access involves face-to-face interactions, whereas Internet-mediated access involves web-based approaches such as email, instant messaging, and webcams (Saunders et al., 2016). I gained access to participants by using new and existing contacts. Specifically, due to COVID-19 restrictions, I contacted prospective interviewees by telephone and send out recruitment letters via email. However, as COVID-19 restrictions were lifted, I chose to recruit participants in-person. Additionally, participants were in the same geographical area: Texas.

Establishing a working relationship with participants is critical to the success of the research study. Some scholars within the academic community suggested that developing relationships and ensuring professional communication with research participants is vital in obtaining cooperation and cultivating a working relationship with research participants (Azungah, 2018; Raheim et al., 2016; Saunders et al., 2016). To establish a working relationship with participants, I ensured the participants had an accurate perception of ethical conduct in the research process as I collected data

truthfully and ensured that I did not cause harm. Moreover, I maintained transparency by clearly communicating the research objectives in an unambiguous way. Through the informed consent form (see Appendix A), I ensured that the retail managers knew that their cooperation was voluntary and that the steps taken to safeguard confidentiality and privacy were clearly stated. Lastly, I provided sufficient information to prospective participants to make informed decisions consenting to the research process.

Research Method and Design

Research Method

I used a qualitative methodology for this study. I selected this approach because it is rooted in the behavioral sciences. Scholars have noted that researchers within the behavioral sciences intend to explore, interpret, or make sense of a phenomenon within a natural setting (Dhliwayo & Mafini, 2017; Stewart, 2016). Researchers may consider three basic types of methodologies, which include (a) qualitative, (b) quantitative, and (c) mixed methods. The qualitative research method allows for rich descriptions and an in-depth understanding of a specific social phenomenon (Dhliwayo & Mafini, 2017; Johnson et al., 2020). Qualitative researchers use descriptive words rather than precise measurements to explore participants' social worlds (Rutberg & Bouikidis, 2018). Interviewers might collect detailed responses from participants (Dhliwayo & Mafini, 2017). As I wished to obtain detailed information through interviews about the business problem under investigation, the qualitative research method was the appropriate choice for my study.

Quantitative researchers use standardized questionnaires or experiments to collect numeric data. Specifically, Saunders et al. (2016) noted that quantitative researchers examine the relationships between variables using numeric measurements and statistical techniques. The researcher's sense of objectivity and drive towards generalizability are unique attributes to the quantitative method (Saunders et al., 2016). Developing a hypothesis is also unique to quantitative research and allows the researcher to test for significant relationships and differences between variables (Saunders et al., 2016). Quantitative researchers examine relationships rather than explore the participant's lived experiences. Hence, the quantitative method was not appropriate for my study on strategies retail managers use to reduce voluntary employee turnover because I did not wish to test a hypothesis or make predictions.

Mixed methods researchers incorporate both qualitative and quantitative methods into a single study. Researchers use this approach to collect two data sets using words and numbers (Rutberg & Bouikidis, 2018). Practitioners may use incremental steps in mixed method research to ensure that data is collected in an orderly fashion (Rutberg & Bouikidis, 2018). Mixed method research can be costly and time-consuming. Researchers should consider the timeframe and scope of their project before employing this method. Nonetheless, the use of multiple sources of data might promote enhanced validity as researchers employing mixed methods seek more robust conclusions (Corr et al., 2020; Rutberg & Bouikidis, 2018). The mixed-methods approach includes quantitative data and was not appropriate for this study.

Research Design

I considered four research designs for this study (a) phenomenology, (b) ethnography, (c) narrative and (d) case study. The case study design was appropriate for this study because I sought to explore real-life strategies to solve a specific business problem within a specified timeframe. Researchers who employ the case study design seek to investigate a contemporary phenomenon that is time and space-bound (Alpi & Evans, 2019; Yin, 2018). More specifically, I used a multiple case study design. I used the case study design to incorporate data collection techniques that aligned with my study, including interviews and organizational documents (Alpi & Evans, 2019). The researcher is the main instrument within the inquiry process (Alpi & Evans, 2019). Furthermore, qualitative researchers should recognize that interviews are among the most important data collection techniques within the case study design.

The case study design answers what, why, and how questions which are generally presented in the form of interview questions. Open ended questions provide the researcher with a richer context to explain, describe, or explore a phenomenon (Alpi & Evans, 2019; Pathiranage et al., 2020). Qualitative researchers have found that the case study design offers flexibility using interviews (Pathiranage et al., 2020). Semistructured interviews might include prompts and follow-up questions to explore the phenomenon further (Pathiranage et al., 2020). Multiple sources of evidence such as documentation, archival records, interviews, direct observations, and physical artifacts are used in case study research design to reach data saturation and draw valid conclusions (Alpi & Evans,

2019; Yin, 2018). I used semistructured interviews to help answer the overarching research question.

Phenomenology is another qualitative research design. Phenomenology researchers explore participants' lived experiences' meanings and their interpretations of those lived experiences (Saunders et al., 2016; Smith, 2018). Babu (2019) noted that qualitative researchers gain a deeper understanding of a phenomenon based on how individuals look at the world around them and respond to situations. In addition to lived experiences, phenomenologists pay close attention to participants' knowledge, opinions, attitudes, and beliefs to develop a sense of reality regarding the issues participants face (Babu, 2019). Sundler et al. (2019) noted that phenomenologists might use descriptive or interpretive approaches to understand the participant's world more clearly. I did not select the phenomenological research design for this study because I did not wish to explore the personal meanings of participants' lived experiences with the turnover phenomenon or their interpretations.

I also considered the ethnographic research design. Ethnography researchers seek to understand distinct behavior patterns within a particular group's culture or social world (Saunders et al., 2016). For example, business researchers might use the ethnographic research design to understand better their markets and consumer experiences (Saunders et al., 2016). The ethnographic design was not appropriate for my study because ethnographic researchers use participant observation and fieldwork to understand a people or ethnic group.

In narrative inquiries, the researcher strives to collect data from participants in narrative or story form. Researchers using narrative inquiry allow the interviewees to share their experiences in a sequential, story format instead of answering specific questions (Saunders et al., 2016). Storytelling is unique to this type of inquiry and encourages the participant to share their accounts of an event related to their experience (Saunders et al., 2016). The narrative inquiry was not appropriate for my study because I did not wish to explore a complete narrative of the participant's accounts with the turnover phenomenon.

Qualitative researchers must be fully aware of the objective of their research to choose the most appropriate forms of data collection and analysis (Moser & Korstjens, 2018). From a subjective vantage point, researchers rely upon interpretivism to understand social worlds and contexts better (Saunders et al., 2016); as a result, fostering data saturation in research. Researchers using thematic analysis categorize and code themes until the information reaps redundant data, at which point saturation is achieved (Dhliwayo & Mafini, 2017; Moser & Korstjens, 2018). Investigators might recognize that saturated data can occur from a culmination of researcher experience, appropriate sample size, research rigor, tacit knowledge, and competence in theory (Maher et al., 2018; Moser & Korstjens, 2018; Tran et al., 2017). To ensure data saturation, I conducted semistructured interviews and strove for a balance of collecting both rich and thick data.

Population and Sampling

The sample consisted of ten store leaders from multiple retail establishments in Texas. I collected data from each of the store leaders at a single location in Texas. The

venue of locationship is critical to how information is shared (Iyamu, 2018). Due to social distancing protocols, it was suitable to conduct my interviews electronically via Zoom conferencing. Furthermore, the location via web-conferencing allowed for participant involvement within their environment. As a result, participants experienced increasing comfort levels, inviting reflections, and sparking memories to obtain rich and thick data (Iyamu, 2018). Notably, as social-distancing guidelines were relaxed, I also choose to interview participants in-person, which significantly mitigated time and scheduling barriers. Qualitative researchers understand that selecting a representative sample of the population provides researchers the opportunity to go into sufficient depth of the research inquiry (Guetterman, 2020). Selecting leaders from multiple locations helped strengthen this study's analytic conclusions (Yin, 2018). I sought to select leaders from multiple retail establishments.

I used a nonprobability, purposeful sampling approach. Berndt (2020) maintained that the nonprobability sampling method allows researchers to select samples based on their subjective judgment. When choosing a sampling method, researchers should consider factors including but not limited to the research question, study methodology, knowledge and size of the population, and time or financial constraints (Berndt, 2020). Notably, researchers using nonprobability sampling have the advantage of recruiting samples from the sample frame while still maintaining the integrity of the study (El-Masri, 2017). Furthermore, researchers skillfully choose samples because of the participant's ability to provide meaningful information to address the research inquiry (Guetterman, 2020). Researchers use purposeful sampling to help answer the overarching

research question and study objectives (Saunders et al., 2016). Since the role of the investigator is critical to the selection process under purposeful sampling, the researcher should use their best judgment when establishing criteria and selecting participants for their study (Saunders et al., 2016). I employed purposeful sampling by specifying specific criteria each participant must meet to participate in the study.

Researchers use qualitative inquiry to collect in-depth and rich descriptions of participants' experiences. The participants selected for the research are vital to the outcome of the study (Iyamu, 2018; Saunders et al., 2016). I used specific criteria to select samples from the target population. The criteria I established was the participant's level in the organizational structure, length of service, and area of specialization. Specifically, the participant's level in the organizational structure ensured their roles, positions, and responsibilities were suitable for answering the overarching research question (Iyamu, 2018). Additionally, length of service was important because it helped to ensure participants had enough knowledge and experience to provide high-quality responses to the interview questions (Iyamu, 2018). Lastly, the area of specialization aided in investigating the research question from expanded views based on how each manager successfully employed strategies to reduce voluntary employee turnover.

Ethical Research

Researchers should take the utmost care in observing ethical principles. Cypress (2019) contended that ethical principles should be adhered to before, during, and after the research process (Cypress, 2019). The informed consent process allows the researcher to communicate with the participant in an unambiguous way (Nusbaum et al., 2017). The

informed consent form is a written agreement signed by both parties, formally solidifying the informed consent process (Saunders et al., 2016). I used the informed consent process to request video, audio, or voice recording when collecting participant data. The informed consent form is in Appendix A.

Within the informed consent process, I addressed the risks and benefits of the study, participant comprehension, and the voluntary nature of their participation. I provided the informed consent form electronically via email to participants who interviewed virtually. I also provided the informed consent form in-person to participants who interviewed face-to-face. Once the participant agreed to the informed consent, I asked the participant to reply via e-mail with “I consent” [for virtual interviews] or physically sign the informed form [for in-person interviews] before collecting research data. However, I communicated with participants that their participation in the research study was wholly voluntary and that they may withdraw at any time. *The Belmont Report* specifies that research involving human participants shall be voluntary, with the option for the participant to withdraw from the study at any time without reprimand (U.S. Department of Health and Human Services, 1979). If a participant decided to withdraw from the study, I would have dismissed the interview; however, I would have coded any information with the data collected. Understandably, if the participant chose to withdraw from the study, they would have had the right to withdraw data given during the interview (Saunders et al., 2016). Participant’s rights to withdraw underscore the ethical principles associated with the research process (Saunders et al., 2016). Although the participant would not have needed to give a reason for withdrawal, they would have had

to notify me in writing or verbally that they wished to forgo their involvement in the study. As an incentive, each participant who agreed to participate in this study and completed the interview received a thank you card with a \$10 gift card to Starbucks. Researchers use incentives to reimburse participants for their involvement as a token of appreciation (Govender et al., 2019). Importantly, researchers should not use incentives to sway or coerce participants.

Researchers should make every effort to protect participants. With this in mind, researchers must safeguard participants' anonymity, safety, and confidentiality while ensuring each participant is treated justly throughout the research process (Cypress, 2019; U.S. Department of Health and Human Services, 1979). To ensure participants' ethical protection is adequate, I adhered to the guidelines of *The Belmont Report*. Moreover, I used the following pseudonyms: P1, P2, P3, P4, P5, P6, P7, P8, P9, and P10 to protect the participants' names in this study and to keep their identity confidential. The confidentiality of participants is imperative to gain participants and protect their identity once the data collection process begins (Saunders et al., 2016). Using pseudonyms is an effective way to ensure that personal and sensitive data are safeguarded. Moreover, I refrained from making inferences to participants regarding previous interviews, which could have severe repercussions by breaching confidentiality. Walden University's approval number for this study is 09-29-21-0980604. Furthermore, all data will be stored securely for 5 years to protect the confidentiality of all participants.

Data Collection Instruments

In qualitative research, a researcher is the research instrument. I was the primary data collection instrument for this study. With qualitative researchers being the primary research tool, understandably, self-reflection is needed to mitigate researcher bias toward the topic (Rutberg & Bouikidis, 2018). Wadams and Park (2018) postulated that researcher bias might stem from questions, sampling, conceptual, and anticipated outcomes. Hence, causing the qualitative researcher to misinterpret participant data (Wadams & Park, 2018). It is noteworthy that researcher bias may affect the data collection process (Ergun, 2016). Identifying assumptions is essential (Schoenung & Dikova, 2016). For this reason, I identified assumptions at the outset of this study to help mitigate researcher bias.

Assumptions cannot be theoretically proven. Although assumptions are not bound in theory, researchers recognize that identifying their biases could enhance the data collection and analysis processes (Clark & Veale, 2018; Schoenung & Dikova, 2016). I used semistructured interviews to collect participant data. Notably, qualitative researchers use organizational documents and other sources of evidence to triangulate data to enhance the study's generalizability and trustworthiness (Aghaei et al., 2019; Yin, 2018). I requested organizational documents such as policy and procedure manuals, absenteeism reports, and incident reports to substantiate my findings further.

Interview schedules may serve as a point of reference for qualitative researchers. Bearman (2019) argued that an effective interview schedule contains open-ended questions to generate meaningful responses. Unstructured interviews are informal, and

there are no pre-set questions to guide the interview (Saunders et al., 2016). I used semistructured interviews with open-ended questions to collect participant data. The use of open-ended questions allows the participant to respond more broadly, describing the situation in their own words (Bearman, 2019; Saunders et al., 2016). The use of open-ended questions also allows for natural themes of the research study to emerge (Wadams & Park, 2018). Probing questions may also be used to explore the research phenomenon further (Bearman, 2019; Saunders et al., 2016). Semistructured interviews may render an in-depth and comprehensive view of the research phenomena (Aghaei et al., 2019). Besides interviewing participants using a semistructured interview technique, I also collected organizational documents for analysis processes.

The interview questions are located within the interview protocol but also appear separately in Appendix B. I used an interview protocol to guide the interview process. The interview protocol (see Appendix C) contains pertinent information such as a script for introducing the interview, re-stating the purpose of the research, noting reminders for the researcher during the interview, and listing the interview questions. Lastly, I used member checking to enhance the reliability and validity of the study.

Data Collection Technique

Qualitative researchers have the option to choose from several data sources. Structured, unstructured, and semistructured interviews, focus groups, observation, and company documentation might be used by qualitative researchers to collect participant data (Chu & Ke, 2017; Saunders et al., 2016; Yin, 2018). For this study, I used semi structured interview questions within an interview protocol to collect participant data.

Specifically, an interview protocol (see Appendix C) was used as a guide during the interview process. The protocol I used contained open-ended interview questions. The use of open-ended interview questions allows the interviewee to share their opinions and subjective views on the study phenomenon (Iyamu, 2018). In addition to open-ended questions, probing and follow-up questions are used to explore responses further (Chu & Ke, 2017; Saunders et al., 2016). Furthermore, organizational documentation such as policy and procedure manuals, retention policies, incident reports, and documentation of call-ins, absenteeism, and no-shows help augment the interview data. I asked participants if any organizational documents could be produced for this project.

There are advantages and disadvantages to the data collection technique. For instance, qualitative researchers may choose various data collection methods, including face-to-face, web-conferencing, observations, and focus groups (Moser & Korstjens, 2018; Saunders et al., 2016). I used a combination of face-to-face interviews and Zoom web conferencing to conduct interviews and collect participant data. The advantage of using a web-conferencing platform is that body behavior may still be observed. Mehrabian (1969) postulated that non-verbal variables might point towards positive or negative attitudes. I strived to capture non-verbal cues such as facial expressions or a shift in the participants' posture during the interview process.

Nonetheless, due to Covid-19 restrictions, I used Internet-mediated interviews via Zoom with the option to conduct face-to-face interviews as restrictions eased up. The advantages of using video-conferencing within electronic interviews are that it helps prioritize the researcher and the participant's health, safety, and well-being (Saunders et

al., 2016). Importantly, ethical guidelines were adhered to as I facilitated interviews through video conferencing and in-person. Further, I recorded the interviews to transcribe the data. The analysis followed from my interpretations of the interview data. Member checking is used in the data collection process to enhance the credibility of participant data (Naidu & Prose, 2018; Varpio et al., 2017). Specifically, Varpio et al. acknowledged that member checking enhances the credibility of the study by presenting data interpretations back to the interviewee for comment. I generated a summary transcript by concisely synthesizing the participants' responses to each question based on my interpretation of the data.

I then returned the interpretive summaries to the participant for review and to confirm my interpretations. The purpose of member checking is to ensure the researcher has accurately interpreted the participant's responses (Saunders et al., 2016). For this reason, qualitative researchers use member checking to aid in the reliability and validity of the study.

Data Organization Technique

I used data organization software, NVivo to import and organize research data in a central location. Data organization software is a dynamic tool researchers use to help gather, store, and access imported data (Maher et al., 2018; QSR International, 2020). To keep track of data and emerging understandings, I used labeling systems, colored sticky notes, markers, paper, and large display boards, either singularly or combined with digital software. Maher et al. (2018) suggested that labeling systems can be an effective method for researchers to organize research data. All raw data will be securely stored on a flash

drive, locked in a fireproof safe, and destroyed by force after 5 years. Saunders et al. (2016) advised that all original and anonymized data be securely stored to protect unauthorized access. Sensitive or personal data may consist of names, organization names, transcripts, interview notes, recordings, and signed consent forms (Saunders et al., 2016). I will exercise vigilance in ensuring that participant's privacy and confidentiality are maintained. For this purpose, I gave each participant a unique identifier ranging from P1 thru P10 to maintain the confidentiality of participant data.

The data organization process might come in various forms, such as journaling, note-taking, and data organization software. Qualitative researchers use data organization techniques to systemize voluminous amounts of written and oral data (Mackieson et al., 2019). I used a reflective journal to document my experiences throughout the research process. According to Saunders et al. (2016), reflective journals are an excellent avenue for a researcher to document important notes, events, and lessons learned during the research process. Specifically, I used a journal to reflect on my research experiences and what I learned, applying what I learned, and developing greater competence as a researcher. Researchers should recognize that reflection might occur before, during, or after an event (Saunders et al., 2016). Reflexivity involves reflecting upon the research process from its inception to its completion (Saunders et al., 2016). Reflection helped me acknowledge how my evaluations, interpretations, and interactions affected the processes and outcomes of the research.

Data Analysis

The importance of understanding the procedures and processes used to analyze qualitative data cannot be over-emphasized. Data analysis happens after data is collected and member-checked. There are several analytic techniques one might use to analyze qualitative data, including but not limited to (a) thematic analysis, (b) narrative analysis, and (c) content analysis (Saunders et al., 2016). Qualitative researchers use thematic analysis to identify, analyze, and report patterns in the data. Clarke and Braun (2013) suggested six phases of thematic analysis: familiarity with the data, coding, searching for themes, reviewing themes, defining and naming themes, and producing the report. Researchers rely upon their intellectual contribution to identify themes systematically and orderly to analyze qualitative data (Mackieson et al., 2019; Saunders et al., 2016). Some advantages of thematic analysis are that it is flexible, systematic, and helps the researcher analyze extensive qualitative data (Saunders et al., 2016). I used thematic analysis to identify, analyze and report patterns related to the overarching research question.

Familiarity with the Data

Qualitative researchers need to immerse themselves in the data to become familiar with it. Braun and Clarke (2006) suggested that familiarizing oneself with the data involves actively reading interview transcripts, transcript summaries, and organizational documents. Taking notes and documenting ideas is also suggested during this primary stage which might be helpful to the researcher once the coding process begins (Braun & Clarke, 2006). I ensured familiarity with the data through repeated reading of all textual data and taking notes of any significant thoughts and ideas.

Coding

The second step of Braun and Clarke's steps to thematic analysis is coding. Qualitative researchers use coding to identify a word, phrase, or sentence within the raw data; thus, helping the researcher analyze the data in a meaningful way (Braun & Clarke, 2006; Clarke & Veale, 2018). According to Morse (1994), coding is the equivalent of synthesizing and is known as the most powerful tool at hand to make sense of data. Furthermore, Saunders et al. (2016) explained that researchers could look for behaviors, beliefs, conditions, events, ideas, and interactions to help comprehend the meaning of data for accurate coding. I coded the data by labeling it with a code or symbol. From there, themes emerged by incorporating codes that were closely related to one another.

I incorporated literature undergirding Herzberg's two-factor theory, the conceptual framework for this study, into the thematic coding process. Next, I focused on how the emerging themes related to strategies retail managers use to reduce voluntary employee turnover. Lastly, I continued to review newly published studies and associated themes accordingly.

Searching for Themes

Many themes can emerge from the qualitative inquiry. However, the researcher should focus their analysis on themes that answer the research question (Scharp & Sanders, 2019). During this stage, the researcher also begins to think about the relationship between codes, themes, sub-themes (Braun & Clarke, 2006). I focused on sorting codes into potential themes and collating relevant data within the identified themes.

Reviewing Themes

During the fourth stage of thematic analysis, the researcher may need to refine, combine, or discard data. For example, Braun and Clarke (2006) argued that some themes might not be relevant to the primary question. Thus, prompting the researcher to separate those themes, create new themes, or remove the unrelated themes from the analysis (Braun & Clarke, 2006). Again, the idea was to ensure there was a coherent pattern within each theme.

Defining and Naming Themes

In this stage of thematic analysis, the researcher defines and refines themes to pinpoint the core concept of each theme. Qualitative researchers should accompany each theme with a narrative to expound on the data extracts (Braun & Clarke, 2006). In effect, I clearly defined each theme to present a rich analysis of my interpretations of the data.

I utilized methodological triangulation to understand the complex nature of the research phenomenon. Yin (2018) noted that researchers implementing methodological triangulation use more than one data collection method to study a phenomenon. Moreover, scholars within the academic community maintained that triangulation involves gathering multiple data sources to optimize accuracy and analysis processes (Fusch & Ness, 2015; Johnson et al., 2020). I gathered data from two data sources, (a) semistructured interviews and (b) organizational documents such as incident reports and policy and procedure manuals.

Producing the Report

Once the researcher has a complete set of themes, the final write-up of the report can begin. During this phase, the researcher should address critical questions surrounding the meaning of the theme and the overall story the themes reveal about the overarching research question (Braun & Clarke, 2006). Researchers use thematic analysis to provide a concise, coherent, logical, non-repetitive, and interesting account of the data (Braun & Clarke, 2006). When producing the report, I ensured my analysis went beyond brief descriptions and included an in-depth narrative of my interpretations of the data related to the overarching research question.

NVivo is a software program used by some qualitative researchers to import, organize, explore, and connect data to code and develop themes. I will input member-checked data into NVivo to identify similarities within the data and to assist with coding. I began the analysis process by using Braun and Clarke's (2006) six steps to thematic analysis then conducted methodological triangulation by comparing the document to the findings of the interviews. Finally, as I compared coding within and across the organizations, I determined whether there were any parallels or differences related to the conceptual framework of Herzberg's two-factor theory.

Reliability and Validity

Reliability and validity are essential to ensuring a credible and trustworthy outcome of a study. Saunders et al. (2016) stated that in qualitative studies, reliability parallels with dependability. Lincoln and Guba (1985) defined validity constructs as credibility, transferability, and confirmability. Trustworthiness encapsulates the validity

construct and ensures research data is truthful, credible, and without bias (Johnson et al., 2020; Korstjens & Moser, 2017). Qualitative researchers ensure validity through (a) triangulation, (b) member checking, (c) transcript review, and (d) bracketing (Johnson et al., 2020; Pathiranage et al., 2020; Wadams & Park, 2018). I ensured validity through triangulation and member checking. Researchers must recognize that consistent, unbiased, and truthful data will generate reliable and valid results.

Reliability

Within qualitative inquiry, researchers seek to determine how dependable the data is. Notably, scholars compare reliability in quantitative research to dependability in qualitative research. In the same vein, Lincoln and Guba (1985) postulated that credibility is parallel to internal validity. Additionally, scholars note that transferability parallels external validity, dependability parallels reliability, and confirmability parallels objectivity. It is the intricate inter-workings of these criteria that lead to trustworthiness (Patton, 2002). In the context of qualitative inquiry, a researcher supports dependability by ensuring any modifications or changes are consistently maintained as the study progresses (Korstjens & Moser, 2017; Saunders et al., 2016). I ensured data consistency by adhering to acceptable standards for the selected research design.

Inconsistent data is unreliable in research. Although Cypress (2019) argued that some neophyte researchers might lack confidence in the research process due to inexperience, Goodell et al. (2016) postulated that relying on experience alone might lead to objectionable results. Hence, qualitative verification techniques such as member checking, data interpretation, transcript review, and pilot tests are ways to ensure

dependability (Johnson et al., 2020; Yeong et al., 2018). I was confident in my chosen verification processes, such as member checking, which ensured dependable research data.

Additionally, the qualitative researcher might choose to keep an audit trail of all changes made throughout the research process. Audit trails are helpful for others to understand and readily evaluate the research process (Saunders et al., 2016; Scharp & Sanders, 2019). For instance, a qualitative researcher may keep documentation of detailed notes expressly describing changes made during the research process and explaining why those decisions were made (Scharp & Sanders, 2019). The researcher might also choose to submit the audit trail for peer debriefing, serving as an evaluation method for establishing dependability (Scharp & Sanders, 2019). It is noteworthy that thematic analysis, which analyzes textual data, is used by some qualitative researchers as an audit trail, enhancing rigor and transparency (Mackieson et al., 2019). I employed thematic analysis to identify, analyze, and report patterns in the data.

Validity

Validity is a critical evaluation process in qualitative research. Yin (2018) postulated that researchers could use the following criteria to evaluate the quality of one's study: construct validity, internal validity, and external validity. However, concerning qualitative research, Lincoln and Guba (1985) presented an alternative criterion where credibility is synonymous with internal validity, and transferability is synonymous with external validity. Truthfulness and accurate interpretations of data are pivotal to credibility (Saunders et al., 2016). Qualitative researchers use triangulation to validate

data using multiple sources of evidence (Fusch et al., 2018). In particular, methodological triangulation involves using various methods of collecting data about the topic under investigation.

It is impossible to mitigate researcher bias entirely. Hence, an in-depth exploration of the phenomenon from numerous angles can ensure the researcher accurately understands and interprets the data (Fusch et al., 2018). Bracketing is another method qualitative researchers use to mitigate bias. Researchers compartmentalize or bracket reflective thoughts through this exercise by acknowledging their existence and documenting them in a journal, diary, or field notes (Wadams & Park, 2018). Bracketing serves as a useful tool to mitigate researcher bias (Wadams & Park, 2018). Qualitative researchers use reflexivity to recall their previous or currently held beliefs, thoughts, experiences, and knowledge related to a particular phenomenon (Wadams & Park, 2018). I mitigated researcher bias by addressing my biases at the outset of this study and using a reflexive journal, thus illuminating my thoughts and beliefs before, during, and after collecting participant data.

Transferability is an important validation method. Saunders et al. (2016) noted that transferability parallels external validity or generalizability. Yin (2018) argued that scholars seek to generalize findings by assessing whether the study might be replicated in an alternate setting. However, it is noteworthy that qualitative researchers often refer to transferability, whereby the reader or future researcher can decide how the study might be applied (Fusch et al., 2018). Trustworthiness must be established for the reader to be comfortable with the conclusions (FitzPatrick, 2019) by providing rich and thick data,

detailed information on each component of the research project, and determining if conclusions align with the conceptual framework. I discussed how I collected and analyzed data and reported research findings to support transferability. In effect, the reader should make a well-informed decision on how the study could apply to their unique situation or organizational setting.

Confirmability supports the validity of the research phenomenon. Researchers use audit trails as a chain of evidence to confirm the research findings (Scharp & Sanders, 2019). Specifically, qualitative researchers use audit trails to systematically document findings describing how they derived at their conclusions (Mackieson et al., 2019). An audit trail, which may be evident in the write-up of the research, serves as a chain of evidence allowing for greater transparency, accuracy, and rigor in the research process (Ellis, 2019; Mackieson et al., 2019). The reader or future researcher views the chain of evidence through the lens of textual data analysis, thus, identifying the link between the data and the findings (Mackieson et al., 2019). Notably, the reader or future researcher might be more willing to trust research findings supported and documented by a chain of evidence that led to the researcher's conclusions (Ellis, 2019). Furthermore, the audit trail, which could include reflexive thoughts, notes about the research process, and the emergence of findings, also allows for more unambiguous interpretations of the researcher's research data (Ellis, 2019). Hence, confirmability further establishes the research project's quality by allowing the researcher to be forthright about potential biases.

Lastly, qualitative researchers ensure the study is undergirded with rich and thick data, leading to a dependable and confirmable study. Member checking is also an effective strategy to establish confirmability. Through member checking, the researcher sends the interview summary back to the participant to ensure accurate interpretation of the participant's information collected during the interview. Once participant data was collected, I employed member checking to ensure that I understood and accurately interpreted the participant's responses and safeguarded the data's accuracy and confirmability. The benefits of member checking are two-fold because it enhances both the reliability and validity of the study.

Qualitative researchers aim to achieve saturated data. When data saturation occurs, no new themes are created (Saunders et al., 2016). Failure to reach data saturation impacts the quality of the research study. Researchers should strive for data saturation to support qualitative rigor (Saunders et al., 2018). I ensured data saturation by observing a noticeable degree of redundancy in participant data.

Transition and Summary

Section 2 included the project and began with the purpose of the study, the role of the researcher, and participants sections. The research method and design, population and sampling, and ethical research were also included. Furthermore, Section 2 consisted of a discussion involving data collection instruments and techniques, data organization, and data analysis, then concluded with information regarding the reliability and validity of the study.

Section 3 features the application for professional practice and implications for change. In particular, Section 3 consists of the research findings and answer the overarching research question. Furthermore, implications for social change are discussed and recommendations for action and further research are offered. Finally, section 3 ends with reflections of my experience within the DBA Doctoral Study process, followed by concluding remarks and appendices.

Section 3: Applications for Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies retail managers use to reduce voluntary employee turnover. Frequent employee turnover may cause organizational instability, low employee performance, and excessive financial burdens (Park et al., 2019). Retail managers dealing with high employee turnover might also experience negative consequences such as low employee morale, customer dissatisfaction, and hindered organizational processes (Lee et al., 2018; Mamun & Hasan, 2017; Otto et al., 2020). Due to the ramifications of unhealthy turnover, I explored successful strategies retail managers use to reduce voluntary employee turnover.

I explored strategies retail managers use to reduce their voluntary employee turnover by interviewing 10 retail managers in Texas. Each manager had at least 5 years of management experience and was currently using strategies to reduce voluntary employee turnover. I collected research data by conducting semistructured interviews via Zoom as well as in person. Member checking enhanced the reliability and validity of the study and strengthened credibility of data collected during interviews.

I used Braun and Clarke's six steps to thematic analysis, which included familiarizing myself with the research data, coding, searching for themes, reviewing themes, defining and naming themes, and producing the report. Braun and Clarke's six steps to thematic analysis enabled me to analyze and report patterns related to the overarching research question. Data analysis involved an extensive review of audio-recorded interviews, researcher notes, member checks, and organizational documents.

I analyzed organizational documents such as policy and procedure manuals, business ethics and compliance reports, diversity and inclusion reports, employee job descriptions and wages, and employee time clock reports. Organizational documents were either physically provided by managers or retrieved electronically; organizational records were made available for public review. I used NVivo software during the data analysis and coding processes.

Presentation of the Findings

The overarching research question was: What strategies do retail managers use to reduce voluntary employee turnover? Before scheduling interviews, all participants signed the informed consent form either electronically or in person. Interviews conducted via Zoom took place in a private location with little to no distractions for me or participants. Interviews conducted in-person took place in a private setting at or near a store location of the participant's choosing.

The average length of the 10 interviews was 29 minutes. As shown in Table 1, total and average lengths of time were calculated in minutes based on length of time per interview of each participant.

Table 1*Length of Time per Interview*

Participants	Length of Time per Interview (in minutes)
P1	27
P2	28
P3	67
P4	23
P5	25
P6	18
P7	27
P8	34
P9	24
P10	18
Total time of interviews	291
Average time of interviews (rounded to the nearest whole number)	29

After conducting each interview, I wrote up a summary of my interpretations of participant responses. A summary of the interview was sent to each participant for member check review. Each participant confirmed the accuracy of their corresponding interview summary. No corrections were needed.

Each participant was given a pseudonym for confidentiality with a letter and number (P1, P2, P3, P4, P5, P6, P7, P8, P9, and P10). I used NVivo to streamline the data analysis process. Specifically, I used tools in NVivo to import, organize, explore, and connect research data. Via NVivo, I compiled audio interview recordings, audio

transcripts, member check summaries, researcher notes, and organizational documents. I manually coded data and then used NVivo to help identify apparent themes in terms of word and phrase frequency. Through the data analysis, four themes emerged that reduced voluntary employee turnover: (a) effective communication and streamlined work processes, (b) competitive benefits packages, incentives, and rewards, (c) positive work environment and employee happiness, (d) immediate and ongoing training and development.

Theme 1: Effective Communication and Streamlined Work Processes

The first theme from the data analysis was that effective communication and streamlined work processes reduced voluntary employee turnover. Communication is defined as the process of sending and receiving messages, which could be either verbal or nonverbal (Adnan, 2021). Nine participants (P1, P3, P4, P5, P6, P7, P8, P9, and P10) identified effective communication as a successful strategy to reduce voluntary employee turnover. Seven participants expounded on communication and mentioned explicitly that streamlined work processes such as replacing customer and organizational paperwork with technology software were effective in terms of supporting communication efforts for managers and organizational leaders.

Effective Communication

Nine participants (P1, P3, P4, P5, P6, P7, P8, P9, and P10) mentioned that effective communication successfully reduced voluntary employee turnover. With optimal growth and stability being the target for most organizations, effectively communicating company goals and discussing the purpose of the business enhanced

employee commitment (Park et al., 2019). This led to deeper emotional commitments towards their employer. When asked what strategies best reduce voluntary employee turnover, P6 said, "consistent communication." Creating a communication culture may impact customer experiences, work environments, employee attitudes and behaviors, employee performance, and organizational productivity (Adnan et al., 2021). Customers, employees, and organizations benefit from regular communication.

P3, P4, P5, and P7 specifically mentioned the imperative nature of open communication and one-on-one conversations with employees. Open communication involves facilitating organizational standards, specifying job roles, improving competitiveness, and providing seamless customer experiences (Neaimeh & Andersen, 2020). P5 said listening is a critical component of open communication. Managers who actively listened to their employees and showed empathy improved employee moods and behaviors, leading to a renewed sense of commitment to the organization (Li et al., 2018). P5 stated if an employee comes to work distressed somehow, the open-listen technique is employed. P5 explained that open-listen means the manager is available to actively listen to the employee, allowing the worker to express their feelings or concerns freely.

Open communication helped employees release whatever issue they were dealing with to better focus on their job and customers. In addition, P6 reported having frequent conversations with employees to assess their feelings. For instance, the employee was asked if they were losing interest in their jobs or looking elsewhere for employment. P7 explained that "we all have bad days," and if an employee comes in to work upset in some way, managers should "treat people like humans." Identifying triggers that could

lead to turnover is essential for organizational leaders to develop effective strategies to combat negative employee behavior (Patel et al., 2018). Frequent communication also allowed managers to identify positive employee behavior and thought patterns.

P6, P7, and P8 reported that communication should be firm, consistent, and transparent. When asked what key obstacles they had to address to reduce voluntary employee turnover, P6 and P7 shared that some obstacles faced were internal conflicts and disrespect of job roles. Ongaki (2019) posited that internal conflict in the workplace could lead to adverse organizational outcomes such as strained employee commitment. P7 lamented that difficulty comes when trying to meet individual needs. P7 reiterated the importance of open communication and that most people want to know that someone cares, hears, and sees them. Hai and Park (2021) argued that a leader's trustworthiness is a critical component to employee's intrinsic motivation. Supervisor's must seek to develop open and trusting relationships with their employees to help guide positive employee-employer relationships (Hai & Park, 2021). When intrinsic needs are met, employees are less dissatisfied and increasingly motivated to remain with their employer.

P10 raised the awareness that employees' thoughts and ideas should be valued and taken seriously. P10 said:

We have regular sit-down sessions with the employees where we want to know basic things. How are things going in your eyes? How are we doing in your eyes? What should we change? Is there anything you think we should do differently around the store? We even have this one young lady here who helped us put everything together. Calls back quite often, and she's moved away, but she still

calls back and says, hey, how's it going? Saw this on Facebook. You might want to try this; even though we have employees that have left and moved, we still hear from them.

Retail managers understand the importance of preserving a communication culture where conversations are driven, information is shared, and employees are encouraged to share their voices. In the retail sector, communication and collaboration are used jointly to share knowledge, build positive relationships, improve work processes and strengthen competitive advantage (Neaimeh & Andersen, 2020). The findings of this current theme solidified the notion that effective communication reinforced positive relationships, supported autonomy, and substantially contributed to employee job satisfaction.

Streamlined Work Processes

Streamlined work processes helped employees work with greater efficiency and productivity. Communication is essential for building positive relationships and enhancing working conditions (Adnan, 2021). P1 acknowledged that in the past, reduced staff, tedious paperwork, and long wait times for customers were problematic throughout the organization. In response, incorporating streamlined work processes enhanced customer-employee relations, which reduced dissatisfaction and frustration among the staff and new and existing clients. For instance, participants (P1 and P4) discussed using designated calendars for employees to set client appointments, align team efforts and responsibilities, and notate requested time off. In effect, strategic communication through

a calendar system ensured clear communication with co-workers and the management team.

P4 and P8 also mentioned how productivity reports are used regularly to assess employee production and performance. P4 said:

We have what we call production sheets that we go by; for instance, with our racks, they have to count each thing on the rack. And we go by the production sheets. And if they're falling behind on their production, then that's when we go in, and we help them out to get their production up and make sure that they're above 50% on their production. If they're below, then that's when their hours will get cut and stuff like that. So we try to keep their production above 50%.

P8 also shared that a productivity grid is used as a visual to communicate with employees where they are in meeting store and organizational benchmarks and improve overall performance. When employees understand what is expected of them and are given the correct information to ensure proper goal alignment, positive behavioral outcomes can be expected (Ohunakin et al., 2020). Hence, participants in this current study understood that using various avenues of communication can help employees attain personal and professional goals and optimize performance.

P1, P4, and P5 mentioned the importance of communicating organization expectations, policies, and procedures during the onboarding process. P4 shared that employees are being held accountable because of the standard set by organizational leaders, and company expectations should be discussed during the onboarding process. P5 further added that taking the necessary steps to ensure policy and procedure

documents are readily accessible to the employee significantly reduced job dissatisfaction.

When asked about additional strategies used to communicate organizational goals with employees, P8 said:

We leave little sticky notes around and say, hey, this is our key item for today. Let's see how many you can sell today. So making them responsible for a certain part gives them a sense of, hey, I'm just not being told to do this and do that. I actually have a role in this. And it makes someone work harder because they want to make sure that their area is handled. So that's pretty much how I get each person to focus. We have reports every week. I pull the employee productivity report, and it tells me where each employee is as far as, like their sales amount, the amount of items that they sell per transaction weekly. I do that. I do the reports, and I have a productivity board on the back, and I put everybody's name and put where they are and what they need to do to improve it.

When asked how managers effectively communicate and streamline work processes across the organization, P8 said:

I just call them [other managers]. I have everybody's phone number, especially the ones that have been around for 30 or 40 years that probably know everything ten times more than I know. I keep them on speed dial. We have a WhatsApp group. So there's always somebody around to help me out. Say, hey, if I need something and that I don't know, everybody is open to lines of communication.

You don't really have anybody that says, hey, I don't want to be bothered with you.

Organizational leaders recognized that streamlining work processes through calendars, productivity boards, and communication technologies improved employee job performance and overall job satisfaction. Scholars within the academic community agreed that inadequate communication between employees, their managers, and the organization could decrease employee commitment (Wagener & Abongdia, 2020). Wagener and Abongdia recommended using formal and informal communication channels, including peer to peer communication venues and employee to manager communication. The participants (P1, P3, P4, P5, P6, P8, and P9) recognized that incorporating formal and informal communication channels proved advantageous in improving employees' efficiency, productivity, and quality of work.

The review of organizational documents was used to triangulate the research data. Organizational documents used for this theme included diversity and inclusion reports, employee job descriptions, and business ethics and compliance reports. Yin (2018) posited that methodological triangulation involved using more than one data collection method to study a phenomenon. Furthermore, methodological triangulation ensured the accuracy of the research findings by leading to the same conclusions (Fusch & Ness, 2015; Abdalla et al., 2018). According to the results of this study, retail managers were committed to employing effective communication strategies to reduce voluntary employee turnover.

Relationship to the Conceptual Framework

P1, P3, P4, P5, P6, P7, P8, P9 and P10 agreed that effective communication in the workplace is critical in maintaining healthy and productive relationships. According to Herzberg et al.'s (1959) two-factor theory, autonomy, achievement, and responsibility are referred to as motivators and, when present, lead to job satisfaction. Hygiene factors such as working conditions, policies and rules, and interpersonal relationships do not lead to job satisfaction but rather decrease job dissatisfaction. In this study, managers used various communication tools to explain business goals and preserve positive employee relationships. Based on the findings of this study, autonomy, employee performance, achievement, organizational stability, and productivity have been associated with efficient communication and streamlined work processes, thereby contributing to positive interpersonal relationships.

Nine out of ten participants (P1, P3, P4, P5, P6, P7, P8, P9, and P10) agreed that effective communication improved employee job satisfaction and ultimately reduced voluntary employee turnover. According to Herzberg (1968, 1974), various factors such as emotional, situational, or environmental circumstances can lead to an employee's satisfaction or dissatisfaction with their employer. P5 recognized that an employee's emotional commitment is fostered by allowing employees to express their feelings. In particular, participants (P5, P6, P7, and P10) gave employees opportunities to voice their concerns or opinions related to personal wellbeing, professional development, and working conditions.

Some managers use effective communication to improve employee job satisfaction and develop the employee-employer relationship. According to Herzberg (1974), job dissatisfaction is significantly reduced if working conditions are favorable. The findings of this current theme indicated that employee behavior resulted in positive outcomes when being trusted to take on specific responsibilities, share their ideas, and be supported in organizational efforts. The managers interviewed in this study aimed to ensure workers were being heard, treated fairly, and given practical communication tools and resources to excel in their job roles, which ultimately led to greater employee loyalty.

Relationship to the Literature

The recent academic literature supports effective communication and streamlined work processes. According to Park et al. (2019), frequent staff turnover and dysfunctional work processes can be mitigated with effective communication. Saira et al. (2021) warned that poor communication and a lack of information only weakens the employee's psychological empowerment and widens the communication gap; and, as a result, leads to confusion about autonomy and work tasks. Some scholars within the academic community maintained that organizational leaders who employ effective communication strategies would experience a more engaged and satisfied workforce because of the strengthened employment relationship (Katili et al., 2021; Mitonga-Monga, 2019). P6 and P7 reinforced that when faced with internal conflicts or to assess the state of the employee, the best resolution was to initiate targeted communication. Nine out of the ten participants (P1, P3, P4, P5, P6, P7, P8, P9, and P10) identified effective communication as a successful strategy to reduce voluntary employee turnover.

Participants in this study communicated effectively with their employees through communication venues such as message groups, calendars, and one-on-one meetings. Scholars in the academic community contended that one-on-one communication might include a targeted question such as "how are you feeling today?" designed to engage the other individual (White et al., 2021). Managers understood that connecting with employees allowed supervisors to build trust with their employees while improving supervisor quality.

Theme 2: Competitive Benefits Package, Incentives, and Rewards

The second theme from the data analysis was that competitive benefits packages, incentives, and rewards reduced voluntary employee turnover. All ten participants (P1-P10) responded that competitive benefits, incentives, and rewards effectively reduced voluntary employee turnover. Specific benefits reviewed in the organizational documents for P2, P4, P6, and P9 included but are not limited to health, dental, medical, tuition reimbursement, sick leave, workman's comp, 401K, flexible scheduling, and company perks.

P2, P3, and P7 specifically mentioned that competitive base pay was recently employed and has strengthened employee commitment. P2 discussed that there had been difficulty keeping new employees (employed 90 days or less) satisfied and willing to stay with the company. P2 shared that to lessen employees' desire to leave, "the pay rate has increased." P2 further noted that the organization implemented a new team called the "online grocery team," a team of ten, and offered higher than average starting pay. Lai

and Gelb (2019) maintained that, when present, competitive salary significantly reduced job dissatisfaction. P3 stated:

He [my boss] believes in retaining people treating people right, paying people more, and putting company resources in the people to get the best out of them. So he did raise the starting pay. He implemented the bonus program. So people will want to work here, and we want to keep the good people.

Some scholars within the academic community maintained that competitive pay positively affected employees' attitudes towards their employers, which led to more substantial organizational commitment (De la Torre-Ruiz et al., 2019). P7 also agreed that "treating people right" and "paying them well" were effective strategies to reduce voluntary employee turnover.

Both P2 and P3 specifically mentioned their organization's support for continuing education. P2 acknowledged that "our goal is to retain, and we do whatever we can to do that." P3 added, "We're super pro-education," and pointed out that supporting employees' education is essential to the organization. The organization remains vested in their associate's personal and professional development. P2 exclaimed:

I love the company. We offer free education! You just sign up online, and you just have to pick a certain university. We are really promoting it and have a couple who have already signed up for classes. They are very excited!

I reviewed the code of ethics for P2, which augmented the research data surrounding education. The information contained in the code of ethics communicated that employees are given the opportunity to pursue higher education or learn a trade skill without the

burden of education debt. The code of ethics corroborated the interview data that education is critical for personal and professional growth when promoting effective strategies to reduce voluntary employee turnover.

Incentives and rewards were delivered through monetary and non-monetary means such as bonuses, bonus tiers, stock options, employee discounts, praise and recognition, parties, and gifts. Notably, incentives were typically offered due to meeting specific organizational goals. All participants (P1-P10) mentioned that incentives were currently used to reduce voluntary employee turnover. P1 commented that the need for longer working hours prompted the leadership team to offer various incentives to employees. P1 remarked: Right now, we've increased the minimum commission, whereas before, it was \$100 or \$150 flat; we're giving them bonuses...unit bonuses because it's hard to make a living right now.

Seven of the ten participants (P3, P5, P6, P7, P8, P9, and P10) mentioned that employees look forward to bonuses and the use of employee discounts. However, P1 commented:

Well, in the beginning, they're excited, but after a while, it becomes part of the pay plan and they take it for granted and are frustrated all over again. Frustration is not overcome by income. I say it again. Frustration is not overcome by income, even after they get the paycheck. And keep in mind, most people were behind anyway. So when you're making another \$250, \$300 a month, that's not that much to compensate.

P5 agreed that pay in and of itself was not a strong motivator for reduced voluntary employee turnover but rather most effective when combined with other types of incentives such as employee discounts and childcare benefits. P3 acknowledged that corporate leadership made strides to add meaningful incentives to strengthen employee loyalty. For example, P3 stated, “We get free drinks at work now. We didn't in the past. He [my boss] wants to have all these programs in place where people want to come to work and want to stay.”

Additionally, P3, P8, and P9 underscored the positive reactions received from employees when contests, gifts, and rewards were used in the workplace. When asked 'what strategies do you find work best to reduce voluntary employee turnover?', P8 stated:

Contests! Honey, they love to win stuff! And I mean, our company, they do stuff like little pizza parties. But...I've done a contest with a Louis Vuitton purse before. I've done big gift baskets. So they really push hard, especially if it's something that they want...it pushes them to do this.

Notably, the research community cited that incentives help fulfill associates' needs (Baciu, 2017; Lussier, 2019). Eight of the ten participants (P3-P10) identified praise and recognition as valuable rewards. Participants (P3-P10) all referenced the word "appreciation" and agreed that it was meaningful for employees to be shown appreciation by their supervisors. P3 shared that employees have voiced their concern about needing to feel appreciated and valued in the past. In effect, P3 further commented that managers now recognize that some employees need validation and positive reinforcement to

achieve organizational goals. When asked about how employees feel about being shown appreciation, P3 responded:

They love it. They love it. I noticed that when I do recognize them or get them something...I notice they're working harder. They have a smile on their face. They have it for the rest of the shift. And some of them, they're vocal about it. They're just like, thank you. When I moved one person up, she said, 'this is great because I've never been noticed or valued in the last place I worked.' Just say thank you. Good job, because you just never know what's going on in someone's life.

The organizational documents reviewed for this theme included employee handbooks, employee compensation reports, and benefits and incentives reports. I obtained benefits and incentives reports electronically from participants (P2, P4, P5, P6, and P9). The benefits and incentives information from the participants mentioned above substantiated the data retrieved during the interview process about types of organizational benefits and incentives offered, such as medical, dental, 401K, education pay or reimbursement, childcare benefits, stock options, employee discounts, and flexible scheduling.

In addition, I obtained the employee handbook electronically from P5, which corroborated the interview about employee appreciation. The employee handbook from P5 specified that quarterly celebrations were given to employees who achieved organizational goals and individual and team "Impact Rewards." Baciu (2017) asserted that the combination of rewards and incentives could further stabilize the work

environment by stimulating employees to obtain personal and professional goals. The sales managers interviewed for this study agreed that benefits, incentives, and rewards improved overall employee job satisfaction, leading to greater organizational commitment.

Relationship to the Conceptual Framework

All ten participants (P1-P10) agreed that competitive benefits, incentives, and rewards effectively reduced voluntary employee turnover. Herzberg (1974) pointed out that base wage, salary, benefits, and supervisor quality are hygiene factors. Hygiene factors, when present, lead to reduced job dissatisfaction (Herzberg, 1959; Herzberg, 1974). As a result of this study, benefits, incentives, and rewards are of crucial importance to employees for various reasons, including meaningful employment, career advancement, opportunities for personal growth, and positive relationships. Herzberg (1974) posited that during the qualitative interview, it is through the frequency of words or phrases that emerge that enables the researcher to identify factors significant in improving employee job satisfaction or leading to job dissatisfaction. For example, in this research study, "appreciation" was mentioned more than any other word about this theme. The frequency of the word "appreciation" underscored one way in which employees were successfully motivated. Managers need to understand what drives employees and implement strategies that will best meet the needs of their workers.

Hygiene factors do not tend to motivate employees. Butt (2018) suggested that hygiene factors, such as benefits and compensation, do not increase job satisfaction. Notably, Herzberg (1974) addressed that although hygiene factors such as benefits and

compensation do not lead to employee satisfaction, they do, however, reduce job dissatisfaction. Managers should recognize that less dissatisfied employees may exhibit positive behavioral patterns, which could help workers remain committed to their jobs.

Relationship to the Literature

The recent academic literature supports benefits, incentives, and rewards used in organizations. Park et al. (2019) opined that combining financial rewards with communication could strengthen employee commitment. Thus, building upon the previous theme, managers should recognize the multifaceted approach to reducing voluntary employee turnover. Ferreira and Potgieter (2018) argued that benefits, incentives, and rewards are significant to employees in the retail industry because of volatile market and labor demands, fast-paced product innovations, and increased pressure to perform. Additionally, Butt (2018) pointed out the below-average salaries for retail employees and indicated that competitive benefits and incentives could promote employee longevity while also stimulating the company's competitive edge. The implications of this study's findings are that both monetary and non-monetary benefits, incentives, and rewards collectively strengthen employee loyalty. Participants in this current theme recognized the dilemma of low pay and implemented strategies to mitigate employee concerns.

From this current theme, managers expressed that their employees respond favorably to the use of benefits, incentives, and rewards. However, some scholars in the academic community argued that pay is not a significant factor for some employees (McIlveen et al., 2021). P1 and P5 agreed that pay alone did not reduce voluntary

employee turnover. McIlveen et al. (2021) mentioned that even access to healthcare alone did not support employee satisfaction. Notably, due to employees' dispositional traits and work values, scholars have agreed that employees are not motivated homogeneously (Beiu & Davidescu, 2018; McIlveen et al., 2021). A combination of benefits, incentives, and rewards should be used to mitigate employees' intent to withdraw from the organization (Beiu & Davidescu, 2018; McIlveen et al., 2021). Participants identified in this theme agreed that a combination of benefits, incentives, and rewards supported employees' intrinsic and extrinsic needs.

Theme 3: Positive Work Environment

The third theme from the data analysis was that a positive work environment reduced voluntary employee turnover. Nine of the ten participants (P1, P2, P3, P4, P5, P6, P7, P8, and P10) stated that a positive work environment effectively reduced voluntary employee turnover. Additionally, eight of those nine participants (P2, P3, P4, P5, P6, P7, P8, and P10) expounded that a positive work environment led to employee happiness, which elevated the level of intrinsic motivation felt by employees. In this research study, the multidimensional nature of the work environment disclosed critical factors such as positive relationships, supportive leadership, goal setting, and employee happiness. Notably, the research community has found that happy workers are also more productive (Wong et al., 2021). Company documents confirmed that a positive work environment supported open communication and reduced job dissatisfaction. Furthermore, recently published articles corroborated the findings of this study.

All participants in this current theme agreed that employees respond favorably to a positive work environment. The word environment was mentioned 57 times in this current theme, and 'positive' was mentioned 25 times. Per Saira et al. (2021), productive and fruitful employee behaviors stemmed from a positive work environment, reducing voluntary employee turnover. Participants (P2, P5, P7, and P10) mentioned the reciprocal nature of respect and trust between manager and employee. P2 said: I've bumped my head a few times to get it right when it comes to managing people...now, knowing how to handle people issues and having compassion cultivates a supportive and trusting environment. P7 recognized that establishing a trusting relationship with employees takes time and must be fostered through consistent communication and engaged leadership. P7 commented:

I've got a leg up, though, because these girls, I've known them all for ten, eight, seven, and five years. So, I've got relationships with them, and they trust me because I've been managing them for a long time, and they know that I'm going to take care of them.

P5 lamented that gaining respect among co-workers was an obstacle. Nonetheless, P5 resolved that "open communication," as mentioned in Theme 1, was used to foster a positive environment of healthy communication and understanding. If not mitigated, P9 underscored that unresolved internal conflicts can contaminate the work environment, making it a "very bad" place to be. Some scholars in the academic community agreed that failing to meet employees' needs could be evidence of a disconnect between manager and employee, consequently leading to adverse organizational outcomes (Calk & Patrick,

2017; Foster, 2017; Kuranchie-Mensah & Amponsah-Tawiah, 2016). Hence, participants (P2, P5, P7, and P10) agreed that integrating effective communication into the work environment fostered an atmosphere conducive for healthy interpersonal relationships, more joy at work, greater motivation to perform, and less intent to leave their employers.

Furthermore, Participants (P1, P3, P5, P7, P8, P9, and P10) agreed that engaged leadership promoted a supportive work environment. P1 stated that now the management team is "really engaged" and has become better at ascertaining the immediate and long-term needs of the employee. P4 added to "work with your team as hard as you can." In the same vein, P5 and P7 noted that "following up with employees throughout the day" and being "intentional" in the manager-employee relationship led to a "more positive work environment."

The findings of this current theme identified engaged leadership as another critical component to fostering a positive work environment. Scholars in the academic community suggested that strong interpersonal relationships could improve employee satisfaction, leading to a more pleasurable emotional state at work (Mitonga-Monga, 2019). As shown in the code of ethics, respect for each person is an "intentional act," which fosters an environment of inclusiveness, collaboration, and productivity. Management personnel was focused on authentic and positive leadership styles, which ultimately encouraged employees to perform optimally and respond favorably towards organizational objectives.

All nine participants in this theme agreed that forming and maintaining positive relationships was critical to establishing a controlled yet collaborative work culture.

Stankeviciene et al. (2021) opined that a positive work environment enhanced employee well-being, increasing performance and organizational stability. The findings of this current theme revealed that a positive organizational environment significantly reduced job dissatisfaction.

In addition, participants (P5 and P8) agreed that achieving organizational goals is critical for the retail establishment to sustain long-term. Notably, P5 pointed out that a positive work environment laid the foundation for employee goal achievement. P8 maintained that employees are highly receptive to goal setting and have voiced that "something good is going to come out of me setting goals and meeting goals." Some scholars in the academic community have added that a positive work environment improves employees' organizational commitment and work achievement (Taba, 2018). When asked about how employees respond to a positive work environment, P3 stated:

Very well. My baristas usually go on to be like lifelong friends. So, I foster an environment of teamwork, and I let them know how essential teamwork is...in that, they're scratching each other's backs, and they actually form bonds. They go out to eat. Sometimes they hang out, they attend each other's milestone events, and I like that. And then they still manage to come to work, have each other's backs, be professional and just show up for the team...

On the whole, all nine participants in this current theme agreed that a positive work environment encouraged employees to reciprocate by choosing to remain with the organization for a long period of time.

Relationship to the Conceptual Framework

Nine of the ten participants (P1, P2, P3, P4, P5, P6, P7, P8, and P10) agreed that a positive work environment reduced voluntary employee turnover. According to Herzberg's (1974) two-factor theory, the work environment is a hygiene factor. On the motivator-hygiene scale, hygiene factors when present, reduced job dissatisfaction. According to this study, work conditions depend on the reciprocity of respect and trust, engaged leadership, positive interpersonal relationships, and achieving organizational goals. Specifically, supervision, interpersonal relationships, and working conditions are hygiene factors (Herzberg, 1974). At the same time, achievement is considered to be a motivator. Interestingly, a positive work environment, positive interpersonal relations, and engaged leadership did not lead to job satisfaction but significantly reduced job dissatisfaction.

Hygiene dynamics were satisfied when managers gave attention to the hygiene event. For example, P4 improved leadership quality in response to employee demand. P5 improved communication and interpersonal relationships to foster respect and trust with subordinates. The immediate outcome of these changes revealed that the work environment improved, and employees became less dissatisfied with their job.

Additionally, motivators were satisfied when managers supported the event. For instance, according to P5 and P8, employee productivity and achievement were supported by ensuring organizational goals were specific, measurable, attainable, realistic, and timely. Herzberg et al. (1959) opined that specific hygiene and motivators contributed to organizational commitment. Notably, the work environment reduced job dissatisfaction

but did not motivate. However, management recognized that a combination of hygiene factors and motivators effectively stimulated employee performance and commitment, which in turn helped organizational leaders retain high-quality workers.

Relationship to the Literature

The recent academic literature supports a positive work environment. As per Goyal and Gupta (2016), employees' attitudes and behaviors were negatively impacted by time-consuming tasks, boredom, and feelings of exclusion. In addition, Sillero-Sillero and Zabalegui (2020) reported that the work environment affected job dissatisfaction, employee exhaustion, and work quality, which inevitably prompted employees' intention to quit. As a result, Sillero-Sillero and Zabalegui concluded that dissatisfaction, emotional exhaustion, and work environment were all factors contributing to employees' resignations. Employee dissatisfaction is significantly reduced when a toxic work environment is mitigated by supportive resources such as engaged leadership, teamwork, and strong interpersonal relationships.

Positive attributes of a work environment can significantly influence an employees' desire to remain committed to their employer. Gurková et al. (2021) performed a study on 371 hospital employees and their perception of their work environment, intent to leave, and satisfaction with current job roles. Using the Practice Environment Scale of the Nursing Work Index, Gurková et al. concluded that employees who considered leaving their current jobs viewed their work environment more negatively than those not planning to leave their jobs. Notably, the negative perception stemmed from employees who lacked supportive leadership and the necessary help and

resources to perform their jobs optimally (Gurková et al., 2021). It is important to emphasize that large organizations may have several managers, job specializations, and duties. Some employees might not perceive their work environment homogeneously based on factors such as management structure, job specialty or duties (Gurková et al., 2021). The findings of the current study corroborate the recently published articles because a positive work environment decreased job dissatisfaction and successfully reduced voluntary employee turnover.

Theme 4: Training and Development

The fourth theme from the data analysis was that immediate and ongoing training and development reduced voluntary employee turnover. Nine of the ten participants (P1, P2, P3, P4, P5, P6, P7, P8, and P9) agreed that training and development reduced voluntary employee turnover. During training, managers study, review, and discuss solutions for various scenarios they might face within their stores or amongst employees. Ferreira and Potgieter (2018) agreed that training should be job-specific and provide for personal and professional growth. P4 stated, "It can be overwhelming if you don't have the right tools necessary to succeed." Park et al. (2019) suggested that recent technological advances have enhanced training and workplace learning. To optimize employee learning and skill development, managers in this current theme have successfully employed training tools to maximize employee performance.

Participants agreed that proper training is imperative for employees to perform their job functions successfully. Participants (P5 and P6) mentioned the term "one-on-one coaching" to ensure that each employee understood their job role and expectations in an

ever-changing and sometimes fast-paced retail environment. Butt (2018) posited that managers had a fundamental role in developing employees by ensuring various policies that supported employee growth and development. Park et al. (2019) stated that an organization's growth is determined by organizational performance, influenced by high-performing people. P5 pointed out that the company's constant growth drove the need for continual coaching, training, and development. Management personnel ensured workers had sufficient training, which improved employees' confidence and abilities to perform their jobs well.

Participants in this current theme agreed that training should allow for individual differences in the way employees learn. Hence, P3 and P5 specifically mentioned the phrase "coaching in the moment," which was employed as additional support to employees while on the job. This intervention is strategic because it allows managers and team leaders to guide employees towards productivity and goal achievement. Management personnel desired to implement training procedures that were effective for all learning styles. P2 agreed that combining computer-based training with one-on-one training and coaching has been increasingly influential in preparing associates for their job roles. P2 mentioned that their company spends considerable time training new employees. P2 further stated:

Training is so important. I'm in retail, so the most important thing is get the proper training. We have two sets of training now, so new associates feel more welcome. They are more engaged and want to be a part of our team.

P5 further explained that training documents are available to employees at any given moment. P2 also said that new employees were given the opportunity to shadow senior-level workers for several days to enhance their training. Hong et al. (2019) agreed that organizations benefited more from their training programs when utilizing available expertise held by expert members. P5 expanded on the idea that some employees are more hands-on, some are more visual, and some are better listeners. Management personnel agreed that various types of training should be made available to enhance employees' learning experience.

P2 said, "I want my department to run as efficiently as possible...so I am going to dot my i's and cross my t's to make sure they are trained properly". P5 said they have always "coached in the moment" to "deter the negative." When asked how employees respond to coaching in the moment, P5 responded: Everybody learns differently. So you have to kind of know how they learn and show them how to do it that way. Usually, we don't have any negative feedback because we keep it really positive.

Management personnel has recognized that fully trained workers exhibit stronger loyalty to the organization and greater ability to handle organizational tasks.

Manager meetings and performance reviews contributed to the training of new associates. P5 stated that various scenarios are rehearsed during manager meetings, and different resolution techniques are identified for implementation. Additionally, managers discussed the proper use of the chain of command, and various policies and documents were reviewed to enhance managerial functions, including training procedures. Although it might be challenging for management to identify whether underperformance is

behavioral or cognitive, P8 stated that engaged leaders could typically determine how an employee is being affected simply through conversation and making a connection.

Training is critical to ensure employees understand the why and the how.

A review of the store manual and job descriptions created triangulation in the data. The store manual stated that the organization is "committed to investing nearly \$1 billion over the next five years in career-driven training and development". Another store manual said that "employment competencies" are provided through "ongoing skills training to help employees be successful in their career." Management was tasked to ensure training policies were communicated to the employee and implemented into the employees' core training program. Management personnel agreed that proper training is critical to the organization's stability because it helps promote higher levels of employee loyalty.

Relationship to the Conceptual Framework

Nine of the ten participants (P1, P2, P3, P4, P5, P6, P7, P8, and P9) agreed that training and development effectively reduced voluntary employee turnover. Herzberg's two-factor theory corroborates the training and development theme. Herzberg (1974) postulated that factors related to job content, such as training and development, achievement, and growth, were satisfiers or motivators. Motivated employees are generally satisfied with their job content and will respond by showing positive behavior and willingness to achieve organizational goals (Herzberg, 1974). When skills training and career development are lacking, employees are more prone to actual turnover

behavior (Ferreira & Potgieter, 2018). The presence of motivators can positively impact employee job satisfaction.

Employee job satisfaction can be fostered by training and development. Herzberg (1974) contended that achievement is made possible by proper training and career development. Other scholars have agreed that properly trained employees exhibit more confidence in performing job-related tasks and feel more empowered and willing to work autonomously (Glišović et al., 2019; Verbruggen et al., 2015). Training and development, as determined by this research, are similar to Herzberg's two-factor theory because they are linked to the content of the job, which ultimately affects employee satisfaction. Herzberg (1974) contended that training and development are motivators and, when present, improve worker satisfaction and reduce an employee's desire to leave their employer. Focusing on training and development can encourage organizational learning and increase tacit knowledge held by employees (Park et al., 2019). Retail managers can reduce voluntary employee turnover by offering employees developmental resources and training programs.

Relationship to the Literature

The recent academic literature supports training and development. Park et al. (2019) stated that employees who acquire firm-specific knowledge and skills perform optimally and increase the firm's competitive advantage. Researchers have noticed that employees who are more confident in their work are also more satisfied (Utari et al., 2021). In particular, Park et al. (2019) pointed out that job satisfaction might also help predict employee motivation. Within the context of this study, motivation is a

psychological process that training activities can enhance and when employee performance is low, managers can refer back to skills and education training to redirect poor performance (Park et al., 2019; Utari et al., 2021). It is noteworthy that adequately trained employees exhibit more excellent problem-solving skills and the ability to pursue an array of assignments within the workplace, thus making them extremely valuable to the employer (Ferreira & Potgieter, 2018). As a result, managers use training and development to support associates' job skills development and organizational learning, thus leading to organizational progression and advanced career opportunities.

Focusing on training and development can promote meaningful and long-term employment for associates. Naizm et al. (2021) noted that employees who responded positively to training and development were more likely to be satisfied. Herzberg (1974) asserted that training and development have greater significance on employee job satisfaction. Kartika and Purba (2018) agreed that effective training and development are factors that might positively influence job satisfaction. Managers have recognized the importance of organizational and managerial support related to these functions and how they can be used strategically to reduce voluntary employee turnover.

Application to Professional Practice

The application to professional practice provides managers with effective strategies to reduce voluntary employee turnover. Organizations must minimize excessive turnover due to the direct and indirect costs of voluntary turnover. For example, dysfunctional or excessive voluntary turnover can lead to indirect costs such as losing tacit knowledge, lower employee morale, and decreased motivation (Sanjeev, 2017; Saira

et al., 2021). Additionally, direct costs involve recruitment and replacement fees, onboarding, and time associated with training new hires (Saira et al., 2021; Sanjeev, 2017). Notably, unhealthy staff turnover can cause considerable challenges for the organization. Left unchecked, the company could experience low performance, organizational instability, and diminished financial resources (Park et al., 2019). Hence, managers must take an active role in implementing strategies to combat voluntary turnover. According to the findings of this study, retail managers used four strategies to reduce voluntary employee turnover: (a) effective communication and streamlined work processes; (b) competitive employee benefits packages, incentives, and rewards; (c) positive work environment; and (d) training and development.

Effective communication and streamlined work processes promote job satisfaction, task efficiency, organizational stability, and employee loyalty. Managers should be attentive to ensuring effective communication in the workplace (Saira et al., 2021). Moreover, poor information and communication gaps enhance negative employee behavior, such as voluntary turnover (Hong et al., 2019; Saira et al., 2021). When effective communication is used, workplace quarrels are mitigated, and camaraderie is strengthened. Managers employing effective communication strategies help reduce voluntary employee turnover and support organizational goals.

Streamlined work processes enable employees to complete tasks with greater efficiency. Katili et al. (2021) stated that having clear expectations communicated from managers in conjunction with efficient work processes promoted higher levels of performance and engagement. The retail environment relies on constant peer-to-peer and

employee-to-customer communication (Patel et al., 2018). Ensuring job-related tasks are completed promptly with little to no user error is imperative for organizational growth, stability, and competitive advantage (Li et al., 2019). Managers using streamlined work processes help circumvent workflow challenges, leading to employee job satisfaction and robust business practices.

When present, the hygiene dynamics of competitive benefits and incentives can significantly reduce job dissatisfaction. Managers should ensure alignment and balance between hygiene factors because mismanagement could lead to organizational disturbance and diminished employee morale (Herzberg, 1974). Additionally, Ferreira and Potgieter (2018) noted that the value of benefits makes the job more attractive, thus strengthening employee loyalty. The presence of intrinsic motivators such as rewards and recognition can also lead to improved mood and job satisfaction (Herzberg, 1959). Managers providing benefits, incentives, and rewards to employees show vigilance in balancing hygiene factors and motivators, in effect, reducing voluntary employee turnover.

A positive work environment is critical to employee performance and job satisfaction. Some researchers have noted that a positive work environment promotes calm by mitigating employee frustration and discouragement (Arnoux-Nicolas et al., 2016; Goyal & Gupta, 2016; Timlin et al., 2018). When unproductive, time-consuming tasks; relationship conflict; and misinformation are present in the workplace, employees' commitment towards their employer drastically declines (Hong et al., 2019). Managers

ensuring a positive work environment promote favorable working conditions for lowering job dissatisfaction and supporting positive organizational outcomes.

Training and development support employees' personal and professional growth. Ferreira and Potgieter (2018) noted that enabling employees to apply what has been learned through training and development programs drive personal growth and expanded career opportunities. Naizm et al. (2021) pointed out that employee training is an asset because it enables employees to perform optimally, driving organizational growth and productivity. Trained employees exhibit greater confidence in their job roles and strive for autonomy and achievement (Glišović et al., 2019; Hong et al., 2019). Managers incorporating job-specific training programs help reduce voluntary employee turnover and promote long-term employee commitment.

Recommendations for Action

Based on this study, some retail managers have successfully implemented strategies to reduce voluntary employee turnover in their organizations. After exploring successful strategies to reduce voluntary employee turnover, I have four recommendations: (a) retail managers should employ effective communication and streamlined work processes, (b) retail managers should offer a competitive benefits package, incentives, and rewards, (c) retail managers should cultivate a positive work environment and (d) retail managers should focus on immediate and ongoing training and development. Retail managers will benefit from the suggested recommendations to reduce voluntary employee turnover in their establishments.

The first recommendation is for retail managers to employ effective communication and streamlined work processes. According to the findings of this study, effective communication allowed managers to identify positive employee behavior, thought patterns, and negative triggers that could lead to voluntary turnover. Managers used various communication venues to discuss expectations and achieve organizational goals. Notably, successful communication techniques such as direct talk, one-on-one coaching, discovery questions, and productivity grids were used to gather and share pertinent information. Retail managers should consider this recommendation by encouraging effective communication methods throughout the organization.

Additionally, streamlined work processes increased employee productivity and efficiency. In this study, a simplified work process improved customer service and reduced employee burnout and stress. Retail managers should help employees manage the hectic retail environment by streamlining work processes to support employee productivity and achieve organizational goals.

The second recommendation is for retail managers to offer competitive benefits packages, incentives, and rewards. Based on this study, employees responded favorably to competitive benefits packages, incentives, and rewards and were more willing to remain with their employer when these items were present. Managers noted that although most retail associate pay might not be competitive, the organization offered other competitive benefits, incentives, and rewards to attract and keep high-quality workers. Retail managers should consider this recommendation as an effective strategy to strengthen employee loyalty in their organization.

The third recommendation is for retail managers to foster a positive work environment within their establishments. According to this study, employees' happiness is enhanced when working in a positive environment, thus resulting in improved moods and a greater willingness to stay with their employers. A positive work environment can stimulate worker productivity and support constructive and encouraging attitudes. Retail managers should consider fostering a positive work environment to improve employee morale, leading to stronger organizational commitment and employee longevity.

The fourth recommendation is for retail managers to focus on immediate and ongoing training and development. Based on this study, training and development are essential for employee growth and development. Managers recognized that skilled and knowledgeable employees strengthened the organization's competitive advantage and improved overall employee performance. Retail managers should consider this recommendation in their strategies to reduce voluntary employee turnover.

Retail managers can use this study to drive and maintain employee job satisfaction. Employee job satisfaction is critical to the stability and health of the entire organization. When employees are satisfied with various aspects of their jobs, they are more likely to remain committed to their employer. The retail managers involved in this study incorporated multiple methods to boost employee satisfaction and morale. With this in mind, balanced usage of diverse strategies could reduce voluntary employee turnover.

There are negative consequences for unhealthy voluntary employee turnover. For instance, when voluntary employee turnover is high, it causes increased burden and stress

on remaining workers, resulting in burnout and decreased productivity (Judd et al., 2017). Customer satisfaction might be impacted due to the lack of high-quality customer service.

The organization may also suffer economically because a reduced sales staff can prevent sales quotas from being met. Unfortunately, when sales benchmarks are not met, the organization can become financially weak and unstable (Jarupathirum & Gennaro, 2018). Lastly, if the employee decides to leave their employer, they may suffer in tangible and intangible ways due to removing various benefits they were receiving from their employer (Lai & Gelb, 2019; Li et al., 2019). Managers must make every effort to mitigate voluntary employee turnover.

Recommendations for Further Research

The purpose of this qualitative, multiple case study was to explore strategies retail managers use to reduce voluntary employee turnover. Further research is recommended to address the limitations of this study. One limitation was that this study was time bound. Although the researcher may not know how many participants will be needed to reach data saturation, it is important to prepare in advance to conduct additional interviews until data saturation has been achieved (Saunders et al., 2016). Shahriai and Rasuli (2020) argued that addressing research limitations help researchers and organizational leaders apply the findings of the study more effectively. Although the results of this research study might not reflect the entire population, considering the limitation above might serve as an awareness to organizational leaders as they seek to apply effective strategies to motivate and satisfy their employees.

I recommend that frontline employees be included in the study alongside retail managers for further research. Involving retail managers and sales associates might provide a holistic perspective on job satisfaction and employee loyalty (Kaouache et al., 2020). Gleaning from an employee's perception of what constitutes effective leadership could help organizational leaders employ sincere behavior that will help cultivate favorable conditions for employee satisfaction (Mehmood et al., 2019). In effect, researchers might consider including employees in future research to understand what motivates employees to pursue their personal and professional ambitions with an employer.

I also recommend using a mixed-methods approach in future research. Utilizing qualitative and quantitative data allows researchers to dive deep into a complex phenomenon from multiple angles (Kaouache et al., 2020). For example, Kaouache et al. used interviews and surveys to reveal significant differences between existing and preferred organizational culture. Behringer-Massera et al. (2019) postulated that the qualitative method allows for open-ended questioning and helps triangulate data from the quantitative phase. Hence, I recommend that researchers consider adopting a mixed-method design to better identify and understand retail managers' strategies to reduce voluntary employee turnover.

Reflections

My experience through the DBA program has been profound, enlightening, and inspiring. Many lessons were learned, such as time management, effective communication, and patience with the process. In the middle of the program, I

experienced stress and much uncertainty because I was not sure if I would be able to meet the high standards of expectations through Walden. Nonetheless, I gathered support from my colleagues, Chair, and university staff, which undergirded me with confidence to continue pursuing my goal of completing my DBA.

Since my master's program did not include a thesis or dissertation component, the write-up of the DBA dissertation was new for me. However, the writing courses offered by Walden, in addition to the many Writing Center resources, enabled me to master APA and write with proficiency, clarity, and confidence. Furthermore, attending Residency I and Residency II laid a strong foundation for choosing a good research topic and building awareness of expectations throughout the DBA process.

My doctoral journey has been one that I never expected. It was challenging academically and emotionally. Although some of my relationships suffered due to my pursuit of higher education, I learned to discern which relationships were conducive to my personal and professional growth and which ones were not. This level of awareness has enabled me to be a much keener observer and spokesperson for my goals and ambitions. At the completion of my doctoral journey, I am much more humbled, patient, observant, and confident. Furthermore, the higher-level thinking I developed throughout this program has significantly improved my communication skills and challenged me to be confident in my decision-making. I believe that I have earned this prestigious degree, and I look forward to bearing the fruit from which I have labored throughout this program.

Conclusion

Voluntary employee turnover is an ongoing challenge in the retail industry. Nonetheless, this research study unveiled successful strategies used by managers to improve employee satisfaction; thus, reducing voluntary employer turnover. Organizations unable to mitigate high levels of employee turnover reap detrimental effects such as organizational instability, lost profits, customer dissatisfaction, and a strained workforce (Lee et al., 2018; Otto et al., 2020). The purpose of this qualitative, multiple case study was to explore strategies retail managers use to reduce voluntary employee turnover. The overarching research question that guided this study was: What strategies do retail managers use to reduce voluntary employee turnover? Through semistructured interviews, ten retail store managers from ten retail establishments (one manager per establishment) participated in this study. Four primary themes emerged from the data analysis: (a) effective communication and streamlined work processes reduced voluntary employee turnover, (b) competitive benefits package, incentives, and rewards reduced voluntary employee turnover, (c) positive work environment reduced voluntary employee turnover, and (d) training and development reduced voluntary employee turnover. Managers should use these primary themes to refine company policies and allow store leaders to operate more dynamically. In effect, supporting organizational stability, employment longevity, and community prosperity.

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Appendix: Interview Questions

1. What strategies are you using to reduce voluntary employee turnover?
2. How do employees respond to the strategies you use to reduce voluntary employee turnover?
3. What strategies do you find work best to reduce voluntary employee turnover?
4. How do you gather the necessary information needed to implement strategies to reduce voluntary employee turnover?
5. What are some of the benefits of implementing viable strategies for reducing voluntary employee turnover in your organization?
6. What key obstacles did you have to address to implement the successful strategies for reducing voluntary employee turnover?
7. How did you address the key obstacles to implementing the strategies for reducing voluntary employee turnover in your organization?
8. What type of incentives or rewards, if any, do you use to reduce voluntary employee turnover?
9. What additional information would you like to share about your organization's retail managers' strategies to reduce voluntary employee turnover?