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Successful Recruitment and Retention Strategies Used by Logistics Hiring Managers

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This is to certify that the doctoral study by

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Abstract

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Doctor of Business Administration Prospectus – Global Supply Chain

Submitted in Partial Fulfillment

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Abstract

Employee turnover results in increased employers' costs and a decrease in profitability. Transportation hiring managers who lack strategies to recruit and retain employees risk higher employee turnover, resulting in reduced profitability. Grounded in Herzberg's two factory theory, the purpose of this qualitative multiple case study was to explore strategies transportation hiring managers use to recruit and retain employees to reduce employee turnover and improve profitability. The participants were three transportation hiring managers from three transportation companies in Eagan, Minnesota, who successfully implemented strategies resulting in employee retention. Data were collected using semistructured interviews and a review of company documents. Data were analyzed using thematic analysis. The themes that emerged were: (a) recruiting and retention strategies, (b) effectiveness of retention and recruiting strategies, and (c) overcoming recruiting and retention barriers. A key recommendation is for transportation hiring managers to establish workforce collaboration with local, regional, and global universities and colleges. The implications for positive social change include the potential for a more stable workforce resulting in reduced reliance on government assistance programs and an increased tax base for local governments to provide needed services to the community.

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Dedication

I want to thank God for giving me the strength, courage, vision, and support to pursue my DBA. I would like to dedicate this doctoral study to my late father Joseph Ouattara, my mother Amelie Gbei, my sister Alexis Adjorlolo, my grandmother Helen Gbei, my late grandfather Luis Gbei, and my cousin Danielle Gbae for being my light. I would also like to dedicate this study to my pastor Reverend Gloria Thomas, the Tobah family, and the DeSouza family for their prayers, love, and support. To all my friends that are dear to my heart, Suwah Tobah, Camille Thomas, Adeline Aly, Aku Nenonene, Joyce Nenonene, Damon Starks, Briana Harris, Reuben Thompson-Amarteifio, Kathryn Mayfield, Dominique Williams-Green, Donnay Greene, Desire Benton, Chanel Rivers, Andrea Reed, Iyare Oronsaye, Shorn Drew, Theodore Mack, Diana Lugo, Mai Kou, Viangsavanh Paborriboon, Marquis David, thank you for being there and encouraging me. I love you!

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Matthew 28:20 "and teaching them to obey everything I have commanded you. And surely, I am with you always, to the very end of the age." To God be the glory, because of his grace and mercy, I can withstand any challenges in my life. I would like to acknowledge my chairperson Dr. Beehner for his invaluable support, guidance, and encouragement throughout this journey. I would like to also acknowledge my 2nd chairperson, Dr. Glenn, for his support and feedback. In addition, I would like to thank Dr. Stokes, the review committees for their feedback and support as this journey would not have been possible.

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Section 1: Foundation of the Study

Section 1 will contain a summary of the business problem and applied methods to explore successful recruitment and retention strategies used by logistics hiring managers. In addition to the business problem, this section will cover the conceptual framework of the study, the possible contributions of this study, and the positive social change impact. Section 2 will include details about the research process, primarily encompassing the methodology of the study and its various components. Section 3 will include a presentation of findings and themes concerning the retention and recruiting strategies that hiring managers in the logistics industry used to reduce employee turnover.

Background of the Problem

Employees are the most valuable assets of all organizations. In the logistics industry (warehousing, distribution, and transportation), there are 10,700,000 workers (Torpey, 2015); however, an expected 3.8% annual turnover rate and 3.7% annual hiring rate (Bureau of Labor Statistics, 2018) threaten the logistics industry sustainability. According to Ghosh et al. (2013), employee turnover is costly to organizations and impacts productivity. In this qualitative study, I explored the successful recruitment and retention strategies used by logistics hiring managers.

Problem Statement

Employee turnover results in increased hiring and training costs, loss of earning, and reduced morale among remaining employees, adversely impacting employee retention and organizational profitability (Katsikea et al., 2015). There are 10,700,000 workers (Torpey, 2015) within the logistics industry (warehousing, distribution, and

transportation), and the industry is expected to grow 0.5% annually through 2026 (Bureau of Labor Statistics, 2016). However, an expected 3.8% annual turnover rate, and 3.7% annual hiring rate (Bureau of Labor Statistics, 2018), suggests a growing gap in logistics employee retention. The general business problem is that some leaders of transportation companies are negatively affected by employee turnover, which results in increased costs for the business. The specific business problem is some transportation hiring managers in logistics companies lack strategies to recruit and retain employees to improve profitability.

Purpose Statement

The purpose of this qualitative multiple case study was to explore retention strategies transportation hiring managers used to recruit and retain employees to reduce employee turnover and improve profitability. The target population consisted of three transportation hiring managers from three transportation companies located in Eagan, Minnesota that had successfully implemented strategies that resulted in employee retention. The implications for positive social change included the opportunity for some hiring managers within the logistics industry to implement employee's retention and recruiting strategies to alleviate employee turnover, retain employees, increase productivity and profit. Reducing employee turnover could increase employees' satisfaction, which could result in increased employee productivity and profitability. As the business' retained earnings increase, those profits may lower unemployment and increase tax revenues to increase communities' citizens' prosperity and standards of living.

Nature of the Study

There are three research methodologies: qualitative, quantitative, and mixed. I chose the qualitative method for this study. The qualitative method was appropriate for this study because the researcher has an opportunity to understand the participants' experiences, beliefs, attitudes, perceptions, and feelings about a phenomenon (Ingham-Broomfield, 2016) by studying the research question using a small number of participants from the population of interest. For a quantitative method, a researcher uses quantitative variables to determine if there is a statistically significant relationship among those variables for building a predictive or causal model (Yin, 2018). The focus of quantitative research is using analysis of numerical data to test a hypothesis about variables' relationships or groups' differences (Bryman & Bell, 2015). Because I was not examining data to test a hypothesis, quantitative method was not appropriate for this study. Mixed methods research consists of a combination of quantitative and qualitative techniques (Saunders et al., 2015). The mixed methods methodology was not appropriate for this study because the focus for this study was based on a first-person perspective of the phenomenon by acquiring comprehensive data (Yin, 2017). My study aligned with a qualitative research method and applying a mixed method would require including quantitative methodology.

Researchers use qualitative case studies to investigate a contemporary phenomenon within its real-life context allowing for more research opportunities and flexibility (Yin, 2018). Other qualitative designs included ethnography, phenomenology, and narrative inquiry. Researchers use ethnography to explore the culture or social world

of a group (Cayla & Arnould, 2013). The ethnographic method was not appropriate for this study because the participants in this study were not a specific ethnic or cultural group. Researchers use phenomenology to explore the meanings of participants' lived experience with the phenomenon (Saunders et al., 2015). I did not intend to seek the meanings of participants' lived experiences; therefore, the phenomenological design was not suitable for this study. Researchers use narrative inquiry to collect the experiences of the participants through participants' narratives (Saunders et al., 2015). I opted out of using a narrative design because there was no need to collect and explore the personal stories of participants as a whole account or narrative for this study.

Qualitative Research Question

The following qualitative research question served as guidance for this qualitative study: What strategies do some leaders in the logistics industry use to recruit and retain employees to reduce employee turnover and improve profitability?

Interview Questions

The interview questions explored the various strategies that logistics managers implement to address the talent shortage in the U.S. logistics industry. The interview questions are as follows:

1. What strategies did you have in place to recruit and retain logistics professionals?

2. What, if any, associated strategies did you use to assess the skills needed to fill an open position?

3. How did your organization develop its successful recruiting and retention strategies?

4. What hiring strategies did you use to ensure you are hiring logistics candidates with the skill sets required for success on the job?

5. What were the key barriers to implementing your organization's successful recruitment and retention strategies?

6. How did your organization address the key barriers to implementing its successful recruitment and retention strategies?

7. How did your organization determine the effectiveness of its recruitment and retention strategies?

8. What additional information (if any) would you like to share regarding recruitment and retention strategies that have not been addressed in this interview?

Theoretical or Conceptual Framework

This purpose of this study was to explore strategies transportation hiring managers use to retain skilled employees within the U.S. logistics industry to address the talent shortage. I applied Herzberg's two-factor theory as the conceptual framework for this study. Herzberg's theory, or dual-factor theory of motivation, was introduced by Herzberg, et al. (1959). The two factors of the dual-factor theory are hygiene (extrinsic) factors and motivation (intrinsic) factors (Herzberg et al., 1959). The theory addressed the root causes of job satisfaction and job dissatisfaction. Factors such as responsibility, promotion, job challenges, recognition, and achievement represent potential intrinsic

factors that, when met, provided employees with positive feelings and improved their performance and productivity (Herzberg, 1974). Potential hygienic factors include company policy and administrative practices, supervision, interpersonal relations, physical working conditions, job security, benefits, and salary, which when not met, lead to job dissatisfaction (Herzberg, 1974).

Motivated employees are sincere, dutiful, and work hard; therefore, motivated employees require less supervision to perform well at work (Rahman & Nurullah, 2014). In addition, motivation is imperative for the growth of employees as well as for contributing to organizational productivity (Rahman & Nurullah, 2014). Based on Herzberg's dual-factor theory, managers should use hygiene factors to increase their employees' morale and to mitigate job dissatisfaction and motivator factors to increases job satisfaction (Sankar, 2015). Because Herzberg's theory addresses factors concerning employee's satisfaction in the workplace, Herzberg theory provided a suitable lens for exploring strategies that logistics hiring managers can use to retain employee.

Operational Definitions

Employee retention: Employee retention is human resources management (HRM) practices and organizations policies that entice employees to remain working with the organization long term (Rose & Raja, 2016).

Employee turnover: Employee turnover is an employee's decision to no longer work for an organization (Abu Elanain, 2014).

Talent management: Talent management is the process of recruiting, managing, assessing, developing, and maintaining an organization's most important resource-people (Khatri et al., 2010).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are ideas that are perceived to be true but are however not validated (Grant, 2014). Assumptions are important elements, as they are required to enable and conduct the study (Simon & Goes, 2013). In this study, three assumptions were considered. The first assumption was that the research participants would answer the interview questions with honesty regardless of my explanation of the purpose for the study. The second assumption was that as the researcher, I would be unbiased and refrain judgement. The third assumption was that current employee retention strategies from one logistic hiring manager would apply to all logistics hiring managers.

Limitations

Limitations are constraints to the study that are beyond the researcher's control and impact the study outcome (Simon & Goes, 2013). There were three considered limitations for this study. The first limitation was that the outcome of the study could not apply or be generalized to a larger population as the sample size included three participants from three sites. The second limitation was the limited number of research participants. The third limitation was the time frame to conduct the study and access to all participants.

Delimitations

Delimitations are the boundaries of the study (Simon & Goes, 2013). One of the delimitations was the study was limited to the geographical location of Eagan, Minnesota. Another delimitation was that all participants would currently work for a transportation company.

Significance of the Study

This study could be of significance to logistics businesses because the findings may assist logistics hiring managers with implementing new recruitment and retention strategies. The increased employee retention that may result from these strategies can reduce costs and increase productivity. Furthermore, the findings of this study could provide opportunities for logistics hiring managers to mitigate employee turnover and decrease replacement costs through practical recruitment and retention strategies.

Contribution to Business Practice

Employees are the most valuable assets of all organizations. Therefore, it is imperative that organizations have the right people to meet their business needs. In this research study, I explored the opportunities that may enable logistics hiring managers to assess the risks associated with hiring, and retaining talented employees, which in turn may lead to cost reductions and enhance productivity. Recruiting and retaining qualified applicants is essential for logistics companies to remain competitive. The findings of this study could be of significance to logistics managers because the outcome of the study may serve as a catalyst for developing, implementing, and improving recruiting and retention strategies.

Implications for Social Change

The implications for social change included the opportunity to develop strategies logistics hiring managers could use to improve business operations. When employees are satisfied, their productivity increases, which could lead to higher profits for the organization. Profitable organizations could support local communities through charities/ donations benefiting citizens and families.

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A Review of the Professional and Academic Literature

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The purpose of this qualitative multiple case study was to explore retention strategies transportation hiring managers used to recruit and retain employees to reduce employee turnover to improve profitability. I applied Herzberg's two-factor theory as the conceptual framework as my vehicle for exploring retention strategies.

The purpose for this literature review was to provide readers with a comprehensive foundation of employee recruitment and retention strategies. I accessed the Walden University Library database as well as other research databases such as *Google Scholar, Emerald Insight, ProQuest Central, SAGE Journals* for this literature review to obtain peer-reviewed literatures and search words to support the study. Some of the search words were *employee retention strategies, employee turnover, transportation industry, employee salary, job satisfaction, job dissatisfaction, recruitment strategies, and Herzberg's two-factor motivation theory*. Government agency sources such as *the Bureau of Labor Statistics* were accessed to obtain data on unemployment for the logistics industry.

The literature review included articles with in-depth explanations and analysis from different sources supporting the research question under study. The organization of this literature included nine significant categories: (a) conceptual framework, (b)employee shortage, (c)voluntary turnover, (d) involuntary turnover, (e) employee salary, (f) employee turnover cost, (g) employee recruiting, (h) job satisfaction, (i) job dissatisfaction, (j) workplace culture, (k) leadership behavior, (l) employee retention, (m) retention strategies. The DBA Doctoral Study included 85% of peer-reviewed sources within 5 years of anticipated graduation date. In the review, past and current research study were shared concerning employee recruitment and retention strategies.

Herzberg's Two-Factor Theory

Herzberg's theory, or dual-factor theory of motivation, was introduced by Herzberg et al. (1959). The factors that cause satisfaction vary from the factors that cause dissatisfaction at work. The two factors of the dual-factor theory are hygiene which is extrinsic, and motivation which is intrinsic (Herzberg et al., 1959). When Herzberg first created his theory, he gathered data collection obtained from accountants and engineers to gain better understanding of sources that satisfied, dissatisfied and motivated employee in the workplace (Herzberg et al., 1959).

Motivators relate to dissatisfiers, and hygiene factors relate to satisfiers according to Lacey et al. (2015). Furthermore, hygiene factors aimed to increase one's self-welfare, whereas motivators aimed to societal obligations. Employees are satisfied at work based on factors of the content of their work and employees are dissatisfied at work based on factors of the context of their work (Herzberg, 1974). Those factors related to job

satisfactions include recognition, achievement, interesting work, responsibility, advancement, and growth. Those factors related to job dissatisfaction include, company policy and administration, supervision, working conditions, interpersonal relationships, salary, security and status (Herzberg, 1974).

Organization leaders must understand that both intrinsic and extrinsic factors can lead to employee retention. Leaders would need to recognize that the needs of their employees are factors that lead to satisfaction; and those same needs are different from factors that lead to dissatisfaction (Herzberg, 1974). According to Van Scheers and Botha (2014), when employees are satisfied with their work, they are prone to commit to their job, whereas dissatisfied employees decrease productivity and performance levels and lack job commitment.

Maslow's Hierarchy of Needs Theory

As human beings we have basic physiological needs that must be fulfilled for us to move to higher order psychological needs of self-esteem, and self-actualization. Maslow's (1943) theory of needs identified a five-tier model of basic needs; which are (a) physiological, which focus on whether we have food, air, water to survive; (b) safety, which is concerned with the need of being safe from both psychological and physical harm; (c) love, which is concerned with the needs of affection and a sense of belonging; (d) self-esteem, which is concerned with reputation, validation from others, self-confidence and strength; and (e) self-actualization, which is concerned with self-fulfillment. Maslow's hierarchy of needs theory has been used to evaluate employee's motivation in the workplace (Clegg et al., 2016). Maslow's theory implied that

employees feel motivated when their needs have been satisfied. Maslow (1970) stated

that individuals cannot satisfy the next level up need unless the lower-level need has been

satisfied. For example, when a person risks their freedom by committing a crime to seek

food to feed themselves or their family; the person is not concerned about safety because

their survival need has not been met (Maslow, 1970). Everyone is differently motivated

depending on their needs and will contribute only to satisfy their desirable needs.

Individuals will see actions as meaningless when they are not involved in obtaining the

desired need (Maslow, 1943).

Maslow's hierarchy of needs theory impacts employee's work performance.

Understanding what motivates employees is vital to employee's development and an

organization's success which in turn decreases employee turnover Kaur (2013).

Employees demand fair pay, a basic need and security which is a safety need (Maslow's

1970). Employees not only want to feel safe at home, but also in the workplace (Sadri &

Bowen, 2011). All employees want to feel valued by their leaders and coworkers and feel

a sense of belonging (Travesio, 2014).

Leaders must take the time to establish a rapport with their employees to properly

implement Maslow's hierarchy of needs theory in the workplace. Organizational leaders

made two mistakes when implementing Maslow's hierarchy of needs in the workplace

(Matache & Ruscu, 2012). The first mistake was that leaders assumed that they knew

their employees needs based on the employees' job position and educational level. The

second mistake was that leaders failed to acknowledge their employees' needs might vary

based on life circumstances (Matache & Ruscu, 2012). Employees want considerable pay

to cover their needs and need to feel secure within their job Başlevent and Kirmanoğlu (2013). Therefore, organizational leaders need to acknowledge and understand the employees' need to implement proper retention strategies in efforts to increase employee retention.

Employee Shortage

Employee shortages are the most challenging task faced by all organizations across the world. The ability and opportunity to find talented candidates come at a price. Millions of jobs will go unfilled in the next 2-3 years (Gigi, 2015). There are three possible reasons the skills workers shortage existed (Rens, 2016). The first reason was that workers did not adjust to changes in the demand for acquiring new skills Rens (2016). The second reason was that employers did not take the supply of skills needed into account when making hiring decisions (Rens, 2016). The third reason was that employers did not consider the relative shortage or abundance of skills when they set wages (Rens, 2016).

Rens (2016) supported the outcome of his research by using the U.S. data on job finding and filling rates, wages and profits of business organizations across states and industries. Rens (2016) found wage- setting was the main reason workers did not have the skills employers needed as the data collected from the study showed that wages for workers with limited skills were too low compared to wages for workers with a more abundant skill set. Furthermore, the data collected showed that companies hired less skilled workers to reduce costs even though hiring less skilled workers negatively impacted the companies' productivity (Rens, 2016). Organizations' leaders and human

resources personnel must identify the skills and qualifications needed when posting a job to attract and hire the most qualified employees and pay.

HRM should identify and address recruiting and retention issues. Hohenstein et al. (2014) analyzed the HRM issues in supply chain management such as employees' competencies. From the data collected, Hohenstein et al. (2014) found that employees were incapable of learning new tasks quickly, did not possess analytical and problem-solving skills, demonstrated slow response time, had poor communication skills, and often lacked a deeper knowledge of technology fundamentals. These factors impact the talent pool and could be avoided if companies' job postings clearly and concisely emphasize the skill sets needed to fill the vacant position. Organizational success is based on the talent provided by their employees and when there is high turnover, the organization's performance suffers (Gartenstein, 2019).

Recruiting all types of employees and retaining employees is necessary for organizations' success in today's global competitive business environment. The foundation of any company is its employee and without the right employees, an organization could not execute its goals (Delaney, 2020). Employee turnover can be a result of termination for cause, job abandonment, resignation, and discharge Fred (2016). There are two forms of employee turnover: voluntary employee turnover and involuntary employee turnover (O'Connell & Kung, 2007). Employee turnover remains one of the greatest dilemma organizations face and can negatively impact any organizations' productivity. Employee turnover is expected in business and a key contributor to the success of an organization (Wynen & de Beeck, 2014).

Voluntary Turnover

Employee turnover is one of the top challenges for organizations as employees' turnover rates increase (Alias et al., 2014). Voluntary turnover occurs when employees resign from their current positions and voluntarily leave their employers (Amankwaa & Anku-Tsede, 2015). The root causes of employees' turnover were early retirement and better job opportunities (Clausen et al., 2014). According to Singh and Sharma (2015), some employee cannot be pleased. Whenever employees are not satisfied with their current job, there is a high possibility that they will voluntarily leave their jobs (Chiedu et al., 2017).

There are many reasons why employees leave their jobs. When employees voluntary leave, work productivity is negatively impacted. Iqbal et al. (2014) examined the variables that project when someone may be ready to quit a job and found out that employee turnover intention has a significant relationship with variables such as organizational commitment, job satisfaction, job stress and leadership support. Employee turnover affects quality of work, administrative costs, and staff morale due to increased workload and resentment among remaining employees who must assume additional duties (Puni et al., 2016). According to Thomas et al. (2014), stressed out employees from working long hours could result in higher employee turnover. Employees that worked long hours voluntary quit (Mitchell & Zatzick, 2014).

Employees may quit their jobs for various socio-economic reasons. Employment structure, condition of the labor market, job opportunities, education, and living costs may influence employees to quit their jobs (Huang & Huang, 2006). Factors that

influence employee turnover individuals' skill sets, organizational and work factors, and social and economic factors (Zhang, 2016). Furthermore, individuals' factors such as age, gender, education level, marital status, years of work experience directly affect employee turnover (Zhang, 2016). The organization's culture, organizational scale, salary, payment and promotion, relationship, training, employee involvement, individual work attitude, and organizational justice can influence employee turnover (Zhang, 2016). Society's economic development level, labor market condition, employment system, job opportunities, enterprise property, transportation, housing, education and health care facilities, the cost of living, and quality of life all have an impact on employee's turnover (Zhang, 2016). Employees are more likely to quit their job for better pay elsewhere in pursuit of a better quality of life (Zhao et al., 2003). Leaders in organizations must consider the business and market conditions and implement internal employee programs to refrain employees from leaving their jobs.

The outcome of voluntary turnover within organizations may differ across industries due to the organization's culture. The reasons for the various effects often resulted from the individual roles within an individualistic culture compared to a collectivist culture in the workplace (Cohen et al., 2015; Park & Shaw, 2013). Harvey et al. (2007) stated that employees leave their managers and not their jobs. Leaders within organizations should consider their workplace culture and how to best address voluntary turnover.

Involuntary Turnover

Involuntary turnover can impact an organization's productivity and bottom line. Involuntary turnover refers to the decision of turnover made by the enterprise, including termination, and dismissal (Zhang, 2016). Manz et al. (2015) defined involuntary turnover as downsizing driven by monetary pressure, organizational reorganization, and the need to lower costs. One of organizations' goals is to keep cost low, therefore, involuntary turnover is needed at times (Manz et al., 2015). Mandhanya (2015) stated that the loss of talented employees may be very detrimental to the company's future success. Walker and Karau (2016) stated that organizations that practiced integrity, honesty and open communication with their employees about organizational changes such as downsizing, observed less negativity amongst employees.

Employees' issues such as lack of professionalism and proper knowledge, skills and abilities (SKAs) might lead to involuntary turnover (Parker & Gerbasi, 2016). Such employees are categorized as dysfunctional by Manz et al. (2015). Furthermore, these dysfunctional employees or "job sleepwalking" employees lack commitment, and their only focus is to collect income (Manz et al., 2015). Involuntary turnover can occur for various reasons, such as when employees' behaviors do not fit into the organization's culture, or when the employees fail to meet the organization's goals. Employee sickness, loss of life, and retirement led to involuntary turnover (Pietersen & Oni, 2014). Involuntary turnover can be dysfunctional for organizations (Pietersen & Oni, 2014).

An organization's poor performance and managerial ineffectiveness are some of the reasons that lead to involuntary turnover Mobbs (2013). Mergers and acquisitions

(M&As) are also some of the reasons for involuntary turnover as conflicts arise amongst leadership and culture clash (Marks & Mirvis, 2001). Mergers and acquisitions produce benefits such as multicultural or diverse workplace, however hinder a successful implementation, which can lead to involuntary turnover Stahl and Voigt (2005).

Involuntary turnover could positively and negatively impact an organization's performance. Involuntary turnover could be the reflection of an inadequate hiring process and selection (Shaw et al., 1998). Organizations can view involuntary turnover as gain sinc low performance or ineffective employees are discharged from their positions. Stumpf and Dawley (1981) shared that employee absenteeism and performance patterns lead to involuntary turnover and voluntary turnover. Organizational leaders should have a plan in place to assess direct and indirect costs before terminating employees (Karsan, 2007).

Employee Salary

One of reasons people accept a new job is connected to salary. Salary will always be a vital factor in employee turnover (Porter & Steer, 1973). In Article 2 of the Nigerian Labor Standards Act, salary is defined as the monetary value organizations provide employees contributions to the organization (Lai, 2011). Pay practice is one of the HRM practices, which deals with pay normally, as well as wages, salary, and benefits (Iqbal et al., 2017). Salary plays a substantial role when an employee decides to quit their current job. According to Choi et al. (2012) increased salary diminished the rate of employee turnover. A high pay salary relative to the industry was associated with higher employee performance and a decrease in employee turnover (Kuvaas et al., 2015). A high salary

can attract and retain quality employees, however it can also negatively impact the organization' labor costs (Iqbal et al., 2017).

All employees do not have the same salary, therefore organizations implement a pay structure. Pay structure is the pay grades or levels intended for the various roles or work positions within an organization (Wright, 2004). The factor of pay at an organization is about 31.8 percent of employee retention (Iqbal et al., 2017). Kumar et al. (2013) stated that employee salary is evaluated on a yearly basis. Improved productivity, employee's morale, and performance were results of organizations increasing employees' salary (Kwon, 2014; Zedelius et al., 2012). When employees receive what they consider a fair salary, employees improve their performance and engagement at work (Ezeuduji & Mbane, 2017).

Salary may not be the only reasons employees leave their organizations. Employees quit their jobs for reasons other than salary; reasons such as lack of professional growth, lack of trust, cultural conflict in the workplace, or leadership behavior (Milman & Dickinson, 2014). Allen and Oladapo (2014) found talent management programs could not be competitive based solely on compensation because there exist more important retention factors (e.g., advancement opportunity and job security). Meanwhile, Agarwal et al. (2016) argued that within knowledge-intensive circumstances, lower salaried employees quit their jobs and became entrepreneurs as opposed to working for another organization. Salary increases may ensure employees' job security and loyalty to the organization, however Pandža et al. (2015) inquired

whether salary increases motivate and satisfy all employees. Bryant and Allen (2013) rebutted the notion that salary was a vital factor of turnover.

Organizational leaders correlated employees' turnover to salary (Hom et al., 2017). Salary is one of the hygiene factors from the Herzberg's theory of motivation, which played a role in employee dissatisfaction. (Herzberg et al.,1959). The human resource management team in all organizations establishes the pay levels for all positions and do their best to provide competitive salary for employees in hope to minimize employee turnover rate. Human resource managers' implementation of salary levels is a strategy to retain and recruit employees (Jung & Yoon, 2015).

When a job candidate receives a job offer, salary or pay is not always the main reason for accepting the job as employee benefits is as equally important. Basic employees' benefits that organization offer their employees are healthcare, 401k, vacation, and sick days (Messersmith et al., 2018). A comprehensive employee benefit packages such as holiday, end of the year bonus, life insurance, discounted company stock price, tuition reimbursement, and scholarships should be offered to employees to reduce employee turnover (Jaworski et al., 2018). Non-traditional benefits had a strong and positive perception of organizational support whereas traditional benefits had the opposite view (Muse & Wadsworth, 2013).

Employee Turnover Cost

Leaders in organizations must not only understand the causes for employee's turnover but also consider financially harm from the financial losses associated with employee turnover. The impact of employee turnover gained the attention of senior

management, human resources professionals, and industrial psychologists as employee turnover is one of the costliest challenges faced by organizations (Jani, 2013). Employee turnover increases organizational cost in resources, recruiting, and time when replacing open positions (Cloutier et al., 2015). Furthermore, Cloutier et al. (2015) stated that expenses associated with recruiting new employee costs 50% to 200% of the former employee's salary to the organization.

Employee turnover affects time and productivity (Kumar, 2016). Employee turnover was a determinant to declined productivity (Biron & Boon, 2013). Productivity drives the success of organizations; therefore, it is imperative that organizations address the constant threat associated with employee turnover (Gallego et al., 2015). Some of the costs associated with the replacement of an employee include marketing the job posting, interviewing candidates, screening potential candidates, training new employees, and administrative costs (Jain, 2013). In addition, employee turnover costs consisted of learning the former employee's daily tasks and functions (Renaud et al., 2014). The direct employee turnover costs comprised of advertising the job posting, relocating the newly hired employees, amassed vacation time of the former employee, third party, or agency fees for finding a candidate to fill in the position (Harrison & Gordon, 2014). Referral bonuses, sign-on bonuses, organizations project delays, new employees background screening were also associated with employee turnover costs (Gurazada & Rao, 2013).

Work culture can be a factor influencing why employees quit their jobs. Newly hired employees quit their jobs shortly after becoming part of the organization, which nullified organizational recruiting and training efforts (Selden et al., 2013). Agovino

(2019) supported the fact that workplace culture is costly to organizations as the data

accounted for an estimated two hundred twenty-three trillion dollars over the last five

years. Furthermore, Agovino (2019) stated that employees quit their managers because of

caustic workplace environment. Some employees complained of being sexually harassed

and discriminated against. Accenture, one of the world's largest consulting firms

projected that when a skilled consultant quits, he or she walks away with knowledge

valued over $1 million (Oz, 2002).

Perhaps employee turnover may be viewed as a benefit to organization. When a

low performer employee quit, there is an opportunity to hire a highly skilled new

employee as a replacement of the low performer employee (Pawar & Chakravarthy

2014). Employee turnovers can be beneficial to organization as new ideas are welcomed

and a pool of diverse employees are hired at a lower rate (Hancock et al., 2013).

Technology has allowed recruiting and hiring costs to decrease and facilitated the hiring

process (Inabinett & Ballaro, 2014). The reduction of employee turnover costs may not

be easy; however, it must be a top priority for organizations.

Employee Recruiting

Employee recruiting is a vital task for human resource managers as hiring the

right employees can often lead to an organization success. Employee recruitment is

defined as the approach of enticing and evaluating qualified employees, evaluating

candidates' qualifications, and choosing the right candidate for the organization (Kam &

Meyer, 2015). Recruitment can also be defined as the approach that organizations use to

market vacant positions or information about the organization to potential candidates

(Campion et al., 2017). Many organizations leaders fail to execute their organizations goals due to shortage or lack of skilled employees (Shammot, 2014).

Human resources organizational practices should support the organization's plan for competitive advantage in the business market (Obeidat et al., 2016). Finding the right candidates poses a challenge for some human resource managers within organizations (Avery et al., 2008). Miles and Sadler-Smith (2014) stated that forty percent of hiring managers use their own perception of the candidates when deciding on the right candidate for the organization. Human resource managers could miss the opportunity to forecast organizational success if they do not implement effective measures for employee recruiting selection (Hollenbeck & Jamieson, 2015).

Human resource managers and hiring managers take risks when selecting a candidate as pertinent information such as core competencies about the candidates do not surface until the candidate is already hired for the position (Cooper & Davis, 2017). Recruiting, selecting, and hiring the right employee impacts employee turnover and hiring costs (Muthukumaran, 2014). An effective recruitment and hiring plan require the hiring of a candidate at the right place and the right time (Cappelli, 2015; Thunnissen et al., 2013).

Human resources managers must possess some knowledge of technology and use it to reduce recruiting costs. It is cost effective to hire a candidate online at one-twentieth of the cost of a candidate offline (Holm, 2014). Sahay (2015) found that human resource management and hiring managers take on the hiring costs that are associated with the mismatch of candidates' skills in certain roles. The manner organizational leaders recruit

employees has changed over the years as technology has enabled faster and efficient for hiring managers to access a pool of talented candidates to fill vacant positions (Bhoganadam & Rao, 2014; Shammot, 2014). Technology has played an instrumental role in the efficiency and cost reduction of employee recruitment for organizations (Muthukumaran, 2014). Human resource managers must recruit and hire qualified candidates to stay competitive in the business market (Greer et al., 2017).

Despite having many tools at the tips of their fingers, hiring managers must exercise caution when hiring new candidates as personal biases can cloud their judgement. Shammot (2014) stated that human resource managers should hire a candidate based on their skills set, experiences, and achievements instead of characteristics such as age, gender, and race. Some organizational leaders would only recruit and hire certain candidates based on their personal preferences, which influences the hiring practices and discriminate against other candidates (Portillo & Block, 2012). Discrimination is when organizations exercise preferential treatment towards a certain group of people based on their personal tastes and preferences (Portillo & Block, 2012). The U.S. Equal Employment Opportunity Commission [EEOC], (2012) defines discrimination as the act of unfair treatment or, denying a person' rights because of race, religion, gender, age, disability, nationality, sexual orientation, and other defining characteristics.

Leaders and HR managers need to hire employees of diverse background and skills set. Diversity and inclusion in the workplace matters (Hunt et al., 2015). Furthermore, Hunt et al. (2015) found that organizations with more diverse employees were thirty-five percent more likely to realize better financial returns compared to their

national competitors. Diverse employees and diverse skills are instrumental to organizational success (Hays-Thomas et al., 2012). Employee recruiting and hiring is critical to the organization's success. Therefore, hiring managers and human resource managers should audit their hiring process to ensure unbiased practices and improve their process as they receive feedback from employees (Bhoganadam & Rao, 2014). The recruiting and selection process impact organizational long-term success (McCabe, 2012). Some organizational leaders believed that human resources managers are not equipped with the tools and knowledge that would support hiring managers with selecting the right candidate (Lai et al., 2016). Some human resource hiring strategies did not include value-added activities that would increase organizational productivity (van Dun et al., 2016).

Employee Engagement

Employee engagement is a critical factor for organizational success and leaders within those organizations should pay attention to employees' interaction at work. Leaders can help decrease employee turnover by increasing employee engagement. Organizational leaders should encourage their employees to get involved within the workplace (Lee et al., 2016). Employee engagement is defined as an approach organization used to promote positive outcomes and commitment from their employees (Poehler & Schmidt, 2015). Employees' engagement depends on the employee's personality, characteristics, job position, and number of years of service (Memon et al., 2014). Organizational leaders should identify the root factors that affect employee engagement in the workplace (Smith & Macko, 2014).

Employees trusted their organizational leaders when there were employers and employees' interactions (Kaliannan & Adjovu, 2015). When employees are engaged, they feel proud, committed to the organization, and perform at their maximum potential, which leads to the organization success (Pandita & Ritesh, 2017). Employees that are not engaged in the workplace are unhappy at work, exhibit discouraging behavior, and are more likely to quit their job. Moreover, Reilly (2014) stated that there is a scarcity of engaged employees and found that only 13% of the global labor force demonstrate engagement in the workplace.

Organizational leaders need to advocate for mentorship within the organization as retention strategies (Ladyshewsky & Taplin, 2017). When employees feel emotionally connected to the organization, they are more likely to find efficiency within their work to increase organization success (Allen, 2014). Welding (2011) stated that when leaders fail to build a rapport with their employees, there can be an increase in employee turnover (Welding, 2011). Engaging employees in decision making correlates to higher employee job satisfaction (Ginossar et al., 2014). Leaders should create learning and development strategies to engage employees (Baumgartner, 2014). When leaders provide learning and development opportunities focused on employees' skills and motivation, there is an increase in productivity as employees feel more engaged (Brandi and Iannone, 2017).

Job Satisfaction

Employee satisfaction is vital to organizational success and longevity (Girma, 2016). The definition of job satisfaction is the way an employee feels about his/her current position/role within the organization (Chughati & Perveen 2013). Another

definition of job satisfaction from Shukla and Singh (2016), is an employee's degree of happiness with their current position/role. Job satisfaction is associated with employee turnover (Lambert & Paoline, 2010). Che et al. (2016) stated that job satisfaction can be measured by an employee level of performance. When employees are satisfied, they will commit to the organization, which will decrease employee turnover (Selvarani & Chandra, 2015). Employees that are committed to the organization and believe in the organization's goals were identified as affective commitment (Meyer & Allen, 1997). Employees identify with the organization, its goals, and choose to partake in all activities to achieve the organization's goals (Porter et al., 1974). Leaders in organizations have the responsibility to implement retention strategies to minimize employee's turnover.

Employees will remain committed to their jobs when they are satisfied. When employees are committed to their jobs they do not think about quitting (Shin et al., 2012). There are factors that can negatively or positively impact employees' satisfaction with their job. Basak (2014) found that internal and external factors such as workplace culture, gender, and leadership style affect employee's job satisfaction. Ireri (2016) found that there is a link found between when an employee is highly content with their role or position at work and intrinsic factors (Ireri, 2016).

Job satisfaction impacts employee retention and increases employees' performance level (Rawashdeh et al., 2015). When an organization encounters a high rate of attrition, it could be caused by employees' lack of job satisfaction (Gyamfi, 2014). There are various factors that affect employees' job satisfaction. Intrinsic or motivation factors such as responsibility, promotion, job challenges, recognition, and achievement

provided employees with positive feelings and improve their performance and productivity (Herzberg, 1974).

Extrinsic or hygienic factors such as company policy and administrative practices, supervision, interpersonal relations, physical working conditions, job security, benefits, and salary, which when not met, lead to job dissatisfaction (Herzberg, 1974). Faucett et al. (2013), Linz and Semykina, (2013), and Benedetti et al. (2015) defined intrinsic job satisfaction as how an employee feels about his contributions (personal achievements, recognitions) while extrinsic job satisfaction is how an employee feels about his workplace conditions (long hours, policy, salary). Hygiene factors promotes employee job satisfaction (Sankar, 2015). Motivation and job satisfaction are elements used to recruit and retain employees (Sankar, 2015). According to Herzberg (1974), organizational leaders should offer hygiene factors to reduce dissatisfaction and motivator factors to increase satisfaction. Although hygiene and motivation factors can influence both job dissatisfaction and job satisfaction, some scholars do not describe them as opposite ends of a single spectrum but as distinct elements of two spectra that represent two separate dimensions of job motivation (Akintola & Chikoko, 2016).

Olowookere et al. (2016) conducted a study with employees of Nigerians manufacturing organizations. The authors found that intrinsic factors negatively impacted employee turnover whereas extrinsic factors had a positive impact on employee turnover. According to Magee (2015) age and gender impacted employee's perception of intrinsic and extrinsic rewards (Magee, 2015). The age gap between Baby Boomers and Millennials significantly impacted the relationship between job satisfaction and employee

turnover (Lu & Gursoy, 2016). Organization leaders will be challenged with knowing what factors satisfy employees; however, when using the appropriate measuring tools, leaders can come close to narrowing down those factors.

Human resources managers within organization must collect data pertaining to the reasons why employees leave their jobs. Organizations use global surveys to capture responses from employees about job satisfaction (Gulosino et al., 2016). Khalilzadeh et al. (2013) found that a concern with measuring employee job satisfaction is that the responses from the survey do not illustrate accurate job satisfaction. Olowookere et al. (2016) advised that leaders in organizations in which intrinsic factors were supported decrease employee turnover rate in the organization.

Job Dissatisfaction

When employees are not satisfied with their role/job in their organization, they tend to leave their job which cause employee turnover. According to Herzberg (1974), there is a correlation between employee job dissatisfaction and how happy an employee feels about his current role. There is a significant relationship found between job dissatisfaction and employee turnover in a study of teachers in Australia (Bowles & Arnup, 2016). The hygiene factors that caused employee job dissatisfaction were organization policy, workplace conditions, salary, leadership behavior and rapport with employees (Herzberg et al., 1959). Employees' job dissatisfaction can be caused by lack of training, career growth opportunities, workplace conditions and work-life balance (Anvari et al., 2014; Vong & Tang 2017). When employees are not dissatisfied at work, it does not lead to an increase in job satisfaction (Herzberg et al.,1959).

When employees do not have the proper training, they cannot improve on their skills, therefore they perform at a lower level (Hanaysha &Tahir, 2015). Employees will leave their job whenever they feel there are no opportunities for career advancement (de Beer et al., 2016). Briggs et al. (2012) found that dedicated and hardworking employees believe that they are entitled to career opportunities and leave their job when those opportunities are far in between. High demanding jobs such as those in law enforcement and healthcare, professionals reported a higher level of job dissatisfaction (Lee & Lee, 2014). Poor workplace conditions were identified as a root cause to employee job dissatisfaction as employee's performance and productivity decrease (Fassoulis & Alexopoulos, 2015). A conducive working environment is where safety, cleanliness, and comfort are provided (Hanaysha, 2016). When employees feel safe and comfortable at work, they are more likely to be productive and happy (Khuong & Le Vu, 2014).

Workplace Culture

Workplace culture plays a substantial role in employee recruiting and retention. Workplace culture is a culture in which shared values and beliefs influence the way employees behave and accomplish their work (Hartnell et al., 2016; Nasution, 2016). Leaders have the most influence on the organization culture. Nasution et al. (2016) stated that leaders in organizations need to aware of all factors that impact organizational culture. Furthermore, the authors identified a disconnect between employees' perception and leaders' perception of organization culture, which leads to employee turnover (Nasution et al., 2016).

Organizational culture impacts employees' behavior and performance at work (Ehrhart & Kuenzi, 2017). When organizations exemplify positive workplace culture and support employee creativity, the organization may obtain competitive advantage in the business market (Shanker et al., 2017). Workplace culture also influenced employee absenteeism and can be costly to organizations. A study on healthcare workers conducted by Batura et al. (2016) in Nepal, illustrated that workplace culture and the feeling of belonging within an organization may be a crucial sign concerning potential employee turnover. When organizational culture does not align with employees' work life balance, employee's absenteeism increased (Culbertson, 2009). According to Sharoni et al. (2012), there are two dimensions to workplace culture: the employees and the organizations. The focus of both dimensions includes innovation, risks, results, and growth orientation (Sharoni et al., 2012). Organizational culture factors that had impacted company results included processes, behaviors, feelings, and policies (Parke & Myeong-Gu, 2017).

When employees cannot relate to the organization's culture, employee turnover increases Ducharme and Roman (2009). When employees fail to understand the organizational culture, productivity and employee turnover is negatively impacted (Greene & Kirton, 2011). Rama Devi (2009) found workplace culture to have a significant role in employee engagement. Leaders can implement workplace culture strategies that best fit the organization and minimize employee turnover rate (Hutchings et al., 2011). According to Lee and Kramer (2016), organizations' leaders can create a workplace culture that improves an organizations success (Lee & Kramer, 2016).

Organization's success requires that organizational leaders consider how their role impact organization culture (Glisson, 2015).

Leadership Behavior

Leadership is crucial to organizational sustainability and reduces employee turnover. Leadership is being able to positively influence, persuade, and alter the attitudes of others through effective communication, inspiration, and role model setting (Mastrangelo et al., 2014). There are various leadership styles, however, transformational leadership has been most desired (Bass, 2010; Mittal & Dhar, 2015). Burns (1978) developed the transformational leadership theory, which identify behaviors or characteristics leaders exudes to inspire and empower others. Transformational leadership impacts employee turnover (Ariyabuddhiphongs & Kahn, 2016). A successful leader can implement positive changes within an organization to meet the organization' objectives (Siti et al., 2012). Leaders must adapt and possess transformational behaviors, which consist of teamwork, respect, honesty, and be capable of developing their employees (Asante, 2015). Poor leadership skills can cause employees to leave a company.

Leadership impacts employee attrition both negatively and positively. All organizations need leaders that influence growth, productivity, and inspire employee's commitment, which would lead to increase in employee turnover (Aboyassin & Abood, 2013). Leadership is an important factor, which can influence a decrease in turnover and increase employee job satisfaction (Bateh & Heyliger, 2014; Selesho & Naile, 2014). Forty one percent of employees left their jobs because of inadequate leadership (Khan & Du, 2014). Organizations must commit to providing the necessary resources needed for

their leaders to grow and develop their leadership skills as well as creating a conducive workplace culture (Van Dusen, 2015).

Leadership shapes organizational strategies, therefore, leadership can influence both positively and negatively employees to stay or quit the company (Puni et al., 2016). Because all leaders hold all decision-making authority by determining policies, procedures for achieving goals, work task, relationships, control of reward, and punishment, organizations leaders must create a culture of inclusiveness where employees feel valued (Puni et al., 2016). Employees leave managers, not companies; therefore, organizations leaders must create a workplace environment that will endear the organization to employees (Makawi, 2016). Furthermore, leaders may influence these employees' decision to be committed and remain with the organization even when other job opportunities exist outside the organization (Makawi, 2016).

Leadership behaviors and management style can be factors influencing why employees leave their organization. Employees are more likely to quit their jobs because of poor leadership behavior (Reina et al., 2017). Leaders should establish a strong relationship with employees to minimize employee turnover (Wescott, 2014). Leaders should always exhibit professionalism, such as trust, reliability, and knowledge (Mastrangelo et al., 2014). Leaders can decrease employee turnover by investing, training, and communicating efficiently with their employees (Gill et al., 2011). Employees contribute to the success of an organization therefore leaders should invest in their professional growth (Onah & Anikwe, 2016). Organizational leaders should be aware of the influence of their leadership role on employee's morale. According to

Hanaken et al. (2017), when employees feel supported, they become more engaged at work and increase work productivity. Organizational leaders should pay attention to the workplace, especially now more than ever due to the political climate in the U.S., which impacts the workplace culture (Agovino, 2019).

Employee Retention

Employee retention is a worldwide dilemma as retaining talented employees is a challenge for many organizations. Employee retention is defined as human resources management (HRM) practices and organizations policies that entice employees to remain working with the organization long term Rose and Raja (2016). Employee retention is a crucial dimension in strategic human resource management (HRM) to sustain a competitive advantage for organizations (Alias et al., 2014). Retention practices requires organizations to collect employee turnover data, identify the top reasons for employee turnover, and implement effective processes/policies to address those various reasons for employee turnover (Posthuma et al., 2013).

Employee retention is not an easy task for organizations. Successful employee retention is essential to an organization's stability, growth, and revenue (Cloutier et al., 2015). Vasquez (2014) stated that employee retention is crucial to the financial stability of an organization. Organizational leaders encounter employee retention with new and existing employees (Aruna & Anitha, 2015). Leaders in organizations must understand the causes for employee's turnover and create sustainable retention strategies. Posthuma et al. (2013) stated that organizational leaders can offer extensive training and development opportunities such as career development, new employee training, job-

specific skills to increase employee retention. The combination of the on-the-job (internal) and off-the-job (external) factors lead to employees' decision to remain working for their organization (Robinson et al., 2014). Moreover, leaders had a positive impact on employees' turnover as they improved organizational support, applied interpersonal relationships, recognized employees for their work through rewards, and welcomed employees' inputs in decision making (Maden et al., 2014).

When employees had clear direction and understanding of their job role, they increased their productivity and became involved within the workplace (Choo, 2017). Putra et al. (2017) also discovered that when employees were involved within the workplace, expenses such as labor costs, were reduced, organization revenue and employee retention rates increased. Organizational leaders hold the duty to ensure that they retain their best employees otherwise the employees will leave (Aruna & Anitha, 2015). Opportunity for growth within an organization can be a factor for employee turnover (Carter & Tourangeau, 2012). The lack of professional growth increases the turnover rates as employees seek other opportunities outside the organization (Carter & Tourangeau, 2012). Employees yearn for career development and growth (Lester, 2013; Matache & Ruscu, 2012). Career opportunity and growth breads employee satisfaction (Van der Meer & Wielers, 2013). Employees will stay loyal to their organization if the organization provides and supports career growth opportunities (Nouri and Parker, 2013).

Leaders within organizations must take inventory of their employee's skills and capabilities. As organizations become more global, organization leaders must ensure that their employees have the skills needed to stay competitive (Bapna et al., 2013).

Organizations must provide training programs to improve their employees' skills (Bapna et al., 2013). Employee development is an ongoing process which assists organizational leaders with promoting employees' engagement which can lead to increased productivity and profitability for the organization (McSweeney-Feld & Rubin, 2013; Salazar et al., 2012). When leaders within an organization provide training programs, employees feel equipped to manage their career growth (Yang et al., 2012). Organizational leaders that provide proper training to their employees to improve their skills, had a higher percentage in reducing employee turnover (Bapna et al., 2013). Organizational leaders must value human capital such as education and training because when employees feel valued, they develop a sense of loyalty, and improve productivity (Percival et al., 2013). Organizational leaders must provide career development and support career planning as those efforts could improve employee retention (Schulz & Enslin, 2014).

Retention Strategies

Employee retention is beneficial to both the organization and employees. Employee retention is defined as the approach organizational leaders used to create and positive workplace environment to retain employees (Pittino et al., 2016). Another definition offered by Harmon et al. (2015), is employee retention is organizations' practices used to retain their employees by fostering open door policy between employers and employees and creating a safe and conducive workplace. Organizational leaders can create and maintain competitive advantage by leveraging the expertise of human resource development (HRD) professionals to provide a range of developmental and

change-oriented interventions related to critical supply chain manager skill sets that are currently in short supply (Ellinger & Ellinger, 2014).

Organizational leaders must implement strategies to demonstrate employee's appreciation. Bhattacharya (2015) stated that employees would not quit their job if they felt valued and that the organizations offered incentives. Leaders should attempt to address the factors that pushing employees to resign (Grzenda & Buczynski, 2015). Leaders should implement strategies such as recruiting, retention, and recognition to keep employees longer (Sutanto & Kurniawan, 2016). When employees understand their values and identify the scarcity of the skills, organization have a challenge at retaining such employees (Coetzee et al., 2016). According Babajide (2010), organizations seeking growth and sustainability, should implement retention strategies as it may help with the decrease employee retention concerns. Organization can improve and implement their retention strategy by providing better working style, good pay, and career progression opportunities to the talented employees.

Organizational leaders are challenged with employee retention because of the highly competitive business market (Haider et al., 2015). Human resource managers and organization leaders should work together to offer better recruiting and retention strategies for employees (Rasli et al., 2014). Leaders should attempt to find out how happy their employees are, hold individual meetings with employees, schedule regular department meetings, maintain competitive salaries, and get actively involved in industry associations (Porter, 2011).

Successful employee retention is essential to an organization's stability, growth, and revenue. Organization leaders can achieve employee retention by developing four strategies suggested by Cloutier et al. (2015). The first strategy is effective communication, which should be encouraged. The second strategy is to hire a diverse workforce. The third strategy is to hire appropriately skilled people. Finally, the fourth strategy is to offer employees development and training programs (Cloutier et al., 2015).

There are various ways to implement retention strategies. Organization leaders should conduct proper exit interview, which is an opportunity to capture patterns, trends and manage turnover rate by diminishing costs associated attrition (Levin, 2007). Implementing employee retention strategies should boost job satisfaction, which would improve employee retention rate and lower costs associated with employee turnover (Iqbal and Hashmi, 2015). Organization leaders can build stronger workplace culture through retention strategies, which can reduce employee turnover (Welding, 2011).

Transition

Section 1 of this study included the background of the problem, purpose statement, research questions, conceptual framework, operational definitions, significance of the study, and a literature review. The literature review included an analysis of relevant sources concerning employee recruiting and retention strategies as well as contributing factors that cause employee to quit working for a company. Herzberg's two-factor theory will provide the conceptual framework to explore strategies logistics hiring managers use to retain employees.

Section 2 will include restating the purpose of the study, the role of the researcher, the participants, research method and design, the population and sampling, ethical research, data collection instruments, data organization techniques, reliability and validity, and the transition and summary.

Section 3 provides the findings, recommendations on employee recruiting and retention strategies, recommendations for future actions, reflections, and conclusions from my research.

Section 2: The Project

Organizational leaders are concerned with many operational tasks daily and the most challenging matters are employee recruiting and retention. The purpose of this qualitative multiple case study was to explore retention strategies some transportation hiring managers use to recruit and retain employees to reduce employee turnover to improve profitability. In Section 2, I discuss the purpose of this study, my role as a researcher, participants, research method and design, population and sampling, ethical research, and data collection, data analysis, reliability and validity, transition, and summary of the study.

Purpose Statement

The purpose of this qualitative multiple case study was to explore retention strategies transportation hiring managers use to recruit and retain employees to reduce employee turnover to improve profitability. The target population consisted of three transportation hiring managers from three transportation companies located in Eagan, Minnesota who have successfully implemented strategies that resulted in employee retention. The implications for positive social change may include the opportunity for some hiring managers within the logistics industry to implement employee's retention and recruiting strategies to alleviate employee turnover, retain employees, increase productivity, and profit costs. Reducing employee turnover could increase employees' satisfaction, which could result in increased employee productivity and profitability. As the business' retained earnings increase those profits may lower unemployment and

increase tax revenues to increase communities' 'citizens' prosperity and standards of living.

Role of the Researcher

The researcher serves a vital role in study completion. The researcher is the most important instrument in the data collection in case studies (Yin, 2017). A researcher is the data collection instrument in case studies because the researcher interacts with the case to explain the meanings of experiences of the participants (Abma & Stake, 2014). For this qualitative study, I served as the primary data collector, the interviewer, the data analyzer, and the author.

My role as the researcher was to establish trust with my participant and present the data free of my personal biases. The character of the researcher is valuable when establishing trust with participants (McCusker & Gunaydin, 2015). I had a professional relationship with the participants and used the interview protocols as suggested by Yin (2014) to ensure consistency while conducting the interview with the participants. It is pertinent that the researcher is concise about their location and familiar with the topic of the study (Ahrens & Khalifa, 2013). I lived in Minneapolis, Minnesota, which is about 30-minute drive from the selected geographic area Eagan, Minnesota for more than 10 years and worked with several major companies holding various transportation positions. Therefore, my interest in this the topic of the research study is because I worked in the logistics industry, and I am aware of the retention issues within transportation companies.

The ethical guidelines required by Walden University and the ethical principles outlined by the Belmont Report applied to all participants in this qualitative study. The

principles of the Belmont report are respect for persons, beneficence, and justice (U.S. Department of Health & Human Services, 1979). Adhering to the Belmont Report, all participants were respected. As the researcher of this study, I identified potential limitations such as physical, emotional, financial, social, or legal for all participants as suggested by Fletcher (2017). Furthermore, when each or all participants choose to withdraw from the study, their right to do withdraw will be respected. Data gathering for the study was initiated after obtaining approval from the Walden University's Institution Review Board (IRB).

After receiving approval from the IRB, all three participants for the study first received a telephone call from me to discuss the objectives of the study and confirmed their participation. Once all participants confirmed their participation in the study, each received a follow-up email communication containing the necessary details and the purpose of the study. In addition, all participants signed a copy of the informed consent form and returned the signed copy to me prior to engaging in the semi-structured interview process. One of the challenges researchers face is assuming that they will have no biases in the data collection process, which is called a personal lens (Fusch & Ness, 2015). As the researcher for this study, I refrained from using my personal experiences, beliefs, and perspectives to influence the data collection process for this study (Collins & Copper, 2014).

I used the interview protocol presented in Appendix B to facilitate the open-ended interview questions with the transportation hiring managers. The goal of an in-depth interview protocol is to minimize bias (Fassinger & Morrow, 2013). Castillo-Montoya

(2016) suggested that an interview protocol that guarantees trust and consistency a research instrument could serve as guidance to an inquiry-based conversation. As a researcher for this study, the objective is to answer the research questions by conducting semi-structured interviews with my participants. I conducted semi structured interviews and asked each participants the same questions to ensure data collection consistency and asked clarification questions to each participants' responses as suggested by Levashina et al. (2014). The responses gathered from the participants' interviews was organized, analyzed, and summarized (Takyi, 2015).

Participants

Selecting the appropriate participants with best practices and implementation was necessary to explore recruiting and retention strategies. Researchers must choose participants that add relevance to their research topic (Gibson et al., 2013). I interviewed three transportation hiring managers working for freight forwarders or third-party logistics companies in Eagan, Minnesota who had successfully implemented recruiting and retention strategies. The eligibility criteria for the participants were: (a) 10 years of experience in logistics and have a minimum of 5 years in hiring and managing employees; (b) holds a bachelor's degree in business and/or master's degree in science; (c) work for a third-party logistics or freight forwarder company; and (d) experience with successfully implementing strategies that result in high employee retention.

Upon receiving approval to proceed with the study from Walden University's IRB, I identified eligible participants. I accessed participants through my professional contacts, trade, and logistics associations such as the Midwest Global Trade Association

(MGTA), American Association of Importers and Exporters (AAIE), Council of Supply Chain Management Professionals (CSCMP), and referrals from potential participants. Once the participants were identified, each participant received a call to discuss the purpose of the study as well as my role as a researcher. Before conducting my research with the participants, a written consent form detailing the nature of the study, risks, privacy details, procedures, and contact information signed and received from participants (Bogaert et al., 2015).

The participants received a detailed email about the study (Appendix A). Trust is vital when establishing a positive working rapport (Valentine et al., 2014), therefore integrity was always applied. I kept a close working rapport with each of the participants to answer any questions they might have and allowed for the participants to share additional information towards the success of the study. I interviewed each participant using semi-structured interview questions (Appendix B) and followed a structured interview protocol. The autonomy of all participants is important in research studies as stated in the Belmont Report (U.S. Department of Health and Human Services, 1979), therefore ensuring all participants' autonomy is paramount.

Research Method and Design

For this study, I chose the qualitative method and case study design. In this section, I described and justified the choice for a qualitative method and case study design.

Research Method

The three research methodologies considered are qualitative, quantitative, and mixed. Selecting the most effective method for a study is essential (Hayes et al., 2013). The qualitative method is appropriate for this study because the researcher has an opportunity to understand the participants' experiences, beliefs, attitudes, perceptions, and feelings about a phenomenon (Ingham-Broomfield, 2016) by studying the responses to the interview questions from a small number of participants from the population of interest. Furthermore, qualitative researchers focus on answering what, how, and why questions (Manley et al., 2016). Qualitative researchers seek to gain an understanding of human behaviors (Allen, 2015; Cronin, 2014). I chose the qualitative method for this study because the purpose of the study was to explore retention strategies transportation hiring managers use to recruit and retain employees to reduce employee turnover to improve profitability.

Researchers use a quantitative method to determine if there is a statistically significant relationship among those variables for building a predictive or causal model (Yin, 2018). The focus of a quantitative research using analysis of numerical data to test a hypothesis about variables' relationships or groups' differences (Bryman & Bell, 2015). Researchers use a quantitative method to test hypotheses and make predictions about causes and effects (Christensen, 2014). The quantitative method was not appropriate for this study because I was neither testing hypotheses nor employing statistical measures.

Mixed methods research consists of a combination of quantitative and qualitative techniques (Saunders et al., 2015). Mixed method involves data analysis using three main

forms: qualitative dominant, equal status, or quantitative dominant (Ivankova, 2014). Researchers use mixed methods to explain a phenomenon or when the goal of the study demanded it (Molina-Azorin & Fetters, 2016). The mixed method approach was not appropriate for this study because the focus was to explore retention strategies transportation hiring managers used to recruit and retain employees to reduce employee turnover to improve profitability.

Research Design

Researchers can use quite a few research designs when conducting qualitative research. There are five research designs in qualitative research, which are case study, ethnography, phenomenology, grounded theory, and narrative inquiry. The case study design is appropriate for this qualitative study as the goal was to explore "how" and "why" an occurrence took place, and according to Yin (2018), a researcher's goal is to understand the occurrence with contextual influences. Furthermore, Yin stated that case studies are advantageous when exploring decisions that comprise of individuals, organizations, processes, programs, and institutions.

Researchers use ethnographic design to explore the culture or social world of a group (Cayla & Arnould, 2013). Ethnographic design is time consuming for researchers due to the in-depth study of the culture of the subjects (Lewis, 2015). Researchers using ethnographic design focus on behaviors, values, or beliefs of participants within the same culture (Edberg et al., 2015). Ethnographic design was not appropriate for this study because observing participants of the same culture was not relevant to this study.

Phenomenological research stem from psychology and philosophy with the purpose of exploring the lived experiences of individuals from their perspectives (Kruth, 2015). Researchers use phenomenology to focus on meanings of participants' lived experience with the phenomenon (Saunders et al., 2015). Phenomenology was not suitable for this study because exploring the meanings of participants' lived experiences was not the focus of this study.

Researchers use grounded theory to develop a theory based on data analysis (Gould, 2017). Grounded theory is time consuming for researchers due to the in-depth study of the lived experiences of the subjects (Lewis, 2015). Grounded theory was not suitable for this study because my goal was not to develop a theory based on data analysis.

Researchers use narrative inquiry to collect the experiences of the participants through participants' personal narratives (Saunders et al., 2015). Juntunen (2014) and Stenhouse (2014) shared that the narrative design involves collecting documents, stories, conversations to analyze the lives of individuals. The narrative design was not suitable for this study because retelling the personal stories of participants as a whole account or narrative was irrelevant.

When researchers do not reach data saturation, then the interviews must continue (Yin, 2018). Data saturation occurs when the researchers gather significant data and there is no additional data to lead to any new themes or ideas the finding (Given, 2016). Data saturation occurs when no new themes emerge; however, this notion can vary depending on the number of interviews because every situation is different (Orri et al., 2015). To

reach data saturation during my interviews with the participants, I asked the same questions to all participants until there was no more new data to be collected. Researchers used member checking to rectify and receive clarity from participants based on the transcribed interviews of the participants, and researchers' interpretations (Thomas, 2017). The participants looked for accuracy of the data collected during transcript review (McIntosh & Morse, 2015) whereas in member checking the participants validated the researchers' interpretation of the data (Debono et al., 2017). I employed transcript reviews and member checking to ensure reliability and validity of the data collection (Morse, 2015).

Population and Sampling

The target population for the case study consisted of three transportation managers from logistics companies located in Eagan, Minnesota working for logistics companies with at least 20 employees. I chose the Eagan, Minnesota as the city is home to numerous transportation, trucking, warehousing, and logistics companies including Minnesota's largest UPS hub. Yin (2018) suggested two to three cases when conducting a case study. The participants' eligibility criteria included four categories: (a) 10 years of experience in logistics and have a minimum of 5 years in hiring and managing employees, (b) holds a bachelor's degree in business and/or master's degree in science, (c) work for a third-party logistics or freight forwarder company, and (d) experience with successfully implementing strategies that result in high employee retention. I selected three logistics managers that had implemented effective retention strategies for retention.

The sample size for this study was three transportation managers from a third-party logistics or freight forwarder company in Eagan, Minnesota. While Yin (2018) stated that sample size depended on a few variables such as the purpose of the study, the research question, credibility, and stakeholder interest, there are no restrictions on sample size (Seigle et al., 2014). Three to six participants are a practical size (Hart et al., 2015). Another perspective on sample size is from Leech and Onwuegbuzie (2007), suggesting that qualitative researchers support sample size through past studies with the same design and data saturation. Considering Leech and Onwuegbuzie's suggestion, I reviewed a few case studies about employee recruiting and retention strategies. These case studies showed a range of four to 59 participants. In qualitative research, there is no set formula for sample size (Suri, 2011).

Two common sampling methods are snowball sampling and purposive sampling. Researchers use snowball sampling to recruit additional participants from the initial participants (Fehr, 2016), with each participant asked for a referral for another participant Handcock & Gile, 2010). According to Madlebe (2014), purposeful sampling provides a thorough insight into qualitative research. Purposive sampling is most common sampling method used in qualitative research (Gentiles et al., 2015). The sampling method for this study was a purposeful sampling. I used purposeful sampling when selecting the participants to ensure participants can offer in-depth insight concerning the research question. Researchers using purposive sampling choose what needs to be sampled, the number of participants and locations to sample (Elo et al., 2014). Depending on the participants availability and work schedule, I had the participants choose the interview

location as they see fit so long as there were no disruptions and loud noises. I recorded

the interviews. There were three participants chosen for the study.

I interviewed participants until data saturation was achieved. When there is

adequate data to repeat the study, data saturation has occurred (Fusch & Ness, 2015).

Researchers offer participants the options to do a face-to-face interview or a telephone

interview in a safe and quiet location (Edwards & Holland, 2013). Researchers must use a

quality recording device to avoid disruptions during the interview (Doody & Noonan,

2013).

Ethical Research

The researcher must protect the participants' identity (Eide & Showalter, 2012).

One of the approaches to protect participants identify is using the consent form. All

participants signed a consent form (Appendix A) prior to engaging in the study per

Walden University requirements. The participants received full disclosure of the study in

the informed consent form (Spertus et al., 2015). The consent form outlined the purpose,

methods, nature of the study, and privacy specifics. The researchers must obtain approval

from the IRB committee before conducting a study (Keough & Tanabe, 2011). The

Walden University IRB approval number was included in the final study document.

As the researcher for this study, I sent a copy of the informed consent form to the

participants via email after obtaining IRB committee approval. Each participant signed

and returned the signed copy to the researcher. I provided a copy of the signed consent

from to each participant for their record. At any time, participants have the right to

withdraw from participating in the study (Knepp, 2014). When a participant chose to

withdraw from the study, they sent an email informing the researcher of their withdrawal. When a participant's withdrawal email was received, I acknowledged their request by replying to their email stating that their notice of withdrawal was received and acknowledged. I removed the participant from the study without further communication and shredded any documents previously obtained from the participants that chose to withdraw from the study.

Resnik (2015) stated that IRBs protect the rights of participants. The identity of the participants was protected and concealed using pseudonyms P1, P2, and P3 (Rashid et al., 2015). For each participant in this qualitative study, I followed the ethical guidelines established by Walden University. The ethical principles outlined in the *Belmont Report* as stated by Brakewood and Poldrack (2013) also applied the protection the participants' rights. Bernstein and Feldman (2015) found that researchers offer cash, and gift cards as incentives to compensate participants. The participants in this study were not offered any incentives, benefits, nor penalized for their participation in the study. The participants' contribution to this qualitative study was voluntary and participants could decline at any time (Connelly, 2014).

The participants and the name of their organizations remained confidential (Beskow et al., 2015). I followed the ethical protocol and ensured that all participants' names, emails, pictures, and telephone stay protected. The data collected from interviewing the participants was kept for five years in a vault or electronically on a flash drive. After five years, all documents including emails and audio recordings were

destroyed. The printed documents were shredded, the electronic files were deleted, and audio recordings were erased.

Data Collection Instruments

My role in this case study was to be the primary data collection instrument. I collected and analyzed data using semiconstructed interviews, organize documents such as employee handbook policies and employee turnover annual reports. Data collection in a qualitative study included interviews with organizations' employees, review organizations' policies and outcomes (Yin, 2018). It was essential to conduct semiconstructed interviews with preset open-ended questions for in-depth inquiries (Shi, 2014). During the interview with the participants, I asked open-ended interview questions (Appendix B). Rosetto (2014) stated that collecting data for a qualitative study, the interviewers must engage, listen attentively through paraphrasing, evoke in-depth discussion, and establish a rapport. Throughout the interview, I remained attentive and asked additional questions to ensure clarity and understanding. Researchers had the option to use the different avenue to interview their participants to collect and analyze the data (Nelson & Cohn, 2015). There are four ways to conduct interviews: via telephone, email, face to face, and focus group (Cleary et al., 2014).

Researchers have the option to select one or more of the interview methods; however, face-to-face is the most common data collection method for qualitative research (Leedy & Ormrod, 2013). I engaged in a face-to-face interview with the participants as it allowed the interviewer to have more control over the interview when conducting a face-to-face interview (Ziebland & Hunt, 2014). After obtaining the participants signed

consent form, I used semi-structured interviews to collect data because semi-structured interviews allowed for the set of questions to align with the interview questions (Appendix B). In addition to the semi-structured interview, I obtained the various organizations' documents such as human resources memorandums and organization publications describing employee turnover reduction strategies. I adhered to the interview protocol list (Appendix C) to avoid inconsistency amongst participants.

In reviewing the documents, the goal was to obtain supporting evidence of the usage of successful retention and recruiting strategies decreasing employee turnover for reliability and validity of the data collected. To minimize bias and improve reliability, I used methodological triangulation and member checking. According to Caretta (2015), researchers can improve the validity and reliability of the data collected by practicing member checking. Member checking or participant validation is the assessment of the preliminary findings and method for analyzing the credibility of the results by checking for accuracy with the participants (Caretta, 2015). Researchers use member checking to confirm credibility of the findings by gathering comments or corrections from participants through transcript review and researchers' interpretations (Thomas, 2017).

Methodological triangulation is the collection of data from various sources to identify themes (Drouin et al., 2015). Researchers implemented a data collecting method that allows for data triangulation to expose data reliability and validity according to Wahyuni (2013).

Data Collection Technique

The data collection technique for this qualitative study was done via telephone and face-to-face interviews. A semi-structured interview is an intentional conversation between the researcher and the interviewee in which the researcher aligns the topics of discussion with the research question of the study to aim to gain insight from the interviewee perspective (Cridland et al., 2015). The interview questions (Appendix B) were open-ended to facilitate the interview process. The observations from the face-to-face interviews captured the nonverbal expressions from the participants, which prompted an in-depth discussion. The consent form (Appendix A) from the participants was signed before we started the interview process and guaranteed access to documents required to support the study.

The interviews took place at an agreed location and time chosen by the participants to ensure privacy and safety. The participants were notified that the interviews were recorded with the digital recorder per the interview protocol (Appendix C). During the interview, the signed consent form content was discussed with each participant as a reminder that there was no compensation for their participation in the study. Each participant was asked the same interview questions (Appendix B), and each had unlimited time to respond. There were follow-up questions when necessary; however, during the interview, when participants were hesitant to answer questions, I did not pressure them for an answer.

Face-to-face interviews allow for in-depth insights (Yin, 2018); however, there are some disadvantages and advantages. Some disadvantages are traveling time and costs,

preparation time for the interview, time transcribing the audio recorded interview, and analyzing the data (De Massis & Kotlar, 2014). A face-to-face interview may not be appropriate for all participants Swafford (2014). According to DeMers 2020, preventive measures such as social distancing and lockdowns have made the traditional research approach including face to face interviews not feasible. I scheduled an hour interview with each participant via online video conference interviews. I interviewed three transportation hiring managers via online video using Teams, which allowed to avoid traveling to Minneapolis and minimize expenses.

One of the advantages of face-to-face interviews is meeting the participants in person, allowing the interaction to be personable and increasing the probability of participants to be forth coming about their retention and recruiting strategies. Another advantage of a face-to-face interviews is that the researcher is able ask for follow up questions right away and clarification from the participants. Face-to-face interviews enabled the researchers to ask follow-up questions and allows researchers to gain in depth information from the participants (Dowling et al., 2016).

There were some geographical constraints for data collection. Due to the current covid-19 global pandemic, preventive measures such social distancing have been implemented to reduce transmitting and contracting the virus. Therefore, I conducted online video conference interviews with each participant instead of the traditional approach such as face- to- face interview which was originally planned. Online video conference interview is now one of the fastest and reliable means of collecting qualitative data from participants just like a face-to-face interview (Nehls et al., 2015). Online video

conference interviews follow the same protocols during a traditional face- to-face interviews and it communicates in real time via audio and video (Adom et al., 2020).

After conducting the semi-structured interviews via online video conference, I used the VoiceBase web app to transcribe the audio recorded interviews. I summarized all the interviews for member checking with each participant. Researchers used member checking to confirm credibility of the findings (Thomas, 2017). Member checking is the opportunity provided to the participants to review the researcher's interpretation of the participants responses for accuracy and add comments, corrections wherever necessary (Perrotta, 2015). Researchers should continue the member checking steps until all participants confirmed the accuracy of my summarized interview and there is no additional clarification needed from all participants (Caretta, 2016).

When researchers share the interview transcription with the participants, the researchers allow for trust to be built through data authentication (Bodaghi et al., 2016). Trust, in the general sense, was described by Uzzi (as stated by Kiessling et al., 2014) as the belief that an exchange partner would not act in self-interest at another's expense. Interview transcript is an important component in member checking process as it allows researchers to accurately collect data (Roche et al., 2015). The transcript reviews took place in a conducive location and the participants reviewed the interpretations of the interviews to correct any errors.

Each participant was asked to confirm the accuracy of the interpreted interview summary and made any changes within a week time of reviewing the interview summary. After I received a revised copy of the summary interview from each participant, I

followed up with a call, or email to go over the revised copy to ensure my interpretation was accurate. I repeated the member checking process until there is no more information needed from the participants.

Data Organization Technique

Yin (2014) stated that a researcher process for collecting, documenting, and organizing the data is crucial in a qualitative study. I used an audio recording device and my cell phone device as back up to record the semi structured interviews with each participant. Prior to the interview with each participant, I tested the audio recorder to ensure it functioned properly. Researchers must pay close attention to the data organization as it is crucial for the data to be understood and well represented (Garcia-Mila et al., 2014). I carried a reflective journal to write down any observations from the interviews as suggested by Cope (2014). In addition, I documented the day, time, and location in the reflective journal for each participant.

The data collection technique consisted of semi structure online video conference interview with eight open-ended questions. The data collected from interviewing the participants was labeled, stored for five years in a safe or electronically on a password-protected flash drive, and was destroyed after five years (Gibson et al., 2013). I reviewed the organization employee policy handbook, recruiting and retention documents, and saved them in a folder titled "organization documents" on a password protected flash drive. Researchers should assign fictitious names or codes to protect the confidentiality of the participants (Alcover et al., 2017). I assigned aliases to each participant working organizations as Company A, Company B, and Company C. All participants' identities

were protected by using pseudonyms P1, P2, and P3. Participant coded as P1 was assigned Company A, participant coded as P2 was assigned Company B, and participant coded as P3 was assigned Company C. I was the only person to have access to all confidential documents and interviews obtained from the participants.

Data Analysis

Data analysis begins with the gathering of notes, interviews transcription, and any additional relevant data collected to support the research claim (Yin, 2018). According to Yin (2015), there are five steps in qualitative data analysis: collect open-ended questions data; analyze text and data images; understand and prepare data for analysis; move deeper into understanding; and interpret the data. During the data analysis, I gathered the responses from the semi-structured interviews, analyzed the data, process the data to identify the themes that logistics hiring managers used to recruit and retain employees. The findings from the data analysis, along with a review of companies' documentation about employee recruiting and retention helped me answer the research questions.

I used member checking to ensure that my interpretation of the participants responses is reliable. According to Caretta (2015), member checking or participant validation is the assessment of the preliminary findings and method for analyzing the credibility of the results by checking for accuracy with the participants. Validity is concerned with whether the research is credible and accurate and whether the evaluation of the research aligns with the claim (Zohrabi, 2013). This qualitative study included the use of methodological triangulation from three semi-structured interviews with three transportation hiring managers.

Researchers used data triangulation to improve the reliability of results and explore various perspectives of the same phenomenon (Fusch & Ness, 2015). There are four types of triangulation, which are data, investigator, methodological, and theoretical (Yazan, 2015). Methodological triangulation is the collection of data from various sources to identify themes (Drouin et al., 2015). I used data triangulation to enhanced reliability and explored various perspectives. The recorded interviews and any organization documents were reviewed to identify reoccurring theme associated with successful recruitment and retention strategies.

The data analysis provided clarity to the retention and recruiting strategies used by transportation hiring managers. Researchers can use computer software to code, count, and tabulate themes into useful information (Rushing & Powell, 2014). Hutchinson et al. (2010) stated that researchers should use NVivo software to analyze and dissect data collected. The NVivo software identified the frequency of words used and identify themes (Castleberry, 2014). The transcription and notes from each interview were carefully examined to detect a theme using NVivo software. I used data coding to compile concepts derived from the data analysis. Researchers should create a list of key terms from the literature review (Blain & Lashley, 2014). I used the literature review to create code used during the data collection to identify common key terms. The data collection came from the three participants' responses to the eight interview questions. Sinkovics and Alfoldi (2012) stated that qualitative analysis software improves the credibility of the data through its data organization process. Qualitative researchers use software such as NVivo to code and group data collected from interviews (Yin 2014).

Therefore, I used NVivo software to code, analyze, organize and identify key patterns within the data.

Reliability and Validity

Quality research means reliable, valid data and facts. Bloemen et al. (2015) found that quality criteria for a qualitative study included credibility, transferability, dependability, and confirmability. Leung (2015) stated that qualitative research is said to be reliable when other researchers can conclude comparable results for the study of the phenomenon using the same techniques and methods. Qualitative researchers confirm trustworthiness of a qualitative study through credibility, transferability, dependability, and confirmability (Gigi, 2018). According to Saunders et al. (2015), reliability and validity are two critical components when evaluating research. Researchers use reliability and validity to solidify the dependability of the results (Zohrabi, 2013).

Reliability

Reliability refers to the replication and consistency. Reliable information is the foundation for any case study (Saunders et al., 2015). I consistently collected all data from each interview to minimize errors. Yin (2018) stated that reliability decreases the risks of errors. The purpose of ensuring data reliability is not to come up with the same outcome but to agree the data collection process and results are reliable, trustworthy, and consistent (Zohrabi, 2013). I used the interview protocol (Appendix C) as a guide to ensure consistency during the data collection process with each participant. For each participant, the information was collected in the same manner, and I recorded all interviews from the participants to ensure reliability. I used member checking to improve the study's reliability of the data. Member checking is a quality measure applied to

increase the accuracy and validity of the data collected during the interview process (Fisher et al., 2016).

Validity

Morse (2015) stated that validity is the degree to which inferences made in a study are accurate and well-founded and how well the research presented the actual phenomenon. Validity is a test of how well a developed instrument that is developed measures the specific concept it is intended to measure (Bajpai & Bajpai, 2014). Researchers need to consider validity standards from the viewpoints of the researcher, the subjects, and the audience (Loh, 2013). Validity refers to the appropriateness of the measures used, accuracy of the analysis of the results and generalizability of the findings (Saunders et al., 2015). Establishing validity is the process of verifying research data, analysis, and interpreting (Yin, 2018). Being mindful that bias within an interview can weaken the validity of the findings (Malone et al., 2014). I followed Walden University IRB research guidelines to mitigate bias throughout the study (Nelson et al., 2013).

Credibility

Establishing credibility to a study is crucial and using the proper methods such as member checking and triangulation to support credibility are equally important. Credibility refers to the integrity and validity of the research outcomes (Tracy, 2010). Lincoln and Guba (1985) recommended that the researcher spends adequate time with the participants to increase trust and establish credibility. I provided sixty minutes to each participant to answer all question during the semi structured interview. The researcher prolonged engagement with the participants involves observing the organization setting,

speaking to, and developing rapport with various people within the organizations (Lincoln & Guba, 1985). The participants had the opportunity to clarify their responses and review the researcher's interpretations through member checking. Participants appreciated the member checking process knowing that they had the opportunity to confirm their own statement during the interview (Gigi, 2018).

Qualitative researchers can use data triangulation to improve credibility. According to Merriam (1995), triangulation requires using multiple data sources in research to derive to a greater understanding. Lincoln and Guba (1985) stated that using the triangulation method to ensure the study findings are comprehensive and well developed. I selected participants with whom I had an established rapport and used the interviews, documents, and other potential data sources to support the triangulation method as recommended by Lincoln and Guba (1985). Using triangulation can help researchers reduce biases that arise during the data collection process (Walsh, 2013).

Conformability

Researchers must remove any biases they may have when conducting an interview. Confirmability refers to the absence of the researchers' bias (Prion & Adamson, 2014). Researchers can achieve confirmability by eliminating personal biases as the researchers only record the experiences and ideas of the participants (Lincoln & Guba, 1985). Furthermore, practicing technique such as audit trail to accurately keep records of everything that transpired through the interactions will minimize researchers' biases (Lincoln & Guba, 1985). The gathering data from multiple sources accomplishes

confirmability and dependability (Houghton et al., 2013). I used semi structured

interview questions and document all participants' responses to avoid researcher's bias.

Transferability

Readers rely on the researcher's ability to provide a clear description of the study

context to understand the study's outcomes and show consistency of data. Transferability

refers to the possibility of extrapolation to other research domains (Elo et al., 2014).

Transferability means the researcher maintained the original interpretation and

conclusion of the study (Lincoln & Guba, 1985). According to Matamonasa-Bennett

(2015), dependability means that the quality of the study is replicable. Dependability can

be achieved through using the member checking method as the researcher examines the

integrity of the outcomes (Birt et al., 2016). To ensure transferability and dependability of

the study, I confirmed the results the information collected through member checking and

provide a detailed report on the design process.

Transition and Summary

Section 2 of the study provided an overview of the purpose statement, the role of

the researcher, research methodology and design, population and sampling, ethical

research, data collection process, and techniques. The focus of this study was to explore

the successful retention and recruiting strategies used by transportation hiring managers.

The primary means of data collection for the research study came from the participants'

responses to the eight qualitative open-ended interview questions. The interviews

transcripts were analyzed to identify any themes and patterns of the lived experiences the

participants. The interviews with the participants were recorded, transcribed, and coded

the data using NVivo software. Section 3 will focus on the findings of the study. Section 3 includes an (a) introduction of the study, (b) presentation of the findings, (c) application to professional practice, (d) implications for social change, (e) recommendations for action, (f) recommendations for further study, (g) reflections, and (h) study conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore retention strategies transportation hiring managers used to recruit and retain employees to reduce employee turnover to improve profitability. The target population for this qualitative study was three logistics hiring managers working for freight forwarding companies in Eagan, Minnesota who successfully implemented recruiting and retention strategies. The results of this study revealed strategies used to recruit and retain employees in the logistic industry. Data were collected from three logistics hiring managers via semi structured interviews using web video conference. I used member checking with each participant to ensure credibility. During the data analysis using NVivo, the findings showed that transportation hiring managers reduced employee turnover to improve profitability through managing recruiting and retention strategies, addressing recruiting and retention barriers, overcoming recruiting and retention barriers, measuring hiring skills set and effectiveness of recruiting and retention. In Section 3, I present the findings of the study and discuss the application of the findings to professional practice, the implications of the findings for social change, recommendations for actions and further research, reflections, and conclusion.

Presentation of the Findings

The research question for this qualitative study was: What strategies do some leaders in the logistics industry use to recruit and retain employees to improve profitability? Once completing the coding of each participant interview responses using

NVivo software, I was able to identify seven themes. The generated themes were: (a) recruiting and retention strategies; (b) effectiveness to retention and recruiting strategies; and (c) overcoming recruiting and retention barriers. Transportation hiring managers can benefit from implementing these themes to reduce employee turnover and improve profitability.

The first theme of the study was recruiting and retention strategies. All participants in this study recognized the significance of recruiting and retention strategies. The three participants' responses during the interview demonstrated that transportation hiring managers used various recruitment resources to recruit qualified candidates and applied various methods to retain employees. Table 1 includes the participants references to recruiting and retention methods used to successfully recruit and retain employees. The participants referred their various methods 39 times throughout the interview sessions. Participants in the study all agreed that recruiting and retention strategies all agreed to continuously improving the strategies to meet the ever-changing landscape of the logistics industry.

Table 1

References to Retention and Recruiting Strategies

Reference	Frequency
Interview practices	10
Employee referrals	9
Employee training	5
Employee promotion	4
Employee engagement	3
Online avenues	3
Employment agencies	3
College recruitment	2
Reference	Frequency
Total	39

Theme 1: Recruiting and Retention Strategies

All three participants shared that they changed the ways they do interviews with potential candidates. Participant 1 and 3 discussed practicing panel interviews to get other hiring managers input to ensure that the candidate is the right fit for the organization. Panel interview practices is a hiring strategy that involves a team of existing employees who aid in the hiring process so that the right candidates can be identified and absorbed into the organization. The use of a panel gives a competitive edge over hiring solely because it diversifies the hiring process through having workers with different experiences. Panel interview is a critical aspect in selecting the most suitable candidate (Rozario et al., 2019). Participant 1 noted that, "We've done to more panel interviews than face-to-face, it is a little bit more subjective, and you get more input from your internal colleagues and peers to make sure that it's a solid candidate." Likewise,

Participant 3 reiterated that "having a panel to kind of discuss as a team on the top three candidates as a group to kind of discuss what we think is going to be the best fit for the organization." A candidate's resume should not be the only factor considered to select the right candidate. Participant 2 shared that during the interview they asked questions pertaining to the job requirement and focused on the candidate's personality to ensure they select the best candidate for the job position. Participant 2 disclosed,

> Well, a lot of it is, the questions that are asked, good example is this morning, I had an interview with somebody for our ocean export department. And this person has had letter of credit experience and a lot of finance experience, but very little transportation. So honestly, they're probably about 30, maybe 40% of the knowledge base that's required to support a position or an opening like that.

Participant 2 continued and stated, "But there's, to me a very important aspect is the character of the individual. Are they polite? Are they respectful? Are they sharp? Do they answer questions using good grammar?" Interestingly, Participant 3 brought up making sure that the hiring managers or interviewer is experienced enough to know what to ask and look for when interviewing a candidate. Participant 3 expressed,

> I think, you know, the experience of the interviewer has a lot to do with it, right? Um, if you, if you know and understand that the role and, and the company and the industry, you know, um, I, I feel like that's a huge tool for you to, to figure out whether or not somebody has the skill set.

Participants 1 and 3 indicated that in addition to online job posting, they find employee referrals/employee network beneficial to recruiting candidates. The practice of

using multiple avenues to recruit and retain employees is supported by Maloni et al. (2017) suggesting that using a single recruiting approach would be unproductive in hiring candidates. Participant 1 disclosed,

> People who can make internal referrals, external referrals, whatever the case may be. And then we support that through some marketing that's going on right now, primarily video marketing that includes executive level managers and things like that, talking about the company and some of the benefits that we offer as an organization, overall corporate philosophy. And we try to play on that as much as we can.

Participant 3 stated, "So I think first and foremost, you look internal, right? So, you know, you look for internal candidates for, for potential promotion 'cause promoting from within always is a good thing." Employee referral is a word-of-mouth strategy that involves engaging the people around an environment to make recommendations of candidates who can fill in available job positions. The referral is an internal hiring approach for hiring through the network of the employee or stakeholders such as clients that identity potential employee for the organization. Hiring managers and human resources teams can leverage their connections with current employee and ask them to recommend qualified candidates within their network. Participant 1 noted that "the strategies that we have, it's kind of a little bit old school in a sense where you're trying to work with existing employees' networks. People who can make internal referrals, external referrals, whatever the case may be." Moreover, Participant 3 reiterated, "So a lot of it is asking, you know, potentially friends, in the industry or peers for referrals of

somebody that they think might be good." This is an indication that employee referrals play a crucial role in identifying candidates since the referred individuals are absorbed based on the reputation of the referee which gives them an upper hand in getting the job.

Employee training can include seminars, mentorship, educational courses, and on the job coaching to support employees career development. Participants in this study stated that employee training was used to reduce employee turnover and increased employee satisfaction. Participant 2 and Participant 3 alleged that training programs can contribute to developing retentions strategies. Huang and Su (2016) suggested that leaders provide continuous training to retain employees. Participant 2 shared that "we have to do training by identifying the required training and initiating it," while Participant 3 noted that "some additional training to make one the type of leader that people want to continue working for and feel supported." This perspective is supported by Memon et al. (2016), who recommended that employee training be catered to the employees' needs, which would lead to work satisfaction and reduced employee turnover. Moreover, Momanyi and Kaimenya (2015) found that the lack of employee training opportunities led to employee turnover as there were no opportunities to improve their work skills and get promoted. Organizational leaders can commit to continuously offer adequate employee training to gain the necessary skills needed to perform their job, which in turn will increase productivity and reduce employee turnover.

During the interview, Participant 1 and Participant 3 brought up the idea of promoting internal candidates as form of retention. Internal promotion is a traditional approach to filling available job positions in an organization where the existing team

members are promoted for their diligence, exemplary results, or outstanding performance. By sourcing for talent within the existing employees, it helps the organization to grow their teams and motivate them to be committed to the achievement of the organizational goal. Thomas (2018) summarized that companies must not only recognize qualified internal candidates but qualified candidates whose values aligned with the company's goals. Participant 3 emphasized that "you look for internal candidates for potential promotion because promoting from within always is a good thing. Not only for the candidate but it's good for morale too." Participant 1 stated, "In the past though we tried to do traditional reviews, making sure that people are recognized when they do good work, and also promote them up through the ranks." Organizational leaders can increase employee retention through job satisfaction by promoting current employees. Ali et al. (2015) found that employee promotions were significant in improving employee job satisfaction levels. Employee promotion is a viable retention strategy that can decrease employee turnover rate and increase employee retention.

Employee engagement is another retention strategy used to reduce employee turnover. Bailey et al. (2015) defined employee engagement as employees' commitment to perform on the job and stay loyal to the organization in which they are employed. Employee engagement improves employees' performance, loyalty to the organization, and reduces employee turnover (Caesens et al., 2016). Participant 3 stated, "I'm making sure that I'm taking the time to, um, ask my team on a regular basis how they're doing." This practice is supported by Kurnat-Thoma et al. (2017), who concluded that organizational leaders that launch an employee engagement strategy must possess

excellent listening skills, exemplify respect, and establish trust to encourage employee
engagement, increase employee productivity, and reduce employee turnover

Online avenues are job websites dedicated for job seekers and employers where
jobs can be posted, and potential candidates can submit their resumes for open job
positions. These job websites include LinkedIn, Indeed, Glassdoor, ZipRecruiter, Link
Up, and Flexjobs. Campos et al. (2018) confirmed that online recruitment is a traditional
recruitment practice that organizations use to look for talent. Participant 1 noted that "the
strategies that we have…. traditional recruiting methods through online avenues like
LinkedIn." Similarly, Participant 3 noted that "LinkedIn or Indeed, are job websites,
would obviously be a place where we try to find people." Online platforms are a
significant avenue for identifying the right candidates for the vacant opportunities in
organizations a notion that was supported by Anderson (2017) stating that hiring
managers significantly view online resources to recruit candidates.

Employment agencies are firms in the job market dedicated to connecting
employers with credible candidates and a source that all participants mentioned using to
find candidates to fill open job positions during the interviews. The agencies act as
middlemen who take the initiative to vet the candidates and understand their strengths,
some agencies train the potential candidates in preparation to their placement. This is a
conventional approach and applies similar strategy like the job websites. Participant 2
noted,

> We use the standard practice of employment agencies. That's usually our first go-
> to and we try to align our relationships with one or two, but to have as many as

five that we use for some are specialized in a little better and line up with in some

areas better than others.

Participant 2 continued, "We have a little bit larger number of employment

agencies, we use recruiters or head-hunters for higher positions of management."

College recruiting is a simple strategy used by organizations to source for the top

talents in colleges by linking up with leading students who are graduating to offer them

internships or add them to existing organizational teams. Participant 2 discussed reaching

out to colleges/universities to recruit candidate. Participant 2 noted that "we've just

started, implementing a project for internship recruitment through local community

colleges, that's just getting off the ground." Holzer (2017) found that collaborations with

learning institutions increased employers' confidence in quality of students referred for

work. This approach of recruiting employee is consistent with Sinha et al. (2016), who

suggested that hiring managers work in partnership with universities to assist with job

placement. In addition, Kim and Park (2018) confirmed that instituting partnerships with

educational establishments to improve the talent pool and productivity.

How the Findings Correlate to the Literature

The findings from the literature confirm that hiring logistics managers must use

multiple sources as strategy to successfully recruit and retain employees to reduce

turnover and improve profitability. The participants in this study recognized that using

various sources were useful and valuable to finding the right candidate. Ensuring that the

right candidate is selected to fill an open job position allowed some of the participants to

use panel interviews as part of their hiring strategies. Obtaining input from all panel

interviewers was valuable to selecting the right candidate to fill the job position (Rozario et al., 2019).

Organizational leaders use employee referrals as a recruiting strategy to find qualified candidates. Referrals can be both internal and external and can help reduce the expenses associated with recruiting. According to Tam and Le (2018), sourcing for qualified candidates using the right approach will reduce employee turnover and increase employees work performance. When employees feel appreciated and valued, they are more likely to commit to the organization (Kossivi et al., 2016). Employee promotion or recognition led to employee engagement and a decrease in employee turnover (Gosh et al., 2016). Ferreira and Almeida (2015) suggested that recognition employee increased organizational performance and decreased employee turnover. The lack of employee engagement caused an increase in employee turnover (Kim, 2015). Collini et al. (2015) suggested that employee engagement can help resolve employee turnover. According to Henrich et al. (2017), leaders can decrease the employee turnover rate by improving employee engagement.

All three participants (P1, P2, P3) stated that they still used job websites to post job openings as the traditional method of recruiting candidates. Campos et al. (2018) confirmed that online recruitment is a traditional recruitment practice that organizations use to look for talent. Moreover, the participants in this study discussed collaborating with colleges/universities to recruit candidate. Kim and Park (2018) confirmed that instituting partnerships with educational establishments to improve the talent pool and productivity. The use of a single method to recruit is not effective in filling a job position

(Maloni et al., 2017). Organizational leaders have the responsibility to use all resources available to recruit new employees and retain current employees.

How the Findings Correlate to the Conceptual Framework

In order to reduce employee turnover and increase productivity, hiring logistics managers use strategies similar to Herzberg's two-factor theory. The two factors of the dual-factor theory are hygiene (extrinsic) factors and motivation (intrinsic) factors (Herzberg et al., 1959). The theory addressed the root causes of job satisfaction and job dissatisfaction. Factors such as responsibility, promotion, job challenges, recognition, and achievement represent potential intrinsic factors that and when met, provided employees with positive feelings, and improved their performance and productivity (Herzberg, 1974). Potential hygienic factors, such as company policy and administrative practices, supervision, interpersonal relations, physical working conditions, job security, benefits, and salary, which when not met, lead to job dissatisfaction (Herzberg, 1974).

Employee promotion or recognition is an intrinsic factor. Employee promotion led to employee engagement and a decrease in employee turnover (Gosh et al., 2016). Participant 1 stated that "making sure that people are recognized when they do good work, and also promote them up through the ranks." Wang et al. (2018) concluded that employer recognition notably impacted employee job satisfaction. Participants 2 noted that "Employees must be reviewed on a regular basis. We have a yearly review that's conducted by the company." Participant 1 expressed that "We tried to do traditional reviews to make sure that we promote them." Ward (2019) concluded that recognition was of the strongest job satisfaction factors. Participant 2 stated that: "one of the things

that's been helpful for me is to see it as sometimes a bit of an investment into the particular individual."

Organizational leaders must engage and empower their employees to make them motivated and feel part of the organization. Employee engagement improves employees' commitment, morale and loyalty to the organization, which reduces employee turnover. When employees are engaged, they feel proud, committed to the organization, and perform at their maximum potential, which leads to the organization success (Pandita & Ritesh, 2017). Participant 3 stated, "I'm making sure that I'm taking the time to, um, ask my team on a regular basis how they're doing." Job satisfaction is associated with employee turnover (Lambert & Paoline, 2010). Che et al. (2016) stated that job satisfaction can be measured by an employee level of performance. Organizational leaders must understand the motivation factor for each employee in aim to keep them engage and feeling valuable. Intrinsic or motivation factors such as responsibility, promotion, job challenges, recognition, and achievement provided employees with positive feelings and improve their performance and productivity (Herzberg, 1974). The Herzberg dual theory can assist hiring managers with reducing employee turnover as they use various methods to recruit and retain employees.

Theme 2: Effectiveness of Retention and Recruiting Strategies

The second theme of this study was about how do the hiring managers measure the effectiveness of their recruiting and retention strategies. All participants (P1, P2, P3) discussed the importance of assessing and improving their recruiting and retention strategies. Each participant explained the methods they used to assess how effective their

strategies concerning recruiting and retention to reduce employee turnover. Table 2 includes participants references to the effectiveness of recruiting and retention strategies. During the interviews, participants discussed assessing the effectiveness of retention and recruiting 9 times.

Table 2

References to Effectiveness of Retention and Recruiting Strategies

Reference	Frequency
Surveys	3
Hiring software	3
Turnover rate	3
Reference	Frequency
Total	9

Employees recruiting and retention strategies play a significant role in organizational sustainability. According to Durocher et al., (2016), organizational leaders that aim to sustain company profitability and productivity must establish efficient retention strategy. The participants shared using surveys, hiring software, and assessing turnover rate to identify the effectiveness of their retention and recruiting strategies.

Surveys are an instrument that organizational leaders can use to gauge employee's satisfaction. Participant 1 shared,

we've been doing a lot of surveys lately," as a mean to engage employees and was

not convince the survey worked so we're also trying to do an engagement survey

where we'll ask different questions, are you happy with your pay? Are you happy

with your working climate?

Organizational leaders must encourage employees to take the surveys so that they

can assess the needs of employees. Participant 2 stated,

We have exit interview questionnaires. Those are helpful to help understand and

assess reasons why people left. Is it an issue with management? Were they getting

paid more, the hours didn't work out, they want to have children or something like

that? So we're asking questionnaires to try to help us understand.

Organizational leaders using the outcome of the surveys to proactively improve

their retention strategies can support the decrease of employee turnover. Surveying

employees throughout their employment should be a practice that organizational leaders

can implement to prevent employees from leaving and will create a sense of belonging.

Assessment of skills during the hiring process in an important aspect that helps in

identifying candidates who meet the job position requirements. According to Kaur

(2014), one third of an organizations financial failure is accredited to absence of clear

hiring strategies and human resources managers ability to recruit candidates with the right

skill sets. Human capital is a valued asset to organizations. The participants (P1, P2, P3)

in this study highlighted the use of the Predictive Index (PI) scale, Wonderlic tests, job

descriptions, team chemistry, and interviewers experience as hiring skills assessment

practices to gauge the candidates' skills set. The PI scale is used by employers as it

involves assessment of behaviors using personality test, the results of the tests are gauged

against the job requirements. Participant 1 noted that "we use the PI scale from time to

time" and Participants 2 stated that "get to know them a little bit better in their personalities, we consider PI scale." Participant 3 disclosed that "there are personality tests that gauge whether somebody has a propensity for certain behaviors, I have found those to be pretty useful." Additionally, Participant 1 noted that "we've been using the Wonderlic lately to assess just kind of where they sit."

Employee turnover is one of the ongoing top concerns that organizational leaders must address to remain competitive and maintain organizational stability and growth. Harrisson and Gordon (2014) found that an organization high turnover rate is an indication that there is a lack of employee retention strategies. All the three participants claimed that turnover rate can be used to gauge the state of the hiring process. Participant 3 expressed that "well I think one of them is the turnover rate, if people are leaving just as quickly as they came in, you know there's some room for improvement on your strategy." Participant 1 shared,

> We try to monitor how engaged employees are using those series of questions. And then of course, what is your turnover? Do you have a 25% rate of turnover of your staff or is it less, is it more? I think for us we want to be in that 80% to 90% stability range. And so we're taking a look at numbers like that and trying to react. Organizational leaders must take employee turnover seriously because it will influence the organizational performance and decrease the efficiency of productivity. Employee turnover.

How the Findings Correlate to the Literature

The findings from the literature confirm that hiring logistics managers assess the effectiveness of their recruiting and retention strategy to reduce employee turnover. All participants acknowledged that having measuring tools in place to identify gaps in recruiting and retention strategies are valuable to the organizational sustainability. multiple sources as strategy to successfully recruit and retain employees to reduce turnover and improve profitability. Hussain & Deery (2017) recommended that organizational leaders must have knowledge of why employees are leaving the organization. Conducting exit interviews can help organizational leaders identify the reasons employees left and resolve those identified issues to prevent current employees from leaving the organization.

According to Merry (2013), the outcome of employee survey can assist organizational leaders to adjust current employee retention strategies as an aim to reduce employee turnover. Organization leaders should conduct proper exit interview, which is an opportunity to capture patterns, trends and manage turnover rate by diminishing costs associated attrition (Levin, 2007). Organizational leaders should consider giving employees who leave the options to share more than what answering just the questions asked during the exit interview to capture the root cause of the reasons employees left the company. Interestingly, Schwantes (2020) shared that Limeade research conducted by Dr. Hamill found that 88% of employees were truthful about why they left in an exit interview, however many wished they had said something more. Additionally, organizational leaders can implement semi-annual surveys as an approach to proactively assess and address the needs of employees to prevent a higher turnover rate.

Organizational leaders should also conduct survey with current employees and combine results to identify themes and improve the current or implement new retention strategies to reduce employee turnover.

How the Findings Correlate to the Conceptual Framework

Organizational leaders can reduce employee turnover using strategies similar to Herzberg's two-factor theory to assess if their recruiting and retention strategies motivate employees. Because Herzberg's theory addresses factors concerning employee's satisfaction in the workplace, the participants in this study applied various method to measure employee satisfaction. Organizations use global surveys to capture responses from employees about job satisfaction (Gulosino et al., 2016). Participant 1 shared,

> we've been doing a lot of surveys lately as a mean to engage employees and was not convince the survey worked so we're also trying to do an engagement survey where we'll ask different questions, are you happy with your pay? Are you happy with your working climate?

Motivation hygiene theory allows for improvement in recruiting and retention strategies (Herzberg, 1974). Organizational leaders can use the motivation-hygiene theory to reduce employee turnover by asking their employees to take surveys, using hiring software to monitor the hiring process, and monitoring the turnover rate. According to Bharathy (2018) organization leaders can practice the motivation-hygiene theory to improve employee turnover by assessing that the employees align with the organizational goal.

Theme 3: Overcoming Recruiting and Retention Strategies

The third theme was how to overcome the barriers of recruiting and retention strategies. All participants expressed that they have in some ways been successful at overcoming some barriers when it came to recruiting and retention by continuously reviewing employee benefits and paying close attention to market conditions. Table 3 include the participants reference to overcoming recruiting and retention strategies which was raised 11 times.

Table 3

References to Overcoming Recruiting and Retention Strategies

Reference	Frequency
Employee compensation	7
Market conditions	4
Reference	Frequency
Total	11

Recruiting and retention barriers are concerns that organizational leaders must constantly identify, review, and address to reduce employee turnover. Employee compensation is a factor that can affect employee turnover. These are some of the things that may show how the wellbeing of employees is a priority and increase commitment levels in organizations. According to Anvari et al., (2014), there is direct and indirect compensation when it comes to employee compensation. Salary falls under direct compensation as it is paid to the employee for their work performance. Tuition

reimbursement, dental and medical health plan, maternity leave, vacation, retirement

plan, long-term and short-term disability plans fall under indirect employee

compensation. Organizational leaders must provide competitive compensation packages

to employees to decrease employee turnover and increase employee commitment (Naqvi

& Bashir, 2015). Participant 2 shared,

> I kind of joke at times how we lost one particular employee and he came back a
>
> month later or so, and was just talking about how great the breakfast bar was at
>
> the new location. I can't compete with that they had a great breakfast bar. I
>
> understand that was important to the employee, but the point is, I don't think I
>
> knew that.

Employee view salary as a mean to be financially secured. Organizational leaders

can motivate employee by offering competitive salary. Participant 1 expressed

that they do employee engagement survey to ensure that employees are happy

with their current salary by asking "are you happy with your pay?" In contrast,

participant 2 mentioned that salary may not be the main factor for employee

turnover and disclosed that "

> There was an article in the paper about a month ago about a sports
>
> announcer with great following, very ambitious, who put his resignation in
>
> and just walked away from it all, because he just decided that it was more
>
> than what he wanted, and I think he had the chance to reflect on that
>
> during the COVID time. And he wasn't catching flights at two in the

morning and home on one day on the weekend. And so, other things

became more important to him than the job and making money.

Organizational leaders should consider what motivate their employees when discussing employee compensation. According to Iqbal et al., (2017) salary represent an estimated 31.8 percent for employee turnover at any organization. Employee compensation should be competitive to attract new employees and motivate current employees to reduce employee turnover.

In the past 2 years, we lived through a global pandemic due to Covid-19, which disrupted life and work balance as we grew accustomed to. Businesses required that employees work from home. Working remotely has made employee engagement challenging. Participant 1 (P1) explained

that "we've tried the online happy hours and things like that, which I think they were a novelty when COVID first hit, no people are kind of over it. I spent enough time sitting at this desk do I need to sit here any longer? And then they're also trying to do different things through like health and fitness, putting teams together of people to go out and get so many steps, or pick your fitness topic and trying to get a little bit more of a team mentality. So going about it in a lot of different ways. And then they're still trying to find that answer. At Christmas time how do you show your appreciation when you're not doing the traditional holiday party, Christmas party, whatever you want to call it. Do you just send a gift card?

Covid 19 has put a strain on hiring managers as it made it harder to find potential candidate. Participant 1 shared,

Some of it has to do with markets, covid 19, and what's going on. So there's been

a massive shift in the upper Midwest, and I think in other areas too, where the

logistics side is moving on to more, we're trying to streamline as much as possible

and to kind of find that economies of scale with your staffing. Therefore, we're

taking a lot of the operational work and pushing that into Chicago, for example.

So in Chicago we weren't the only ones with that idea, and so now you have

company x and company y and whoever else, they're all doing the same thing.

And so the strategies had to change a little bit more there where we've had to

bring in recruiters and things like that to help us identify who those people are.

More employees are leaving their jobs as they reflect on what matters to them.

Organizational leaders must find creative approaches to reducing turnover rate especially

during Covid 19 pandemic making employee feel appreciated and part of the team is

crucial to job satisfaction, which leads to employee increased productivity.

How the Findings Correlate to Literature

The findings from this study confirm that salary is utilized as a strategy to

motivate employee and reduce employee turnover. All participants discussed addressing

way to improve their employee benefits and not only focus on salary. Employees are

motivated by different type of benefits offered by their employers. Organizational leaders

and human resources managers have the responsibility to find creative approaches to

reducing turnover rate especially during covid-19 pandemic.

How the Findings Correlate to Conceptual Framework

Herzberg's theory, or dual-factor theory of motivation discussed the extrinsic or hygienic factors such as company policy and administrative practices, supervision, interpersonal relations, physical working conditions, job security, benefits, and salary, which when not met, lead to job dissatisfaction (Herzberg, 1974). The participants use compensation benefits as a recruiting and retention strategy to reduce employee turnover. Salary increase can keep employee satisfied and commit to the company. Organizational leaders must understand the motivational factor for each employee in an effort to keep them engaged and feeling valuable. Participant 1 shared,

> At Christmas time, how do you show your appreciation when you're not doing the traditional holiday party, Christmas party, whatever you want to call it. Do you just send a gift card?" making employees feel appreciated and part of the team is crucial to job satisfaction, which leads to increased productivity. We've tried the online happy hours and things like that, which I think they were a novelty when covid-19 first hit, no people are kind of over it.

Many companies had to transition to fully remote work platforms which made employee engagement a top priority for organizational leaders. According to the Quantum Workplace Benchmark Report and Analysis (2020), employee engagement decreased at the height of the pandemic from 78% to 70%. Competitive salary can increase employee productivity and morale. Organizational leaders must continuously find creative approaches to keep employees engaged and motivated, which will reduce employee turnover and increase productivity. Salary may not be the only factor to reduce employee turnover so organizational leaders must be aware of the benefits that employees

value. According to Mauser (2018), employees highly valued employer matched 401k, paid vacation, tuition reimbursement, and health insurance. Leaders must continuously revise the compensation benefits they offer to their employees, especially during covid 19 pandemic. Participant 1 stated,

> our employees work from home so we're trying to do different things through like health and fitness, putting teams together of people to go out and get so many steps, or pick your fitness topic and trying to get a little bit more of a team mentality.

When employees do not find the benefits offered by their employers to be desirable, their productivity decrease and eventually they to leave the organization.

Applications to Professional Practice

There has been strong evidence indicating that an increase of employee turnover negatively affects company performance by adding significant cost (Chen & Wu, 2017; Sun & Wang, 2017). Baumgartner and Rauter (2017) stated that employee turnover cost includes additional staffing, training, employee benefits and according to Okpala (2018) employee turnover cost an estimated $250 million. Employee turnover negatively impacts organization productivity, sustainability, and it is evident that some organizational leaders do not have effective strategies to address employee turnover. According to Leon and Uddin (2016), the shortage of supply chain professionals will remain, and it is important that hiring managers understand the strategies to hire and retain talent. Some hiring leaders use successful retention and recruiting strategies to ensure organization success and growth.

Employee turnover is one of most challenging global issues facing organizations today. The implementation and integration of effective strategies for retention and recruiting employees might differ from industry, companies, and individual leaders. In this study, participants shared effective hiring practices and employee on-going training and development were some of the successful strategies used to reduce employee's turnover. Leaders in the logistics industry have an opportunity to review, revise, and compare their current retention and recruiting strategies to the findings in this study as an approach to improve their business performance, and profit from applying revised strategies to reduce employee turnover.

This study explored retention strategies used by transportation hiring managers to recruit and retain employees to reduce employee turnover and increase productivity. The findings from the study provide evidence to logistics hiring managers how effective successful retention and recruiting strategies used can support organization profitability and sustainability. Transportation hiring managers may apply the findings of this study to help determine the skills required for a job position and match an employee with the right job and help with the implementation of new job interview practices. Additionally, transportation hiring managers may find the findings of this study useful as the results were shared by other hiring managers who applied successful strategies to reduce and retained employees.

Implications for Social Change

Transportation hiring managers may use the successful strategies found in this study to mitigate employee turnover. The finding of this study may impact social change

as transportation hiring managers recruit and hire qualified supply chain professionals within the community to increase employment. Unemployed candidates may not support their family and socially engage with others in the community due to lack of income (Kunze & Suppa, 2017). Engaged employees who felt supported by their leaders stayed loyal to the organization and improved their community (Lexa, 2017). According to Yusuf and Yee (2020), employee who were satisfied at work were less likely to quit and positively engage within their community. Therefore, implementing and practicing the right recruiting and retention strategies could improve the circumstances in the community. Reducing employee turnover could increase the organization's sustainability (Qureshi, 2019). An organization sustainability may lead to job security and job opportunities for individuals within the community in which the company's operates.

Recommendations for Action

Employee turnover is a global challenge that negatively impacts organizations productivity, profitability, and sustainability. Organizational hiring managers should consider the findings of this study and implement the recruiting and retention strategies used to reduce turnover and increase productivity. In this study, I explored successful recruiting and retention strategies used by some hiring transportation manager to recruit and retain supply chain professionals. The themes derived from the study on successful recruiting and retention strategies used were (a) recruiting and retention strategies;(b) effectiveness to retention and recruiting strategies and (c) overcoming recruiting and retention strategies. Although the participants in this study are in the transportation industry, the findings can apply to every hiring manager across all industries facing

turnover to improve productivity. The following recommendations can be offered to the current and future transportation hiring managers to successfully implement recruiting and retention strategies based on the findings of this study.

The first recommendation is for transportation hiring managers to use various recruiting resources to create a pipeline of talent pool, expand recruitment focus to go beyond geographic area, and enhance marketing approach to include social media platform, radio advertisement, television broadcast, and word of mouth to ensure that the job vacancy reaches the intended candidates. Transportation hiring manager should use their educational institution network to establish collaboration with local, regional, and global universities and colleges. All participants in the study indicated that there is a need to partner with educational institutions to support their successful recruiting and retention strategies. The second recommendation is for transportation hiring managers to implement new interview practices such as having a panel interview to include other leaders to gauge another perspective, current employee from the team that the potential candidate will be part of and identify the best candidate for the open job positions. The ability to hire the right candidate is invaluable to the organization sustainability. Two out of the three participants stated that changing the traditional way of interviewing a potential candidate led to choosing the right candidate for the position. The third recommendation is for hiring managers to identify needed trainings for employees to sharpen their skills. Hiring managers should provide training to assess employees' skills and determine the appropriated training programs for the employee to grow professionally. Hiring managers should encourage and recommend continuous training to

the employees, which will motivate employees and increase productivity. When employees feel motivated, supported by their leaders, they perform better and tend to stay committed to the organization, resulting in a decrease in employee turnover.

The fourth recommendation would be for hiring managers to implement creative approach to sustain employee engagement since most employees are working remotely due to covid-19 pandemic. Organizational leaders should constantly remain engage with their employees to build trust, motivation, and support. Leaders should promote team building activities, social events such as virtual happy hours, and create small group activities based on employees' interest such as fitness activities. One of the participants shared that having virtual happy hours with the employees developed better rapport, however, after a while employees needed a new activity. It is critical that organizational leaders be innovative with their employee engagement activities to avoid boredom or lack of engagement. The fifth recommendation for hiring managers would be to take in inventory of their own talent pool and develop their skills set so they can fill future job positions. In addition, hiring managers should conduct exit interviews with improved open-ended questions to capture the root cause of why the employee decided to leave. One of the participants shared that reviewing their retention strategies has been successful as one of their employees left because the other company offered breakfast bar. Understanding the root cause, can help hiring managers revise their retention strategies and decrease employee turnover. The sixth recommendation for hiring managers is to address industry barriers by creating strategic compensation and health packages to attract and retain employees. Hiring managers should use this study as a mean to enhance

their recruiting and retention strategies, thereby increasing productivity and reducing employee turnover. I intend to share this study with all participants, my professional network, organizational leaders, and publish in journals.

Recommendations for Further Research

This purpose of this qualitative study was to explore retention strategies used by transportation hiring managers to recruit and retain employees to reduce employee turnover. I selected three participants for the study who used successful recruiting and retention to reduce employee turnover and increase profitability. The findings of this study resulted in various themes that demonstrated successfully used recruiting and retention strategies to reduce turnover and increase profitability. Future research can use the themes found in this study to authenticate successful recruiting and retention strategies with more than 3 participants within the logistics industry and participants in other industries. Future research should be conducted in larger states with shipping ports such as the state of California, New York, Georgia, Virginia, and Washington since this study focused on transportation hiring managers in the state of Minnesota.

Reflections

This doctoral journey was a personal goal. I underestimated the time and emotional focus this journey required to complete the doctorate degree. I would say, I have grown professionally, improved my writing skills, and critical thinking. I chose Walden University because it offered the supply chain program I was interested in and, and for the diversity of students and staff. Throughout the journey, I had the opportunity to take courses with amazing professors that challenged me in every way for the better.

The professors exhibited a level of commitment and dedication to ensure that all students achieved their goals while remaining compliant with academic policies. I am grateful for my journey with Walden University and look forward for the endless opportunities ahead.

Conclusion

According to Cooperstein (2015), the logistics industry organizational leaders experience difficulties regarding to employee retention and turnover. Employee turnover is costly to an organization, with over an estimated $250 million annually being lost to employee turnover (Okpala, 2018). The purpose of this study was to explore successful recruitment and retention strategies used by logistics hiring managers. I collected data from three transportation hiring managers working for third party logistics or transportation companies in Eagan, Minnesota. The findings of this study confirmed that transportation hiring managers used various recruiting and retention strategies to recruit and retain employees to reduce employee turnover. Future researchers can use these themes in future studies in different industries and states with shipping ports. Implementing and applying these recruiting and retention strategies are vital to organizations' sustainability.

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Appendix A: Interview Questions

1. What strategies do you have in place to recruit and retain logistics professionals?

2. What, if any, associated strategies do you use to assess the skills needed to fill an open position?

3. How did your organization develop its successful recruiting and retention strategies?

4. What hiring strategies do you use to ensure you are hiring logistics candidates with the skill sets required for success on the job?

5. What were the key barriers to implementing your organization's successful recruitment and retention strategies?

6. How did your organization address the key barriers to implementing its successful recruitment and retention strategies?

7. How does your organization determine the effectiveness of its recruitment and retention strategies?

8. What additional information (if any) would you like to share regarding recruitment and retention strategies that have not been addressed in this interview?

Appendix B: Interview Protocol

	Participant's pseudonym (e.g., P1, P2, P3)		
	Interview date		
A	Participants meets criteria	Yes	No
B	Signed consent form received	Yes	No
C	Review of research at the beginning of interview:		
	Purpose of the study	Yes	No
	Risks	Yes	No
	Benefits	Yes	No
	Participants confidentiality	Yes	No
	Participants right to withdraw	Yes	No
D	Participant Demographic questions:		
	Participant's title:		
	Participant's pseudonym (e.g., P1, P2, P3)		
	Interview date:		
	Interview start time		
	Interview end time		
	Year/months in current leadership position		
	Years/months in leadership position		
	Number of direct and indirect report		
	Number of employees in the organizations		

E	Ask semi-structured interview questions – Appendix B		
F	End interview by providing below information to participants:		
	Participant to provide member checking	Yes	No
	Participant to review draft of transcript	Yes	No
	Estimated time frame for transcript completion	Yes	No
	Reiterate participant confidentiality	Yes	No
	Data storage information (5 years)	Yes	No
G	Thank participant for contribution to the study	Yes	No