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Relationship Between Job Performance, Compensation, and Turnover Intention in the Retail Industry

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Walden University
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Abstract

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by

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MBA, Strayer University, 2009

BBA, Midwestern State University, 2001

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Employee turnover intention can lead to voluntary employee turnover, costing retail organizations millions of dollars annually. Retail business leaders who fail to address voluntary turnover intention face increased voluntary employee turnover and reduced operational performance. Grounded in equity theory, the purpose of this study was to examine the relationship between employee job performance, employee compensation, and voluntary turnover intention in the retail industry. Data were collected from 76 Texas retail store management employees using the Self-Rated Job Performance Survey, Compensation Survey, and Modified Turnover Intention Scale. The results of the multiple linear regression were significant, F (2, 73) = 4.43, p = .01, R^2 = .11, indicating that job performance and compensation explained 11% of the variance in turnover intention. Only job performance (β = .26, t = 2.39, p = .02) made a unique contribution to the model. A key recommendation is for business leaders to focus on retaining highly productive employees using nonmonetary incentives, including more paid time off, greater scheduling flexibility, and better healthcare options. The implications for positive social change include the potential to decrease unemployment and increase tax revenues, which may contribute to higher household incomes, standards of living, and tax revenues for social programs, benefiting residents in local communities.

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Dedication

I dedicate the completion of this study to Jesus Christ, my lord and savior, above all others. Christ gave me strength, determination, and hope, among other support throughout the arduous journey of completing my research. Valerie, my wife, also supported me along the way. She gave me confidence, support, and love, but most of all, she believed in me. Additionally, my only child, Kylee, was the reason I began the doctoral journey. I wanted to illustrate to her that faith and determination are powerful tools in life's journey. Now that my research is complete, I hope my study assists all those in the retail industry achieve equity in the workplace.

Acknowledgments

I want to acknowledge Dr. Jim Glenn, my chair. I would also like to thank Dr. Glenn for always being supportive, providing quality feedback, and providing encouragement. Dr. Jim has been a Godsend. Additionally, I would like to thank Dr. Stella Rostkowski, my second committee member. I am grateful that she gave me the time and energy to review my work. She also encouraged and gave me confidence during my first oral defense; she blessed me with her words. Finally, I would like to thank Dr. Matthew Knight. Dr. Knight, your feedback was challenging and forced me to improve my writing, thereby increasing my work's quality.

I want to give a special acknowledgment to my colleagues and friends that supported me throughout my journey. I want to thank Britt Canada for his help and guidance on statistical questions and his encouragement. I would also like to thank Stephanie Ducheneaux; she was instrumental in providing me support at work and helping to ensure that I had a schedule conducive to completing my doctoral program. The help and guidance of my friends and colleagues were instrumental in achieving my doctoral journey.

Table of Contents

List of Tables

List of Figures

Section 1: Foundation of the Study

Background of the Problem

The current high turnover rate of retail employees, and indications of a future shortage of a sufficient workforce, are detrimental to United States organizations. The purpose of this quantitative correlational study was to examine relationships between employee job performance, employee compensation, and employee voluntary turnover intention to assess what U.S. retailers may do to reduce voluntary turnover intention and increase employee retention. The theoretical framework was Adams's equity theory.

The retail sector employs approximately 13 million employees, after adjusting for seasonal employment, which accounts for about 10% of the total workforce in the United States (Bureau of Labor and Statistics [BLS], 2018). Retailers continue to encounter challenges in recruiting and retaining a dedicated workforce as turnover rates in the retail industry continue to grow at an alarming rate of 53% (BLS, 2018), marking the highest turnover rate for all business sectors. Muller and de Klerk (2020) reported that many college graduates possess a negative perception of careers within the retail industry. Recent college graduates who achieve an entry-level position in the retail industry immediately begin to seek nonretail jobs, often leaving for a different industry within 4 to 12 months.

Retail managers invest time and money into training new hires. In current conditions, organizations cannot recoup the costs of training and of departing employees. This inability to recover resources is called "sunk cost" (S. M. Lee et al., 2019, p. 20). The sunk cost for each employee leaving a retail organization is around $15,000 per year;

all industries combined currently lose over $160 billion a year in sunk costs (Mahan et al., 2020).

If these current turnover trends continue, the result will be a paradigm shift in the retail industry, prompting retail organizations to shift from brick-and-mortar stores to e-commerce to ensure growth. E-commerce requires fewer employees, which leads to lower operational cost and, thus, increased profitability (Lim et al., 2018). Scholarship is aware of the far-reaching effects of the inability to retain retail employees, with most prior research focusing on recent college graduates' perceptions and opportunities of careers within the retail industry (Kamaruddin et al., 2018). Future researchers should shift the focus of their research to include ways to minimize voluntary turnover intention and strategies to retain employees.

Problem Statement

About 60 million employees in 2019 separated from their employers for various reasons; three-quarters of all employees left voluntarily, in turn negatively impacting employers' growth and profits (Mahan et al., 2020). In 2018, retail trade hit a historic high in the level of quits (voluntary separation) with a high of six million (Essien & McCarthy, 2019). The general business problem is that business leaders' inability to retain employees negatively impacts company long-term goals. The specific business problem is that some retail organizational leaders do not know the relationship between employee job performance, employee compensation, and voluntary turnover intention.

Purpose Statement

The purpose of this quantitative correlational study was to examine the relationships between employee job performance, employee compensation, and voluntary turnover intention in the retail industry. The independent variables were employee job performance and employee compensation. The dependent variable was employee voluntary turnover intention. The targeted population was management employees of retail stores located in the state of Texas. The study may contribute to social change by providing retail owners and employers with information that may give rise to ways that retain employees, minimize sunk costs, and increase business profitability. Retailers might use profits to enhance the stability of communities, thereby increasing employment opportunities.

Nature of the Study

The three research methods included quantitative, qualitative, and mixed methods (McGregor, 2019). Using a quantitative study enables the researcher to identify results that may describe or note changes in numerical characteristics of a population, provide explanations of predictions, and explain casual relationships (Harrison et al., 2020). Qualitative researchers attempt to gain an understanding and meanings of underlying reasons, thoughts, opinions, and motivations of participants related to the phenomenon under study (Harrison et al., 2020). A mixed-method study uses attributes from quantitative and qualitative methods in the same study (Tashakkori et al., 2020). The quantitative method was appropriate for this study because the purpose of the study was to analyze numerical data and infer the results that may apply to a larger population. The qualitative approach was not suitable for this study, as I did not explore participant experiences. A mixed methods approach was not appropriate, as both quantitative and qualitative methods must comply with the different standards, thus increasing potential quality issues, resources needed, and time (Headley & Plano Clark, 2020). Both mixed methodology and qualitative methodology were not appropriate for this study because I used quantitative variables and inferential statistics to test hypotheses.

I considered both descriptive and correlational design. Descriptive design was not appropriate as I did not assert the current condition of events or examine the problems that occur within a population (Siedlecki, 2020). I chose the correlational design for this study. A researcher using a correlational design often examines the relationship between or among two or more variables (Wagle et al., 2021). A key objective of this project was to examine the relationship between the predictor variables of employee job performance and employee compensation and how they contribute to the variation in the dependent variable of voluntary turnover intention. Other designs, such as experimental and quasi-experimental designs, are appropriate when the researcher seeks to assess a degree of cause-and-effect relationships (Farrall, 2021; Kumatongo & Muzata, 2021). The principal objective of this study was to identify relationships between a set of variables; thus, the experimental and quasi-experimental designs were not appropriate.

Research Question

What is the relationship between employee job performance, employee compensation, and voluntary turnover intention in the retail industry?

Hypotheses

H_o: There is no statistically significant relationship between employee job performance, employee compensation, and voluntary turnover intention.

H_a: There is a statistically significant relationship between employee job performance, employee compensation, and voluntary turnover intention.

Theoretical Framework

Adams's (1963) developed equity theory to assess human motivation. Adams centered equity theory on an idea of creating a balance between an employee's input (e.g., work, education, skills, etc.) and an employee's output (e.g., salary, fringe benefits, acknowledgment, etc.). Adams suggested that employees' perceptions of their contributions to a business is what they get in return for these contributions; how their return contribution ratio compares to those of other employees in and outside of their organization determines how reasonable they perceive their employment relationship. Employees' observations of inequity normally prompt them to take actions to restore equity (Gemelas et al., 2021). These actions, in most cases, result in employees quitting their job. Such turnover leads to lower retention rates for employers, and the sunk costs of replacing employees who leave. Perceived inequity may also lead employees to contribute less, which leads employers to experience the consequences of diminished employee job performance (Devi et al., 2021; Jansen & Hlongwane, 2019).

The tenets of equity theory allow researchers to predict attrition patterns and design retention policies (Karatepe et al., 2020). The advantages of the theory are that a researcher can challenge assumptions, focus on relationships rather than on simple cause and effect models, apply a variety of contexts, and provide a framework for categorizing and analyzing knowledge. The researcher gains the unique ability to not only explain but also predict the impacts that independent variables have on dependent variables within an organization (Efthymiou et al., 2021). I used this theoretical framework to provide a problem-solving approach that identifies processes or patterns between employee job performance and employee compensation. Similar to Njora and Ndegwa (2020), the processes or patterns that emerged might impact employee voluntary turnover intention within the retail industry. I used equity theory to provide a suitable framework for analyzing, interpreting, and reporting the relationship between employee voluntary turnover intention based on employee job performance and employee compensation.

Operational Definitions

Compensation: Compensation refers to the cash and noncash benefits remitted to an employee by an employer for services rendered (H. S. Kim & Jang, 2020).

Employee job performance: The extent to which an employee's behavior perpetuates the objectives of the organization (Fogaça et al., 2018).

Recruiting: The timely and cost-efficient method of locating and hiring a candidate who is best qualified and suited for a position with an organization (Karam et al., 2020).

Research bias: The propensity of the researcher to interject preconceived assumptions into the research, thus leading to prejudiced sampling or testing, and thereby altering the outcomes (Bergen & Labonté, 2020).

Retention: The ability to keep or retain employees within an organization, on a voluntary basis, through incentives (Devi et al., 2021).

Turnover: The separation of an employee from an establishment, either voluntarily or involuntarily, because of layoff, termination, or resignation (Hom et al., 2019).

Turnover intention: The voluntary decision of an employee to change careers or switch between companies (Park & Min, 2020).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions lead a researcher to identify factors that appear to be true to them yet, in fact, cannot be validated (Paltridge & Starfield, 2020). There are several possible assumptions that may arise out of a study like mine. One was that the retail employees responded to the survey about turnover intention with honesty and accuracy. Another was that the participants were truthful and precise in their job performance evaluations regarding their abilities and performance. A third was that employee job performance and compensation played a role in employee voluntary turnover intention. A final assumption was that participants provided necessary data related to their respective employment to complete the study.

Limitations

Limitations refer to apparent weaknesses in a study that researchers cannot control, weaknesses that limit the extent of a study and constrain the researchers' conclusion (Paltridge & Starfield, 2020). A researcher uses the correlational design to find out if one variable can predict the behavior of another variable; however, finding an association between variables does not necessarily mean that a relationship exists; therefore, the correlational study is, by its nature, somewhat limited. Another possible limitation to my study was that the participants had various levels of experience and job duties, and the variety prevented me from identifying correlations that apply universally. The last limitation was that the experiences of the participants of this study probably did not represent the views of all employees in the retail industry.

Delimitations

The delimitations refer to the scope of the study as determined by the researcher (Paltridge & Starfield, 2020). The scope of this study encompasses three variables: employee job performance, employee compensation, and voluntary turnover intentions. One delimitation was that this study focused only on the state of Texas. According to Kääriäinen et al. (2020), insufficient variety of population may impact the correctness of the findings. I accessed several employees from various retailers to secure a minimum sample size of 68 participants to mitigate this possibility. The access to several employees from various retailors helped in securing a minimum sample size of 68 participants to obtain the statistical power needed to attain validity of the study.

The second delimitation was selecting only retail managers, mainly because they play a major role in retail operations. These employees work in various retail businesses, but to particulate in the study, they had to meet specific criteria that aligned with the research question (Toth et al., 2021). These inclusion criteria included (a) currently working in a retail management role, (b) currently employed by a retailer in the state of

Texas, and (c) a minimum of 2 years of work experience in management roles. The third delimitation was the examination of the relationships between the variables of employee job performance, employee compensation, and voluntary turnover intention using three validated instruments, one for each. Selecting validated instruments heightens research reliability.

Significance of the Study

Contribution to Business Practice

Understanding the relationship between employee job performance, employee compensation, and turnover intention may grant organizational leaders' greater insights into how to modify training and development initiatives that serve employee satisfaction and thereby enhance business practices. If employees' compensation is related to their turnover intention, then organizational leaders may consider innovative employee compensation models to help reduce voluntary employee turnover. If employees' job performance is related to their turnover intention, then organizational leaders may consider designing more or different interventions that advance workforce performance and ultimately encourage retention. If employees exhibit a high degree of association between employee compensation and employee job performance, then organizational leaders may consider broadening certain processes, such as training, development, and succession planning. Such aspects functioned to highlight the mutually related relationship between employee compensation and employee job performance. Such business processes highlighted the symbiotic relationship between employee compensation, employee job performance, and turnover. Organizational leaders may be motivated by research insights to involve employees in discussions centered around how the organizations could change compensation programs to impact employee job performance.

Implications for Social Change

The implications for positive social change includes the potential for organizational executives to accurately identify the workers who are most likely to leave employment voluntarily. Such insight allows employers to develop incentive programs and best practices that could reduce voluntary turnover. Programs that enhance employee loyalty also benefit organizations by establishing a core group of longtime workers who may then carry out the organization’s vision in a consistent manner. The more managers understand best practices or incentive programs that help mitigate employee voluntary turnover intentions, the more likely the organizations will have higher retention. A retail organization may, therefore, experience greater consistency in overall operations, which may, in turn, lead to higher sales growth and expanded operations. A leader’s ability to identify employee turnover intention may lead to more significant organizational sales growth.

I propose the study may contribute to positive social change by providing insight into reducing employee voluntary turnover intention, thus allowing an organization to develop incentive programs and best practices that could increase retention. Retaining human talent is significant to managers’ abilities to reduce recruiting and training cost; retention likewise facilitates consistency in an organization’s expertise while cultivating an organizational culture where merits are rewarded (Devi et al., 2021). My intention is the study may be used to impact executives' understanding of the relationships between employee job performance, compensation, and turnover intention. Leaders might alter their practices and policies to protect their organization from the high cost of employee turnovers.

Review of the Professional and Academic Literature

I used the literature review section to provide additional overviews regarding job performance, compensation, and turnover intention issues and their significance. The literature review process entails evaluating peer-reviewed and nonpeer-reviewed journal articles and books, mostly obtained from ProQuest, SAGE Journals, EBSCOhost, Emerald Insight, and Academic Search Complete. Keywords used to locate sources were *job satisfaction*, *employee job performance*, *employee compensation*, *organizational culture*, *turnover*, *turnover intention*, *retention challenges*, and *retention strategies*. See Table 1 for a synopsis of the sources included in the literature review.

Table 1

Synopsis of Sources in the Literature Review

Reference type	Shorter than 5 years	Longer than 5 years	Total	Cumulative %
Peer-reviewed journals	166	27	193	88.5
Seminal and contemporary books	11	3	14	6.4
Dissertations	1	1	2	0.9
Websites and others	8	1	9	4.1
Total sources	186	32	218	100.00

Contributions to the Business Problem

I used equity theory as a lens to study job performance, compensation, and voluntary turnover intention, thereby increasing the knowledge base on this topic available to researchers and business leaders. In a literature review, a researcher examines current scholarship and highlights the collective knowledge and how that knowledge impacts current research (Thomas, 2019). In addition, the literature review allows researchers to identify problems within current research, outline theoretical foundations of proposed studies, and qualify the need for the study (Thomas, 2019; Watson & Webster, 2020). In my review, I focused on employers' ability to improve job performance, compensation, and voluntary turnover intention. I studied the impact of employee job performance and employee compensation on employees' voluntary turnover intentions. The purpose of this study was to contribute knowledge that organizational leaders, specifically those in the retail industry in Texas who may not be aware of the relationship between employee job performance, employee compensation, and voluntary turnover intention. To answer the research question and to fulfill the purpose of the study the following hypotheses were established. The null hypothesis states there is no statistically significant relationship between employee job performance, employee compensation, and employee turnover intention, and the alternative hypothesis states there is a statistically significant relationship between employee job performance, employee compensation, and voluntary turnover intention.

Introduction to Equity Theory

I used equity theory as the lens to examine the relationship between inputs and outputs. In this study, I used equity theory to predict variables. Adams (1963) used equity theory to predict the exchange relationship between inputs and outcomes. Other researchers have used equity theory as an investigative tool. Huppertz et al. (1978) used equity theory as a framework to investigate retail exchange situations related to inequity and performance. Huppertz et al. indicated that when consumers in their study found a high price inequity (value higher than expected), the situation was perceived as unfair. Customer service inequity did not have a high price inequity; thus, Huppertz et al. suggested that price inequity supersedes service inequity related to retail exchange situations. Because growing consumer loyalty is considered imperative in organizational success to retain customers, researchers suggested a focus on the exchange relationship (Too et al., 2001). Consumers’ perceptions of fairness (equity or inequity) may influence their purchase intention, and sellers can influence consumers’ perceptions of price through selling strategies (Guo, 2015). Retail leaders may use this research to develop pricing and service models that incorporate equity in the exchange relationship.

Equity theory has been applied to varying fields of research. Greenberg and Ornstein (1983) applied equity theory to examine whether a high-level job title could compensate for underpayment among student workers. Greenberg and Ornstein provided high-level job titles that were either earned or not earned to student workers with added job responsibilities. Greenberg and Ornstein noted that earned job titles were adequate compensation for additional work responsibilities, continued level of performance, and maintaining a perception of equitable pay among student workers. According to Greenberg and Ornstein, student workers who had received unearned job titles with additional responsibilities experienced a temporary increase in performance along with perceived greater equity (overpayment). However, Greenberg and Ornstein then found the compensation in the form of a job title that was unearned proved insufficient, causing performance to decline and perceptions of inequity to emerge. Smith and Swiercz (1991) found that when employees' job ranks were functionalized as job titles, the influences on inputs and outcomes were significant. In contrast, Strobl and Van Wesep (2013) found that organizations who used job titles as publicizing performance could pay less. However, those organizations would likely not see high productivity compared to other organizations not following such practices. Strobl and Van Wesep's research appears to contradict other research regarding job titles as an employee incentive. In reviewing the literature regarding job titles as a form of pay, one could assert that future research is needed, and identifying how job titles could be integrated more equitably into an organization's compensation systems could be a valuable area for new research. According to Ubeda-Garcia et al. (2019), pay equity refers to an employees' perception of balance between workload (inputs) and compensation (outputs).

One area relative to pay equity that may provide even greater insight into pay equity is pay satisfaction. According to Sweeney (1990) and Cheng et al. (2020), inequity occurs when perceived inputs, such as time, emotion, and energy, are more significant than perceived outputs such as wages (outcomes). Sweeney examined underpaid and overpaid employees across multiple industries concerning pay satisfaction. Sweeney used equity theory as a predictive model to measure equity among those workers. Sweeney found a curvilinear relationship between equity and pay satisfaction.

A similar study by Singh and Loncar (2010) confirmed Sweeney's (1990) results. Singh and Loncar (2010) examined the relationship between pay satisfaction, job satisfaction, and turnover intention among nurses. The researchers found that pay raise ($r = -.30$, $p < .01$) and pay level ($r = -.32$, $p < .01$) were significantly correlated to turnover intention. Singh and Loncar found job satisfaction was negatively correlated with turnover intention ($r = -.42$, $p < .01$). When Singh and Loncar examined the relationship of pay dimensions to job satisfaction, they found a significant correlation ($\beta = -.49$, $p < .001$; $R^2 = .37$; adj. $R^2 = .31$). According to Singh and Loncar, their results suggest pay satisfaction may impact turnover intention, but job satisfaction is perhaps a greater indicator of turnover. Leaders may use the results of these studies to strengthen their organizations' pay structures to provide commensurate pay to the level of work assigned, thereby increasing the perception of equity. Leaders may also implement measures to improve their employees' job satisfaction, which may contribute to greater job performance.

The uses of Adams's (1963) equity theory have evolved since 1963. The evolution of equity theory continues as some researchers use equity theory to examine a wide range of variables such as customer relations, pay satisfaction, job satisfaction, turnover intention, and compensation. Understanding the tenets of equity theory and how equity theory has evolved since the 1960s may provide researchers with increased insight on how equity plays a role in job performance, compensation, and turnover intention. I expound on the tenets of equity theory and lay out how equity theory is applied to variables of interest in the current study.

Equity Theory Tenets

Inequities exist when individuals find that the equity exchange ratio is imbalanced. Four tenets from equity theory make the equity relationship evident (Adams, 1963; da Cruz Carvalho et al., 2020; Demir, 2020): An employee will continually gauge their relationship with other employees based on an equity exchange ratio, inequity arises when an employee believes their equity exchange ratio is unequal to that of a peer (SimanTov-Nachlieli & Bamberger, 2021), a correlation exists between the degree of perceived inequity and the degree of stress experienced by other employees (da Cruz Carvalho et al., 2020), and a person's degree of energy put forth to return equity to a comparative level of stress or destress (da Cruz Carvalho et al., 2020). The tenets of equity may help researchers predict employees' behavior, which could lead to enhanced job performance and lower voluntary turnover intention.

Employees often seek a return to equity by reducing their inputs (workload). Adams's (1963) indicated that individuals will gauge their relationship with other individuals in similar work positions based on an equity exchange ratio. If an individual perceives inequity, they will be motivated to take actions to counterbalance the inequity (Demir, 2020; Samara et al., 2021). Individuals do so by increasing or decreasing work performance or seeking alternative employment (Demir, 2020). The equity theory of motivation pivots not only on an employee's experience of performance, but also on how they compare their pay with others (Kollmann et al., 2019; A. R. Malik & Singh, 2020).

Although equity theory was the framework of this study, there are competing theories and researchers that disagree with equity theory.

Herzberg's Two-Factor Theory

Herzberg two-factor theory is similar to equity theory in that both are used to assess motivation. Herzberg et al.'s (1959) two-factor theory was developed from interview data about how employees felt about motivation and satisfaction. According to Herzberg (1965), motivation factors define longstanding job satisfaction and hygiene factors are those that provide temporary job satisfaction and pleasure. Herzberg's two-factor theory incorporates hygiene factors that include responsibility, opportunity for advancement, recognition, accomplishments, and type of work (Cote, 2019). Khuong and Linh (2020) noted, using Herzberg's theory as the lens through which to view employee motivation, that job satisfaction, dissatisfaction, and motivation levels are elements that impact retention. Organizational leaders implement retention strategies to engage and retain employees (Khuong & Linh, 2020). Retention strategies are useful in decreasing voluntary turnover intention (Khuong & Linh, 2020). Voluntary turnover intention may be reduced if leaders focus on job satisfaction.

Job satisfaction factors include compensation levels, employment conditions, self-development opportunities, employee rapport, organizational guidelines, quality of management, secure employment, and employment needs (Hee et al., 2019; Herzberg et al., 1959; S. Z. Malik et al., 2019). The implementation of organizational strategies to increase levels of job satisfaction and motivation levels could lead to a decrease in turnover intention and improve job performance (Lin & Huang, 2020). Similarly, Labrague (2020) implied that insufficient retention strategies result in increased voluntary turnover intention. Leaders who establish a positive workplace environment (i.e., processes, systems, and conditions) tend to increase levels of motivation and consequently improve employee performance (Saidi et al., 2019). Work environments can facilitate employee commitment and job satisfaction (Mahmood et al., 2019; T. K. Wang & Brower, 2018). While job satisfaction factors are important, the hygiene factors also play a role in retention and turnover intention.

Often organizational leaders use hygiene factors to improve employee job satisfaction and retention. Li et al. (2018) implied that leaders are accountable for creating a work environment to meet the needs of employees. Herzberg (1985) indicated that properly integrated hygiene factors in the workplace promote a motivated and satisfied employee. If hygiene factors are met, employees may be more inclined to remain employed in their jobs. Botelho (2020) focused attention on organizational culture, commitment, employment conditions, and employee compensation and how they impact job satisfaction. In contrast, Kotni and Karumuri (2018) focused on motivation factors over hygiene factors and found that motivation factors were a greater motivator for retail sales employees. Herzberg's (1965) two-factor theory has been used by some researchers but not by others due to weaknesses in the theory.

Herzberg's (1965) two-factor theory has three prominent weaknesses. First, Kotni and Karumuri (2018) found that the ambiguity of elements, due to differences in work environments, made it challenging for leaders to always identify hygiene and motivation factors correctly. Second, as Alrawahi et al. (2020) stated, the research showed contradictory findings with respect to its dimensionality and external validity. Third, according to Alrawahi et al., researchers question the orthogonality of motivators and hygiene factors as well as the sociocultural invariance of the theory and the place of monetary aspects. I did not use Herzberg's (1965) two-factor theory due to the weaknesses identified in the literature review. Another competing theory is Maslow's (1943) hierarchy of needs.

Maslow's Hierarchy of Needs

There is a plethora of research regarding factors that facilitate employee turnover intention that stems from Maslow's (1943) theory of the hierarchy of needs. Maslow's (1943) theory of the hierarchy of needs is similar to Herzberg's (1965) two-factor theory and Adams's (1963) equity theory. Often, researchers use the three in conjunction with each other to gain a better understanding of voluntary turnover intention and job performance (Afota & Robinson, 2020; Patricia & Asoba, 2021). Maslow (1943) suggested that people require particular needs to be fulfilled in a specific order. Lower order physiological needs, such as food and shelter, give way to higher order needs, such as love and belonging, to reach the highest level of self-actualization. Similarly, Farimani and Shahri (2020) described the hierarchy of needs as follows: physiological, security, love and belonging, esteem, and self-actualization. Acevedo (2018) stands out among other researchers, as they argued that Maslow's (1943) hierarchy of needs is flawed. Although, Acevedo (2018) asserted that Maslow's (1943) hierarchy of needs is flawed, in that the theory is undermined by its simplistic and individualistic assertions related to people, some leaders within the retail industry may use the theory to understand voluntary turnover intention and job performance.

The retail industry accepts and incorporates practices into their processes using some of Maslow's theory understanding of what drives employees to increase job performance and lower turnover intention (Hayat Khan Tahir & Iraqi, 2018). Organizational leaders often focus on meeting employee needs for safety, belonging, and self-esteem to develop and refine their retention strategies (H. Tran & Smith, 2020). What they often overlook, however, is the need for self-actualization, or the need for employees to have meaningful and fulfilling growth development and advancement opportunities (Kaufman, 2021). A well-developed retention strategy that incorporates Adams's (1963) equity theory, Herzberg's (1965) two-factor theory, and Maslow's (1943) theory of the hierarchy of needs may enable leaders to reduce voluntary turnover intention more effectively while increasing job performance. I did not use Maslow's theory of hierarchy of needs, as I found Adams's (1963) equity theory a better fit to explore the strength of the relationship between my independent variables and my dependent variables to answer the quantitative research question of this current study. To assist in answering the research question, I also examined job performance within the literature review.

Employee Job Performance

The first independent variable used in the current study is job performance. Diamantidis and Chatzoglou (2019) indicated an employee's work environment impacts performance whereas motivation affected job performance directly. Similarly, Ratnasari et al. (2021) found that employee work environment, organizational commitment, ability of work, and motivation impacted job performance significantly (alpha value $< .05$). Some researchers measured the impact of rewards and recognition on job performance, as did Hussain et al. (2019). Hussain et al. found that rewards ($\beta = -0.077$, $t = 0.887$) and recognition ($\beta = 0.235$, $t = 2.248$, $R^2 = .571$) had a significant impact on job performance and suggested organizations focus on these areas to improve job performance. Alternatively, Koo et al. (2020) focused on job satisfaction's impact on job performance and turnover intention. Koo et al. found that job satisfaction had a significant influence on job performance ($\beta = .432$, $p < .001$) and turnover intention ($\beta = -.480$, $p < .001$). While many factors influence job performance, one constraint on job performance is job stress.

Job stress is an often-overlooked aspect of employee job performance. Abuhashesh et al. (2019) reported that inadequate communication in the workplace leads to increased employee stress levels resulting in decreased productivity. Increased training leads to increased understanding of task demands and process routes, increasing job satisfaction and performance (Thakur & Panghal, 2021). Bilginoğlu and Yozgat (2018) suggested that organizations should diminish job stress as job stress impacts employee performance negatively ($\beta = -.207$, $p < .000$). These findings are consistent with Joy's (2020) notion that stress management (managing job stress) can positively influence job performance. While job stress may lower job performance, job equity could also play a significant role in job performance positive job equity.

Positive job equity and employee inclusion lead to increases in employee job performance. A. R. Malik and Singh (2020) contended that employees with high levels of inclusion and perception of organizational fairness had a greater sense of equity and, therefore, better employee job performance. Alternatively, Haryono et al. (2020) focused on job training and education. Haryono et al. recommended that leaders place a higher level of emphasis on job training and programs designed to educate employees. This emphasis on job training programs may increase the quality of recruitment and placement, thereby equipping employees to increase job performance. Similarly, Karim et al. (2019) made a convincing case that on-the-job training ($\beta = 0.203$, $t = 2.432$, $p = .017 < 0.05$) and career and development training ($\beta = 0.399$, $t = 4.856$, $p = .000 < 0.05$) significantly impact employee performance. In contrast, A. R. Malik and Singh (2020) suggested that leaders should establish equitable incentives to improve employees' quality of work. De Clercq et al. (2021) reasoned that organizational leaders who safeguard human resource programs that instill positive behavior and attitudes among employees facilitate greater job performance. Employee job performance is instrumental in determining overall organizational performance.

Successful organizational performance is also often directly related to employee performance. As a result, organizational leaders often recognize the significance of investing in one of the most critical assets of the company—the employee (Luu, 2020). Organizations measure employee performance via a variety of factors. The most common are tangible factors, such as sales, profit margins, employee turnover, and product turnover (Chhetri et al., 2018). Managers also apply internal factors to assess employee performance, for example, reviewing their job duties, roles, and responsibilities that contribute to the success of the organization (Horvath & Bencsik, 2019). When employees positively accomplish both external and internal factors, they are more likely to fulfill organizational goals (Yue et al., 2021). Leaders of retail often use a balanced scorecard as a tool for performance measurements that assesses organizational goals and employee job performance.

Performance Metrics

The balanced scorecard is used by retail organizational leaders to create four measurable dimensions which focus not just on financial metrics but also as importantly, operations management, employee growth, and customer satisfaction. These four dimensions, in turn, have specific targets and metrics determined by management which in turn are used by leaders to develop strategic objectives and performance metrics for the organization (Rompho, 2020). Organization leaders use the balanced scorecard to incorporate their strategic objectives into their performance measurement metrics (Arso et al., 2018). The balanced scorecard was designed to move organizations away from a singular financial measurement of performance, usually financial profit (Arso et al., 2018). Managers use the scorecard to measure financial performance, achieving organizational vision and goals, and evaluating employee performance and internal communication (Marcu, 2020). The use of the balanced scorecard may increase organization leaders' understanding of why employee productivity is improving or declining.

Managers who analyze employee performance evaluations on the balanced scorecard through the lens of equity theory may be able to determine ways that ensure employee equity, such as increasing compensation or providing benefits. Rubery et al. (2021) showed that compressed pay levels negatively impact the retail industry. Leaders may consider compensation level increases to restore employee equity (Strine & Smith, 2020), this is a better solution than allowing employees to restore it by leaving the organization. The use of balanced scorecard by leaders is an effective tool to increase job performance and reduce turnover intention (Frederico et al., 2020). Using the balanced scorecard to evaluate and analyze employee performance provides organizational leaders insight (Frederico et al., 2020) that, when coupled with equity theory, may reduce turnover and increase productivity in the retail industry.

The balanced scorecard is not the only type of performance measurement for retail organizations. Leaders also widely accept management by objective (MBO) for measuring performance. Islami et al. (2018) noted that managers use MBO to improve development, grow the organization, and increase earnings, mainly by aligning these organizational needs with employees' needs of good income, additional payments and incentives, and developmental opportunities. According to Kollmann et al. (2019), employees react not only to pay levels as noted earlier but also to situations of inequity. MBO can restore equity if organizational leaders tie the employees' needs to those of the organization, thereby creating mutual interest.

Managers may often use MBO to evaluate employee performance. According to Okolocha (2020), there is a correlation between compensation (salaries, incentives, and fringe benefits) and employee performance and retention. When retail organizations use MBO, they experience increases in employee productivity (Amponsah-Tawiah et al., 2018). MBO with precise performance criteria may lead to increased productivity and effectiveness in organizations. Some organizational leaders who establish employee equity by implementing MBO strategies are more likely to increase productivity that meets organizational goals (Islami et al., 2018). Another means to assess employee productivity is performance management (PM).

Performance Management

PM is another process to audit and manage organizational performance. In PM, leaders use retail organizational information gathered through PM systems to improve management decision making and increase operational and organizational effectiveness (Dankeieva et al., 2021). When effectively implemented, PM practices increase employee performance by linking an organization's goals to external and internal employee factors (Yue et al., 2021). Some organizational leaders found that PM systems either did not influence or sometimes negatively influenced employee performance because employees felt their measured performance was disconnected from their duties, which was perceived as inequitable (Hancock et al., 2018). PM may provide organizational leaders with insight into how to construct and integrate their PM systems into operations more effectively.

Effective PM consists of communicating ongoing corporate and management expectations, providing timely and useful feedback to employees, and developing plans to address performance concerns and improve operations (Agarwal, 2021; Beskese et al., 2018). Employees often attempt to meet leaders' rising demands, which in turn leads to their increased desire for greater fairness and recognition (Hancock et al., 2018). Effective employee management may occur when leaders are aware of employees' needs and employees feel valued; employees who know their managers value them perform better (Potnuru et al., 2019). Employee PM is most effective when manufacturing organizational leaders assess the need for further training, reassignment, or promotion (Yue et al., 2021). There are three factors of employee performance appraisal should address: communication, feedback, and development (Stroleny, 2018; Venne & Hannay, 2018). This kind of invested management may contribute to restoring employees' sense of equity, leading to greater productivity and increased organizational performance.

Productivity

Although salary levels and other forms of compensation impact employees' job performance and satisfaction, those factors are not always the most critical. Productivity is the quantity and quality of inputs and contributions by an employee that leads to increases in production and employee job performance (Froud et al., 2020). Employees possess the desire to be productive, but their contributions to the growth of an organization are based on the quality of their relationships with organizational leaders (Fatima et al., 2020). Employees also leave employment to seek better career opportunities, greater organizational commitment, and a better work–life balance (Mazerolle et al., 2018). There are other variables that contribute to employee productivity such as leadership.

Leadership helps to increase employee productivity. Hisam (2021) proposed that employees require leadership to present them with opportunities to grow professionally, be more productive, and possess higher levels of organizational commitment. Karia and Abu Hassan Asaari (2019) suggested that leadership qualities impact work–related attitudes and job satisfaction. Their findings indicated a statistically significant relationship between leadership qualities and work-related attitudes (F = 16.44, p = .000) and leadership qualities and job satisfaction (F = 6.717, p = .000).

Researchers have indicated that work-related attitudes and job satisfaction impact employee productivity (Da et al., 2020; Malmrud et al., 2020). Akpoviroro et al. (2018) reported a significant correlation between participative leadership and employee productivity (R^2 = .519 at a significance level of .001). Competitive wages and enhanced compensation packages are often necessary to increase employee productivity among talented employees (David & Palic, 2020).

Leaders are also an instrumental determinant of employee productivity. Aboramadan et al. (2021) contended that an organization's profitability is linked to leadership's ability to impact job performance. Leadership styles may increase job performance. In a similar vein, Han et al. (2020) focused on transformational leadership and its relationship to employee job performance. Han et al. found that transformational leadership had a positive relationship with job (in-role) performance (β = 0.09, p < 0.001). Most organizational leaders wish to improve their employees' job performance and productivity to increase profitability (Clack, 2021).

A good leader can ensure employees do not get emotionally worn down from the nature of their work and can equitably compensate them, provide support, and create an organizational culture that fosters high-performance standards and increases productivity

(Bwowe & Marongwe, 2018; Clack, 2021). Researchers implied that organizational leaders achieve more significant organizational commitment, productivity, and profits by understanding how job performance and compensation impact voluntary turnover intention (Clack, 2021; Guzeller & Celiker, 2019; Ramalho Luz et al., 2018). Leaders may also increase productivity through more stable work schedules, and increased employee productivity may result in increased profits (Barreiro & Treglown, 2020; Williams et al., 2018).

In addition, leaders should help employees be productive at every level of an organization. Highly productive employees help an organization improve quality, consistency, and job performance, which yields higher profitability (Bwowe & Marongwe, 2018). Organizational leaders can apply the balanced scorecard to identify organizational performance issues related to productivity and to develop key performance indicators to improve efficiency and profitability (Dewi & Santoso, 2018). Identifying issues related to employee productivity provides organizations with an opportunity to improve their work systems (Ardi et al., 2019). Profit sharing, for example, motivates employees to increase their productivity and organizational performance (Blasi et al., 2018). Employee stock ownership programs also encourage employees to remain with an organization, thereby increasing productivity (C. Kim et al., 2019). Monitoring productive employees may prove useful in developing performance measurements.

Managers who measure, monitor, reward and identify highly productive employees may profit by maintaining consistent, quality, and employee job performance. Organization leaders that incorporate performance measuring tools and use employee incentives experience increased productivity and lower turnover intention (Koo et al., 2020). High-performance employees' contributions provide an organization with innovation, continued development, and increased profitability (Alfes et al., 2021). Agba (2018) implied that successful organizational leaders emphasize retention strategies to ensure highly efficient employees do not leave due to poor work environments, insufficient compensation, or lack of organizational commitment—factors that may make employees vulnerable to recruitment by other organizations.

Leaders who use retention strategies may be capable of recruiting talented employees with requisite experience and education. These employees can increase productivity and move the organization closer to achieving its mission. Creating an environment that increases employees' attachment and loyalty—a concept called affective commitment—also increases employee job performance and productivity (Panchapakesan & Urs, 2018). According to Makkar and Basu (2018), when employees have no affective commitment, organizations suffer lower productivity and higher levels of employee turnover, both of which adversely impact organizational success.

Jain and Ansari (2018) suggested that leaders emotionally incentivize employees to create loyalty and stability, thus creating an environment that facilitates improved job performance, reduces voluntary turnover intention, and yields higher levels of retention. Employees leave organizations where leadership allows inequitable compensation, lacks organizational commitment, and does not invest in professional development for their employees (Steiner et al., 2020). Mental health is another avenue that may impact job performance.

Sharma and Kumra (2020) claimed the mental health of employees might influence job performance. However, before leaders consider removing employees who lack emotional commitment to the organization, they should seek to mitigate employees' job stress, ensure competitive compensation packages, and provide professional development (Choy & Kamoche, 2021). All these factors can increase job performance and productivity.

Equity Theory Applied to Employee Job Performance

Employees often adjust work levels and quality of work based on their perceptions of equity (Pham & Jackson, 2020). When employees view their compensation levels (e.g., pay, vacations, sick time, insurance, etc.) as less than the value of their contributions (e.g., hours, quantity, and quality of work), then employees often decrease their levels of commitment; they reduce their contributions to the organization as a means of establishing equity (Palladino, 2021). Employee job performance improves when employees and employers' exchange relationship is in a state of equity (Twalib & Kariuki, 2020). Researchers posited that the idea and methods behind establishing equity in the exchange relationship led to retention strategies that improve employee job performance and consequently lower turnover (Alan et al., 2020; Palladino, 2021; Twalib & Kariuki, 2020). Equity theory applies to employee job performance in the sense that job performance measures the quantity and quality of work (inputs) an employee provides to an employer.

Employee Compensation

Employee compensation is a tool leaders can use to promote equity and motivate employees. Sudheer and Rajasekar (2021) examined the impact of employee compensation levels on job satisfaction of workers in the retail industry in India. Sudheer and Rajasekar found that compensation ($\beta = 0.20$, $t = 1.588$, $p = .115$) did not significantly impact job satisfaction. In another study, Noviantoro et al. (2018) found that employee compensation levels significantly impacted motivation and turnover intention in the retail industry. Similarly, Silaban and Syah (2018) found that compensation impacted turnover intention in that higher compensation reduced turnover intention whereas lower compensation increased turnover intention (t-value = 4.07). In contrast, Vizano et al. (2021) found compensation had a negative and significant impact on turnover intention (t-value = - 4.62). Researchers have found that nonmonetary employee compensation, such as vacations, personal time off, health insurance, and retirement benefits, had a more significant impact on motivation and turnover intention than did monetary compensation (M. A. Islam et al., 2020). Total employee compensation, monetary and benefits, is an important factor in reducing turnover intention and increasing motivation (Sarkar, 2018). Leaders may seek out total compensation and retention strategies that focus on the creation of employee equity to mitigate turnover.

Most organizational leaders deal with issues related to employee turnover intention. Organizational leaders seek comprehensive strategies to increase levels of motivation and decrease levels of turnover intention, and good compensation systems are instrumental in reducing turnover (Haque, 2020; Rinaldy & Parwoto, 2021).

Organizational leaders often create compensation systems that include direct and indirect forms of compensation (Nguyen et al., 2020), and many other researchers, including Sugiono and Efendi (2020), found that the most efficient compensation models frequently include the indirect forms of compensation for employees.

According to Sarkar (2018), when organizations have compensation models that vary widely among employees performing similar jobs, voluntary turnover intentions increase. Organizational leaders who emphasize employee equity, such as clearly defining the process for determining salary decisions, are more likely to experience lower voluntary turnover intention levels and higher retention rates (Shore & Chung, 2021). Organizational leaders must, therefore, consider and articulate to employees that there are significant benefits in addition to monetary ones included in their employee compensation. Factoring often intangible benefits into the compensation package may lower turnover intention and perceived equity for employees.

Employee compensation may be a determining factor in job performance and employee retention. Adebayo et al. (2018) found that job performance and retention had a high correlation to employee compensation. Similarly, Susanto et al. (2020) found that compensation had a direct impact on job performance (path coefficient = .32 and *t*-value = 3.14). Employees derive their motivation to remain with an organization from compensation and organizational benefits. These benefits keep them committed to the organization and increase productivity and affective commitment (Soomro et al., 2021). Hanai and Pallangyo (2020) found that employee job performance and voluntary employee turnover intention were positively correlated to fair employee compensations—

more so than solely to increasing compensation, while Adebayo et al. (2018) noted that levels of pay impacted employee turnover and retention, but job performance and retention did not completely stem from compensation. Job performance, recognition, and compensation all have been found to positively impact employee retention (Rombaut & Guerry, 2020). Leaders may also focus on the nonmonetary side of compensation, such as employee benefits, to reduce turnover intention and increase retention.

Benefits provided by an organization may also include vacation and sick time, compassionate leave, and personal time off (PTO). According to Dyer (2020) other benefits included various types of insurance, such as medical, short- and long-term disability, and life insurance. Aizawa (2019) and Dyer implied that various insurance benefits offered to employees were often much less expensive through a company policy than an independent policy; thus, an employee could realize a value added to their employment, in turn increasing their affective commitment to the organization. Similarly, Jaworski et al. (2018) found that employee benefits impacted job commitment (R^2 = 0.144, F = 19.899, p < 0.001). Alternatively, Jaworski et al. and Querbach et al. (2020) suggested benefits, both direct and indirect compensation, are vital tools in employee turnover reduction efforts. Employers face many challenges due to turnover; leaders may consider ways to restructure employee benefits within their compensation models to combat turnover further.

Based on the review of literature, a researcher could assert that issues related to employee compensation may impact job performance and turnover. Business leaders may want to look at ways to balance equity through employee compensation. Possible ways to balance equity through compensation may be increased wages and enhanced nonmonetary benefits. A need for employee equity balance appears throughout literature as a possible means to improve productivity, job performance, and improve compensation systems.

Equity Theory Applied to Employee Compensation

Equity theory includes the horizontal pay disparity (HPD) concept (Adams, 1963; Sun et al., 2020; Z. Zhang et al., 2020). According to HPD, employees compare their inputs to their respective outputs relative to those of other employees in similar fields and positions (Z. Zhang et al., 2020). Both equity theory and HPD rely on an understanding of inputs—what an employee puts into work, such as time, effort, and skills—and outputs—what an employee receives, such as compensation and benefits (Adams, 1963; Zhou et al., 2020). In applying equity to employee compensation, the inputs become the most laborious to measure and are often subjective variables (Z. Zhang et al., 2020). For example, an employee may value their time, effort, and skills differently than an employer evaluates them. Likewise, the employee may undervalue the time, effort, and skills of a peer, thus creating an artificial disparity. Outputs and productivity, however, are quantifiable, as employees can objectively convert variables like vacation days, health insurance, and retirement benefits into dollar amounts.

Employees adjust their inputs to balance equity. When managers apply the equity theory to compensation or when they use HPD to develop an input-to-output ratio, they can assess whether equity is balanced (S. W. Kim et al., 2020). If there is a balance between the inputs and outputs in comparison to those of peers, employees are less likely to change their behaviors and are more likely to remain with their current employer; however, if an imbalance exists, employees are likely to change their behaviors and leave the organization (Collins et al., 2018). Leaders may use equitable compensation systems that are in line with equity theory to decrease turnover intention.

Employees change behaviors to balance equity as noted earlier. Fleischman et al. (2019) noted that employees modified their behavior by decreasing the time, effort, and skills (inputs) to a level believed to match their current compensation (outputs). At the point of imbalance in the input–output ratio, an employee may also start seeking new employment or may leave employment altogether (Twalib & Kariuki, 2020). By applying equity theory to employee compensation, managers can develop a true measurement of value (output) that may help them assess turnover intention. If an employee perceives this input as insufficient per their output, they will seek to restore equity by choosing employment elsewhere (Collins et al., 2018).

Voluntary Turnover Intention

Voluntary turnover intention is a cause of concern for employers for numerous reasons. Voluntary turnover intention is a measurement of an employee's likelihood to leave an organization voluntarily (Uğural et al., 2020). Researchers often measure this intention based on time intervals and a Likert-type scale (Uğural et al., 2020). Voluntary turnover intentions may damage an organization's productivity by lowering morale and diminishing job performance (Ketkaew et al., 2020). Afzal et al. (2019) stated that voluntary turnover intentions can predict actual turnovers because the former often occur before the latter. Employees may consider leaving an organization when job resources decrease, stress increases, or work–life balance diminishes (Montaudon-Tomás et al., 2021). Researchers have found a strong correlation between voluntary turnover intention and real voluntary turnover. Rombaut and Guerry (2018) suggested that positive turnover intentions correlated to real turnover. Another area of concern in relation to voluntary turnover intention is job strain also known as burnout.

Job Strain

Job strain often will impact employees negatively and cost an organization because employees feel disempowered. Researchers, including Aggarwal et al. (2018), have empirically demonstrated that job strain leads to poor employee engagement, which in turn leads to an increased turnover intention (T. Islam et al., 2019). Purba et al. (2019) makes a convincing case that work stress (job strain) influenced turnover intention (p = .05, t-value = 2.42). Job strain is a variable directly related to turnover intention, and employees with low job strain have lower levels of turnover intention (Kachi et al., 2020; Medina-Garrido et al., 2021). Medina-Garrido et al. (2021) also noted employees with low job strain have lower levels of turnover intentions. C. Kim et al. (2019) suggested that job stress, which appeared to be synonymous with job strain, occurs when employees job roles are not clearly defined and when employees are inundated with excessive workloads. Similarly, Amiri and Behnezhad (2020) confirmed that employee stress produces job strain. Employee empowerment and reducing employees' stress appeared to be areas that business leaders may examine to find best practices to reduce job strain and lower turnover intention. Job strain was one factor found in the literature review regarding turnover intention, and job security was another.

Job Security

Job insecurity is another reason for voluntary turnover intention. Querbach et al. (2020) suggested that voluntary turnover intention may impact employee compensation, job security, and advancement opportunities. In a similar context, Pillai and Mathew (2020) found that job security had a positive and strong relationship with turnover intention (β = 2.588, t = 5.531, p = .001). Alternatively, M. A. Islam et al. (2020) focused on employee compensation in relation to turnover. M. A. Islam et al. confirmed that employee compensation was not always sufficient to reduce or maintain employee turnover. Consistent with other researchers, Querbach et al. (2020) implied leaders should address employee compensation, job security, and opportunities for advancement if their organization is experiencing high rates of turnover. Organizational leaders should also seek to balance employee compensation and advancement equitably because fairness promotes job security and lowers turnover intention (Dandar & Lautenberger, 2021). Although job insecurity appears to increase voluntary turnover, another type of turnover exists.

Types of Turnover Intention

Voluntary employee turnover intention can negatively affect an organization's quality of service and productivity (G. R. Lee et al., 2021). Reducing turnover to maintain a labor force imposes both direct and indirect labor costs that impact organizational profits (Sorensen & Ladd, 2020). Employees either leave an organization voluntarily or involuntarily, and both have a negative impact on the organization and its profitability (Dandar & Lautenberger, 2021). According to Arifin et al. (2021), the two types of turnover intentions are avoidable and unavoidable turnover intention.

Leaders may find avoidable turnover much less difficult to handle than unavoidable turnover. Avoidable turnover pertains to many areas of employment in which an organization could improve, such as low compensation, low job security, workloads, organization commitment, and high stress, to decrease turnover (Hewko et al., 2021; Kasanzu, 2021). In contrast, unavoidable turnover pertains to employees' personal decisions and behaviors (Kasanzu, 2021). Furthermore, Dwesini (2019) confirmed the types of turnover as avoidable and unavoidable and suggested that understanding these differences may assist employers in developing retention strategies. Leaders may circumvent avoidable turnover and retain employees through increased wages, and new job assignments (Bakar et al., 2021). Alternatively, unavoidable turnover is a difficult part of voluntary turnover intention, as life events and personal behavior choices are outside the control of leaders (Dwesini, 2019). Leaders should consider preparations to deal with both types of voluntary turnover intention and develop an action plan to mitigate the negative consequences of both. Voluntary turnover intention is a multifaceted issue.

As discussed throughout the literature review, there are many facets to voluntary turnover intention, such as job satisfaction, resources, security, strain, and job satisfaction, that impact turnover intention. Most issues leading to increases in turnover intention arise from a disconnect between an organization's need to increase profits and those needs of their employees. Organizations facing turnover intention issue may need to look first at the processes leaders are using to address both organizational needs and employee needs.

Leadership Impact on Voluntary Turnover Intention

Organizational leaders are responsible for leading, guiding, and directing employees within an organization. These leadership individuals are entrusted and empowered with authority to create and implement policies and processes and to design and develop procedures (Rimita et al., 2020). Leaders also place employees into critical roles, thus helping an organization reach established goals. Leaders who focus on employee development and improving employees' perception of management may create an organizational environment that cultivates higher levels of retention and lower turnover intention (Al-Dalahmeh & Héder-Rima, 2021). Another avenue leaders may find helpful to reducing turnover intention is employee engagement and development.

Leaders who cultivate a corporate culture that embraces strong employee retention policies help lay the foundations for employee engagement and development. According to Haque (2020) and Moletsane et al. (2019), managers who engage their employees and cultivate their professional development may increase their organizational commitment and lower turnover intentions. In contrast, Kasdorf and Kayaalp (2021) found that the moderating role of supervisor support had no significant impact on turnover intention ($\beta = 0.02$, $p \geq .05$). Kasdorf and Kayaalp further found employees' perceptions of development had a significant impact on turnover intention ($\beta = 0.63$, $p \leq .01$). Alternatively, Sandhya and Sulphey (2020) focused on employee engagement through leadership. Sandhya and Sulphey found that employee engagement significantly impacted turnover intention ($p \leq .05$, t-value = 15.267). Leadership is instrumental to an organization's strategic positioning and long-term growth. An organization's sustainability depends on leaders' effectiveness in creating a culture that engages and provides employee development, which leads to lower turnover intention. Leaders may also consider how employee commitment impacts turnover intention.

Two types of employee commitment that may impact turnover intention or turnover are affective commitment, and normative commitment. According to Zhao and Zhao (2017) and Bouraoui et al. (2018), an employee's loyalty or attachment and level of engagement with an organization is often referred to as affective commitment. Yukongdi and Shrestha (2020) confirmed the definition of affective commitment and hypothesized that affective commitment has a negative impact on turnover intention. They found that affective commitment (β = -0.306, $p < .001$) in relation to turnover intention suggest increased affective commitment leads to a probable decrease in turnover intention. Leaders may assess organizational culture to reduce turnover.

Leaders who develop positive organizational cultures often find, attract, and retain employees who possess affective commitment and are high performing, which may lead to reduced turnover (Seijts & Milani, 2021; Yukongdi & Shrestha, 2020). Normative commitment generally refers to an employee's moral perspective regarding their obligations (Masud et al., 2018; Moin, 2018). Leaders who understand normative commitment's relationship to turnover may be able to develop strategies to strengthen normative commitment to mitigate turnover intention; thereby, reducing turnover.

Leaders who promote a culture that increases affective and normative commitment may gain insight as to ways to reduce turnover. Elisabeth et al. (2021) examined both affective and normative commitment and their impact on turnover. Consistent with Yukongdi and Shrestha's (2020) research, Elisabeth et al. found affective commitment (t-value = -2.255, p = .026) had a moderately negative and significant impact on turnover. Elisabeth et al. also found that normative commitment (t-value = -3.753, p = .000) had a moderately negative and significant impact on turnover intention. Based on the literature review on employee commitment, leaders could use improved compensation programs, new job assignments, balanced workloads, and improved communication to increase affective and normative commitment; thereby, reducing turnover intention. Leaders who understand the types of employee commitments may seek out different leadership styles to improve commitment and reduce turnover intention.

Leadership styles may improve employee commitments. Clinebell et al. (2013) found both transformational and transactional leadership had a significant correlation with affective commitment ($r^2 = 0.296$, $p < .001$; $r^2 = 0.247$, $p < .05$, respectively). Transformational leadership also had a significant impact on normative commitment ($r^2 = 0.310$, $p < .001$) and transactional leadership a significant effect on continuance commitment ($r^2 = 0.438$, $p < .001$; Clinebell et al., 2013). Based on the results of Clinebell et al.'s study, organizations may consider changing leadership styles to ensure greater employee commitment. The greater the level of leadership support, the higher the level of job productivity, job embeddedness, and lower turnover intention (Dechawatanapaisal, 2018). Some researchers suggested that job embeddedness facilitates the relationship between leadership and organizational goals, such as job performance, productivity, and profitability (Steindórsdóttir et al., 2020). Leadership impacts employees' commitment levels and creates equity also with a fair compensation system.

Equity Theory Applied to Turnover Intention

Voluntary employee turnover intention is the degree to which an employee is willing and desirous to leave their current employment (Twalib & Kariuki, 2020). High turnover intention often results in actual turnover (Fukui et al., 2020; Labrague et al., 2020). In studying turnover, scholars have focused on the costs to replace an employee, the loss of an employee's skills/talent, and the link between turnover intention and actual turnover (K. T. Tran et al., 2020).

Employee turnover intention occurs within this exchange relationship. The focus of equity theory is the imbalance between what an employee gives (input) to the employer and what the employer gives (output) in return, also known as an exchange relationship (Twalib & Kariuki, 2020). When the input and output are unequal and favor the employer in the exchange relationship, then employees are more likely to leave (K. T. Tran et al., 2020; Twalib & Kariuki, 2020). An employee's turnover intention emerges from disparities between what an employee believes is adequate employee compensation versus the employee's determination of the level of compensation their contributions to the employer should elicit. Equity theory provides a perspective lens through which a researcher can review current literature and assist in establishing the relationships among employee job performance, employee compensation, and voluntary employee turnover intention.

Employee Retention

Employee retention is a multi-faceted task. Various elements impact employee retention, including their need for work–life balance, their commitment levels, total compensation, job satisfaction, performance, and other voluntary turnover rationales (Dhanpat et al., 2018). Organizational leaders should clearly understand that employees' personal lives can influence job satisfaction. If employers support their personnel to take care of their personal lives, they will likely be rewarded with higher job satisfaction and lower voluntary turnover (Nguyen et al., 2020). Leaders benefit from increased employee retention; improved profitability is one such benefit.

Organizational leaders' inability to retain talented employees often causes a loss of productivity and profitability for the firm (Fatima et al., 2020). Low employee turnover rates indicate productive and profitable organizations (Hom et al., 2019). High turnover rates mean loss of institutional memory, which not only diminishes internal productivity but the company's ability to sustain growth (Davis, 2018). A decrease in productivity may also negatively impact customer service, which may lead to a loss of revenue (Fatima et al., 2020). Organizations with uncontrolled employee turnover lose customers due to poor customer service, inferior product or service support, and diminished deliverables (Hom et al., 2019). Leaders who focus on their employees' commitment through engagement and development and create equity in the workplace may see improved productivity and profitability due to increased employee satisfaction.

As the world rapidly evolves and employees' perceptions on equity change, leaders might benefit from understanding job satisfactions impact on job performance and turnover intention.

Job Satisfaction

Job satisfaction, either positive or negative, is a significant element involved in turnover intention and directly impacts retention (Liu et al., 2019). Consistent with Tirta and Enrika (2020) which found a positive significant effect between job satisfaction and retention ($a = .531$, T-stat = 4.70, $p = .0000$). Dhanpat et al. (2018) cited several factors included in determining job satisfaction such as organizational environment, organizational commitment, employee compensation, job title, and responsibilities. Researchers have also indicated that employees' perceptions of equity, job stress, and opportunities for advancement significantly impact employees' job satisfaction (Shore & Chung, 2021). When employees view positive equity, possess low job stress, and ample opportunities for advancement; organizational retention will increase (Liu et al., 2019). A few researchers suggested negative job satisfaction contributes to half of all turnovers, and organizational leaders have a significant role and influence over job satisfaction (Seigyoung et al., 2015). Retention strategies implemented by organizational leaders directly impact employees' motivation and satisfaction (Luu, 2020).

Organizational Performance

Employees who believe their organization either does not care for them or is underperforming will seek alternative employment. Hashemi and Dehghanian (2017) postulated that employee perception of organizational performance significantly impacts their turnover, and hence organizational growth. Employees who view their organization's performance as positive will, in turn, have greater job security and decreased turnover intention (A. R. Malik & Singh, 2020). Some researchers have found a positive relationship between organizational performance and employee retention (Ahmad Arif & Uddin, 2016). A consequence of employee turnover due to organizational performance is lower employee retention (Shimp, 2017).

Consequences of Employee Turnover

Retail organizations continue to be plagued by increased voluntary employee turnover (Arifin et al., 2021). Due to the immense financial burdens of hiring new employees, the need for organizational leaders to develop and implement turnover reduction strategies is vital to the long-term health of an organization (Arifin et al., 2021). T. Zhang and Li (2020) indicated that employee turnover costs an organization at a minimum at least the amount of salary of the employee leaving. Bandura and Lyons (2014) noted that employee turnover costs an organization over 200% of a vacant employee's position. Leaders may benefit from understanding what leads to voluntary employee turnover to prevent additional cost burdens on an organization.

The financial burden of replacing an employee consists of advertising for open positions, interviewing, time searching for a candidate, and training a new hire (Society for Human Resources Management [SHRM], 2019). The training cost of a new hire is the single most internal cost-burden (Valentine et al., 2020). The most significant external cost-burden is customer dissatisfaction (SHRM, 2019). Realizing the dual nature of the heavy cost-burdens of employee turnover, organizational leaders should develop extensive retention strategies that lower turnover (Valentine et al., 2020). The consequences of organizational leaders failing to implement effective turnover reduction programs are also ubiquitous. The following discussion focuses on various costs associated with turnover.

Job Dissatisfaction

Employee turnover from lack of job fulfillment negatively impacts customers' satisfaction and long-term organizational growth (Q. Wang & Wang, 2020). When employees leave an organization, they create a loss of institutional memory that must be filled by other employees doing additional work. The increased workload often frustrates current employees, which in turn diminishes their job satisfaction and morale (Massingham, 2018; Shabane, 2017; Uğural et al., 2020). The increased workloads also lend themselves to the remaining employees' increased turnover intention (Bakkal et al., 2019). Mariano et al. (2018) found that leaders aid in the preservation of institutional memory.

Institutional memory loss may lead to poorly trained and ineffective employees and, consequently, those employees may experience job dissatisfaction (Massingham, 2018; Shabane, 2017). Leaders play a key role in minimizing job dissatisfaction. Organizational leaders should create effective strategies to reduce turnover for many reasons, including that turnover impacts employee morale and causes more departures (Arifin et al., 2021). Auzoult and Mazilescu (2021) indicated that as employee turnover starts to increase, so too does job discontentment, customers' dissatisfaction, and diminished productivity.

Employee and Customer Satisfaction

Castillo's (2017) research findings indicated a high correlation between employee and customer satisfaction. Managers use SERVQUAL, a tool that measures service quality. Researchers have analyzed customer satisfaction in retail markets to measure quality tangibles, consistency, responsiveness, quality assurance, and customer empathy (Haming et al., 2019). Use of SERVQUAL allows leaders to identify differences in customer perceptions and expectations (Aburayya et al., 2020). Employees are the first line of contact for customers; therefore, they must be knowledgeable and oriented to customer service; but when management is constantly replacing employees, no one in the organization can focus on the customer.

Employees are vital to the retail industry because they are the interface between the customer and the organization. Negative customer experiences with front line employees can significantly impact organizational profit and growth (Miao et al., 2020). Organization leaders who develop effective retention strategies can increase job satisfaction, productivity, and thereby increase customer satisfaction (T. Zhang & Li, 2020). Dissatisfied employees often result in dissatisfied customers, which in turn causes an organization to suffer a loss in profitability.

Training and Advancement

Employee training and development not only increases retention but also establishes organizational consistencies that lead to higher profitability (Sarfaraz et al., 2015). Doherty (2019) and Carré and Tilly (2017) suggested organizational leaders who provide training centered around job responsibilities, work–life balance, and diversity succeed in increasing employee job performance, motivation, and overall organizational morale. Employees feel vested in their organization when organizational leaders seem interested in their success (Sarfaraz et al., 2015). Leaders of underperforming organizations may ask human resources managers to implement these elements that ensure retention (Abbas et al., 2018). Leaders and human resource managers share in the role of employee retention.

Human resource managers are vital in determining the needs of employees (Plaskoff, 2017). Organizational leaders and human resource managers should consider practices, such as total quality management (TQM), to adapt to the changing nature of their workforce (Owusu Kwateng & Darko, 2017). Leaders who implement TQM can often offer employees flexible scheduling, comp time, continuing educational support, and college tuition reimbursement to lower turnover and increase retention. Yazdani (2021) utilized a definition of employee outcomes to include employee attitudes, employee skills, and employee behavior (absenteeism, turnover, and retention). Yazdani found that TQM had a significant direct relationship (T-statistic = 17.49) with employee outcomes. Human resource managers and leaders may use TQM, but implementation is key to improving employee outcomes.

After TQM implementation, employees' behaviors improve, leading to decreased turnover and increased retention (Yazdani, 2021). According to Jirjahn (2018), when human resource managers provide incentives, such as training and development programs, employees are more likely to be responsive, which then leads to more significant increases in productivity and retention. Human resource managers who implement TQM approaches may ensure better retention policies and lower turnover intention.

Management Tools

Currently, human resource managers adopt TQM retention policies to reduce employee turnover (Madanat & Khasawneh, 2017; Santhanam & Srinivas, 2019). As global demand for talented employees rises, the need for organizational managers to implement TQM to lower turnover and retain skilled employees becomes more evident (Santhanam & Srinivas, 2019). Putri et al. (2017) found, based on a *t*-statistic of 2.58, a positive and direct relationship between the dimensions of TQM and employee productivity. Wassem et al. (2019) found employee retention was a moderating factor of employee productivity. Veloso et al. (2018) recommended human resource leaders adopt professional development practices and processes that work in tandem with TQM.

Krajcsák (2018) emphasized the importance of leaders and human resource managers in assessing employees' needs. If these executive groups align MBOs and TQM, they will possibly facilitate more significant retention levels. Owusu Kwateng and Darko (2017) stated that when leaders incorporate MBO synchronously with TQM, the symbiotic relationship between the two further reinforces an employee-centric organizational environment, thus leading to greater employee retention. Leaders face many challenges, and if those leaders utilize concepts of equity theory in conjunction with management tools (i.e., TQM, MBO, etc.), leaders may reduce turnover and increase retention.

Assessment Strategies

Use of a balanced scorecard allows managers to measure organizational performance (Ardi et al., 2019). Organizational leaders use the balanced scorecard to establish short- and long-term objectives (Dewi & Santoso, 2018). The balanced scorecard measures four organizational aspects: financial, customer, internal business, and learning/growth perspective (Ardi et al., 2019). In the financial section, organizational leaders establish fiscal goals based on the business life cycle of their organization and the current financial positioning of the organization (Dewi & Santoso, 2018). The customer section requires leaders to develop strategies that measure customer satisfaction, retention, acquisition, and profitability (Arso et al., 2018). Organizational leaders use the internal business perspective to create processes for accomplishing the goals of the financial and customer areas as mentioned above (Dewi & Santoso, 2018). Leaders employ the learning/growth section to gauge employee satisfaction, retention, and productivity.

The advantages of using these scorecards are that they are comprehensive, coherent, balanced, and measured (Dewi & Santoso, 2018). Organizational leaders evaluate both financial and nonfinancial organizational aspects, thereby creating a more comprehensive strategy for assessing performance (G. Gupta & Salter, 2018). When leaders tie nonfinancial performance to financial targets, they must also ensure that a coherent relationship exists to be able to measure performance (G. Gupta & Salter, 2018). Organizational leaders may balance their financial and customer goals with their internal business process and learning/growth goals to increase organizational performance and productivity (C. Kim et al., 2019). The belief is that if organizational leaders can measure an object, then the organizational leaders can manage the object, and thereby achieve the goals of the organization (Dewi & Santoso, 2018).

Employers who vet new hires through a rigorous selection process are more likely to have lower voluntary turnover intention. Van Kemenade and Hardjono (2019) indicated that retention improves when organizational leaders implement recruitment strategies that ensure that new hires' abilities and experience align well with the job specification and duties. The selection process is vital to determining an employee's likelihood to succeed in an organization. According to Deters (2017), the best selection process includes systems for identifying candidates with abilities and experiences that closely correlate to the job requirements, and those that identify the candidates' motivational needs. The two systems in tandem allow organizational leaders to make a more informed decisions when hiring top talent. Organizations with highly developed selection processes, comprised of multi-faceted approaches to recruitment, are more likely to have higher retention.

Retail Industry

The retail industry within the United States is experiencing high turnover rates (Auzoult & Mazilescu, 2021). Many researchers investigated the widespread issue of both voluntary and involuntary turnover rates within the retail industry (Madariaga et al., 2018). Employee turnover may result from various reasons, but the primary consequence for organizational leaders is the loss of talented and skilled employees with institutional knowledge (Bindu & Srikanth, 2019). Employees are the most valuable and integral asset of organizations, and organizational leaders continue to look for ways to reduce turnover (Wynen & Kleizen, 2019). These leaders and researchers agree that employee turnover is a substantial challenge within the retail industry (Abhi, 2017; Vetráková et al., 2019). Bindu and Srikanth (2019) stated that organizational leaders consider retaining skilled and talented employees to be a major concern for their organizations.

"Process mapping" is a visual display of a series of steps required in a process that determines the parameters of operations based on organizational setup, departmental functions, and interdependence of functional areas (Al-Fedaghi & Mohamad, 2019). Such flow charts or visual aids depict the steps of complex tasks in sequence, making them user-friendly and enabling decision-making (Tomaskova & Weber, 2020). Process mapping may also illustrate workflow inputs and outputs to optimize efficiency. As a result, business process mapping has emerged as a tool in other industry sectors (Tomaskova & Weber, 2020). Business process mapping is a necessary component of business process management (BPM) because it provides tools that positively impact productivity while reducing costs and communication errors (Dani et al., 2019).

Using process mapping in the retail industry may increase efficiencies, profitability, and service delivery, which might result in decreased delays and duplications. Process mapping in retail should begin and end with the customer while operationally defining process routes for all employees. Developing these process routes may improve employee performance because they set clear expectations and concise steps for their task demands.

Leaders may find system process and control strategies useful to organizational productivity. Lean six sigma (LSS) is a customer-centered strategy used to increase productivity and quality products (Chyon et al., 2020; Madhani, 2020a). Madhani (2020a) asserted that LSS creates efficiency and effectiveness in retail operations through reducing challenges (e.g., changes in customer needs, customer behavior, quality of products and services, etc.) faced by retailers. Leaders use LSS to eliminate waste variables (defects) by improving quality levels through methodical removal of variables identified to cause defects (Shokri, 2017). According to Shokri (2017), LSS focuses on reducing system process time, process improvements, cost, and profitability. LSS implementation contributes to the creation of sustainable competitive advantages through transforming higher cost efficiency and customer success, leading to improved financial performance (Madhani, 2020b). Retail leaders who implement LSS through continuous improvement projects, transform organizational strategy from vision to reality (Madhani, 2020a).

Organizational leaders believe that wages and other compensations are causes for losing employees, and studies show that employees have cited the same reasons (Bindu & Srikanth, 2019; Oladapo, 2014). There are other issues that lead to employee turnover, according to Abhi (2017) and Vetráková et al. (2019), for example, poor customer relations, decline in sales growth, and loss of company profitability. Basnyat and Chi Sio (2019) also offered that quality of leadership, job satisfaction, and job requirements, among other factors, can also affect employee retention rates. According to Oladapo (2014), employees identified reasons for leaving their jobs as having bad work–life balance, no advancement opportunities, unreasonable workload, bad employee–employer relationship, and lacking trust of leaders. Basnyat and Chi Sio (2019) also suggested that factors such as quality of leadership, job satisfaction, and job tasks can drive employee retention rates.

Retaining employees is vital for organizational leaders in the retail industry. Employees are critical because they have significant contact with customers and are responsible for building long-term customer relations; thus, employees are a major driving force behind building profitable organizations (Wynen & Kleizen, 2019). Afzal et al.'s study (2019) indicated that employees' level of satisfaction often correlates to the customers' level of satisfaction. This is consistent with Kurdi et al. (2020) who found employee satisfaction had a positive influence on customer satisfaction (path = .639, *t*-value = 13.312, $p \leq .01$). According to Luu (2020) the level of motivation and productivity on the part of the employee is directly related to the growth and profitability of a retail organization. Teo et al. (2020) noted that leaders who strive to monitor employees' psychological needs while developing methods to meet their motivational needs could increase these workers' organizational commitment and lead to higher employee retention. Other researchers, for example, Basnyat and Chi Sio (2019), likewise confirmed a direct correlation between levels of productivity and levels of motivation regarding the issue of reducing employee turnover.

Employees are valuable assets in retail organizations. S. W. Kim et al. (2020) and Hyllengren (2019) noted that the high competition in the retail industry has made employees the most valuable asset; as stated above, this is because employees drive sales and profitability through customer relations. These retail employees develop customer relations, which directly impact an organization's ability to grow (Bahadur et al., 2018). Retail organizations spend large amounts of money to attract customers, build customer loyalty, and create repeat customers; therefore, if retailer leaders fail to increase employee motivations, they could vastly undercut productivity and sales (Setiyani et al., 2019). Customer service is a critical aspect of success in the retail industry, as there tends to be a lack of specialization among products and services that retailers sell (Kubjatkova & Krizanova, 2020). Creating customer loyalty, building customer trust, and creating repeat customers is accomplished through the retailers' employees (Ramzan & Syed, 2018). Retail industry leaders may find focused support on areas of concern of employees as a productive tool to increase retention, create consistency in the workplace, and lead to increased customer satisfaction. Leaders may find that balancing employees' needs to the organizational needs for profitability are not mutually exclusive if they focus on the organization/employees' exchange relationship.

Transition

In Section 1, I provided the purpose of this quantitative correlation study, which was to examine the relationship between employee job performance, compensation, and voluntary turnover. I next described the background of the problem and the importance of the retail industry and society. I also established the hypotheses for the study, developed the theoretical framework—Adams's equity theory—and provided a review of academic and professional literature.

Section 2 includes a purpose statement and information about my responsibilities as the researcher, the study's research method, research design, participant selection, population and sampling, ethical considerations, the data collection instruments and technique, and the data analysis process. I conclude Section 2 by examining the study's validity.

In Section 3, I detail the findings, proposed professional practices, and discussed implications for social change. In addition, I examine dialogue relating the findings to retail businesses and discussed my experience during the doctoral process. Moreover, I present recommendations for action and future research and reflections regarding the relationship between employee job performance, compensation, and voluntary turnover intention. Lastly, I offer conclusions from the data analysis.

Section 2: The Project

Purpose Statement

The purpose of this quantitative correlational study was to examine the relationship between employee job performance, employee compensation, and voluntary employee turnover intention. The independent variables were employee job performance and employee compensation. The dependent variable was voluntary employee turnover intention. The targeted population was management employees of retail stores located in the state of Texas. The study's contribution to social change includes improving work conditions for retail employees, offering insights into how to do so for retail managers, and hopefully increasing levels of profitability for businesses and their owners. Increased profits may further enrich communities by way of sponsoring social programs, and dependable employment may also increase stability of communities.

Role of the Researcher

The role of the researcher in a quantitative study is to act objectively as an independent assessor who collects, analyzes, and interprets data to answer the research question (Edmonds & Kennedy, 2017; O'Dwyer & Bernauer, 2014). In this correlational study, I collected the data with minimal to no interaction, as the representatives of the online platform, SurveyMonkey, sent emails to and collected responses from participants and then disseminated the information via the SurveyMonkey's website. At the time of the study, I had 15 years of experience in varying management roles within the retail industry but no direct or indirect relationship with the study participants.

In my role as researcher, I strictly adhered to *The Belmont Report* (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research [NCPHSBBR], 1979) to ensure informed consent, assess risk and benefits; and select subjects ethically (Zucker, 2014). Implementing recommendations from the *The Belmont Report* aids the researcher in avoiding ethical issues while conducting research with human participants (Zucker, 2014). The investigator's role includes the need to acknowledge the autonomy of participants as well as their protection (U. Gupta, 2013), which I ensured. Also, the researcher possessed the obligation to respect study participants and prevent any damage or impairment to them by disclosing the researcher's intentions, identifying the nature of research and data collection process, and clarifying that the organization or participants may withdraw from the study at any time (Eyal, 2018). I had the responsibility as researcher to uphold all three elements of *The Belmont Report* (NCPHSBBR, 1979): principles of respect of persons, beneficence, and justice (Brothers et al., 2019).

Participants

How Participants Align With the Research Question

The participants of the research study were retail employees in the state of Texas. The eligibility requirements for being a participant were that they must currently be working in a retail management role; employed by a retailer in the state of Texas; and have a minimum of 2 years of experience in a management role. I created the eligibility requirement to establish a participant's experience, and because of their expertise, they are uniquely qualified to answer the research question.

Working Relationship With Participants and Accessing Participants

To gain access to the direct participants, I used the online platform, SurveyMonkey, to identify and/or contact participants for data collection. SurveyMonkey representatives used the participant criteria, that I provided, to find and compile a list of participants. SurveyMonkey representatives emailed participants the invitation to participate and a consent form via SurveyMonkey’s online survey platform. The consent form informed participants of their rights, described the purpose and nature of the correlational study, and outlined the measures I used to ensure participant privacy. Using an online platform like SurveyMonkey functions as a supportive communication tool (i.e., a way of collecting survey responses and communicating those response back to the researcher). Use of SurveyMonkey also allowed participant anonymity, as I did not see their email addresses. I did not ask for participants’ or their employers’ names at any point during the research process to further ensure anonymity.

Research Method

The quantitative method was the most appropriate research technique for the study because the method allowed me as the researcher to sample a population of interest and to collect, quantify, and analyze the data to test a theory. Drawing statistical inferences from the sample may then become generalizable to the larger population from which these data emerged (Park & Min, 2020). The quantitative method is most suitable when a researcher needs to unbiasedly examine data, draw statistically generalizable results, and generalize them to a larger population (Wrench et al., 2012). That is, quantitative researchers gain general understandings via specific numerical data and their statistical relationships (Edmonds & Kennedy, 2017). The quantitative method was appropriate to my study because it allowed me to establish if a relationship existed between measurable variables, and to evaluate the hypotheses. The functional relevance of a quantitative research methodology aligned with Walden's doctoral study guidelines (Walden University, 2021).

The primary reason for using a qualitative method was to explore a research topic with a researcher concentrating on describing a phenomenon with words as opposed to using mathematical representations (Roulston, 2019). In qualitative research, the researcher uses the perspective of their participants to gain an understanding and to interpret real world experiences (Rolfe et al., 2018). A researcher uses a qualitative method to observe, establish a pattern, and interpret subjective data (Harrison et al., 2020). Qualitative methods are also useful when a researcher intends to develop new theories by drawing conclusions from relative facts (Lehmann et al., 2019). When direct interaction with participants is not necessary to collect data and understanding relationships between variables are essential to a research study, a qualitative study is not appropriate. The basis for a chosen research method is determined by the research question rather than modifying the research question to fit a specific methodology (Larkin et al., 2014). When conducting mixed-methods research, essentially two full studies are conducted, one quantitative study and one qualitative study. The researcher must then interpret data from both studies as well as detail the findings of both studies (Venkatesh et al., 2013). After considering the increased rigor of a mixed-methods, the increased time involved, the mixed methods design was not appropriate for this study.

The changing quality of elements in the research due to the multifaceted nature of the mixed methods is an unnecessary risk not inherent to the quantitative method (Tashakkori et al., 2020). I chose the quantitative method to adequately address the research question in the study, examine the relationship of variables, and establish generalizable results to a larger population.

Research Design

In quantitative research design, a researcher must first decide on a research question. Next, the researcher decides on how to classify the research question (Alami, 2015) based on whether the question is descriptive, exploratory and explanatory, or predictive in nature (Privitera, 2017). After classifying the research question, the researcher chooses a design, either non-experimental or experimental (Yin, 2014). Non-experimental design takes descriptive or correlational approaches. Experimental design prompts the researcher to choose either a true-experimental or quasi-experimental method (Privitera, 2017).

For this study, I chose a correlational quantitative design, and I selected participants randomly. Alami (2015) noted that researchers need not include experiments nor have extensive prior knowledge to answer a study's research question, and my study did not require either a true-experimental or quasi-experimental design. I employed a non-experimental design, mainly because I did not examine a little-known phenomenon. I also did not seek to answer descriptive questions regarding a phenomenon.

Furthermore, I did not need to observe or describe the phenomenon to respond to the research question. Therefore, the descriptive non-experimental design was also not appropriate. In a correlational design, the researcher seeks to increase the existing knowledge base within a particular topic area (Barbosa & Sanjuán, 2014). The researcher also employs exploratory and explanatory questions, such as how and why, to identify or propose relationships (Yin, 2014).

In this study's case, the research question represented my intent to increase existing knowledge about several variables within the retail industry individually, and subsequently to examine the relationship between these specified variables. In addition, I examined the covariance between variables to determine the degree or magnitude of a relationship or association among variables researched.

Population and Sampling

Researchers must clearly define their target population through characteristics that include and represent the whole population (Allen, 2017). The target population was comprised of retail employees working in the state of Texas, a state within the United States. Qualified participants were required to be working in a retail management role, employed by a retailer in the state of Texas, and possess a minimum of 2 years of work experience in a management role at the time of the study. The total population was retail employees in the state of Texas.

In terms of sampling, a researcher uses it to create a subgroup of data extracted from a large population to characterize the population under examination (Hillson et al., 2015). The size of the population sample is instrumental in allowing the researcher to determine the accuracy of the study results (Hillson et al., 2015). Furthermore, the researcher uses the sampling method to acquire a sample size appropriate for the problem and research question of the study. In the following section, I present, discuss, and justify my processes for determining population and sampling, including sample size, method, requirements, and sample population characteristics.

Population

Access to the population was gained through SurveyMonkey. According to Bentley et al. (2017), SurveyMonkey surveys are cost-efficient and reliable compared to more extensive market research surveys. I selected a demographic criterion, the target population, and submitted them to SurveyMonkey. A SurveyMonkey representative then used this criterion to solicit respondents who met the criterion to participate in the survey. No strategy was necessary for building a working relationship with the participants, as SurveyMonkey functioned as a third party both to find them and administer the survey directly to them. As the researcher, therefore, I had no contact with the participants.

To ensure that participants aligned with the research question, I established an appropriate target population. Participants—individuals who were working in retail management roles, employed by retailers in the state of Texas, with a minimum of 2 years of work experience in a management role—by virtue of these characteristics had the data that this study sought. Identifying the population was critical, and once completed, the sampling of the population began.

Sample

The population only included retail management employees in the retail industry in the state of Texas. Retail management refers to individuals who supervise employees in all or some specific activities related to selling goods and services to consumers

(Berman et al., 2018), including department managers, area or zone managers, receiving managers, loss-prevention managers, assistant managers, and store managers. The people possessing these titles are instrumental in supervising individuals who sell goods and services to consumers (Berman et al., 2018). A researcher using a quantitative methodology can use sampling strategies that enable the researcher to make inferences or extrapolate results to a larger population (Nahorniak et al., 2015).

I employed probability sampling via the stratified sampling technique to decide on a sufficient sample size as recommended by Shi (2015). I followed the degree of variation of the survey targets to assess the preciseness of estimates. I, therefore, followed the requirements and the allowable size of the error, that is, accuracy requirements; the required confidence coefficient, which, in general, is taken as 95%; the population; and the sampling method. Shi noted that the researcher should use stratified sampling because the sampling allows one to narrow the differences between different subgroups through classifications, which is an advantage. The stratified sampling technique is conducive to removing a represented population sample and reducing sample size. The primary advantage of stratified sampling, in contrast to simple random sampling, is the ability to classify subgroups, effectively reducing the needed size of a population sample (Hillson et al., 2015). Classification of the total populations reduced the risk of selection elements negatively impacting the research study.

I classified the total population of retail employees into the following subgroups: department managers, area or zone managers, receiving managers, loss-prevention managers, assistant managers, and store managers. The primary purpose for choosing a stratified random sampling is that stratification produces a smaller minor error of estimations than a random sample of the same size (Green & Salkind, 2017). Stratified sampling technique reflects greater accuracy than when the stratum is homogeneous (Green & Salkind, 2017).

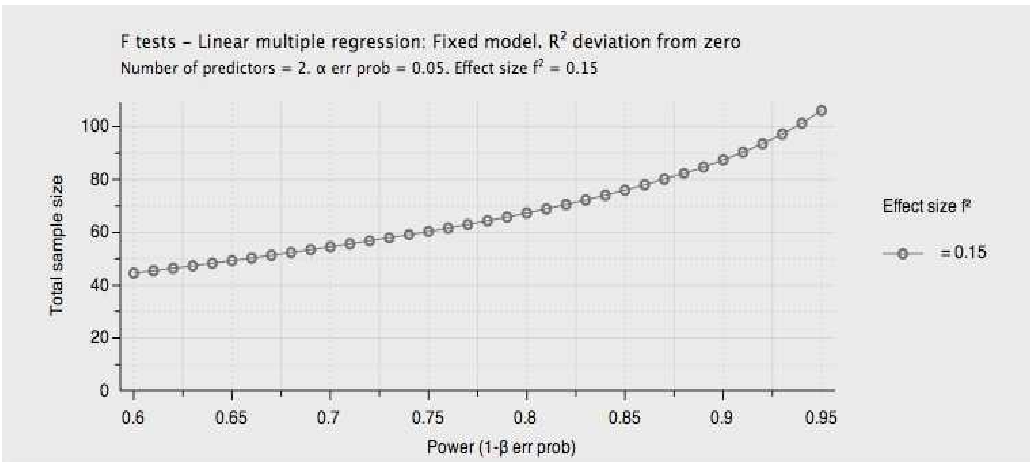
I used G*Power (software version 3.1.9.2) because it enabled me to determine the sample size for the study. The power analysis in the G*Power software requires an effect size for the independent variable while establishing a sample size that reduces the mean standard of error of the analysis (Cohen et al., 2013). The accuracy of sample sizes ensures research studies are appropriately powered while allowing future research to be replicated at the intended level of power or statistical significance (Anderson & Maxwell, 2017).

Accurate sample sizes allowed me to achieve confident research results by reducing Type I and Type II errors, and thus increasing the research's validity (Shreffler & Huecker, 2021). Taylor et al. (2018) asserted that a priori power analysis combined with parameter estimates that include effect size is critical in researchers preventing Type I and Type II errors necessary for replicating any research. A Type I error occurs when the researcher rejects a true null hypothesis, leading to a "false positive" finding. A Type II error occurs whereas the researcher does not reject a false null hypothesis, leading to a "false negative" finding.

Anderson et al. (2017) explained the use of a minimum power range of .80, using an effect size of $f^2 = .15$ and an alpha level of $\alpha = .05$, resulting in a sufficient minimal sample size of 68 participants. Cohen et al. (2013) indicated a power range to .99, while maintaining the effect size of $f^2 = .15$ and an alpha level of $\alpha = 0.05$, results in a larger sample size of 146 participants. This research study utilized between 68 to 146 participants (see Figure 1).

Figure 1

Power as Function of Sample Size



Ethical Research

To ensure ethical conduct within the research study, the researcher must comply with Institutional Review Board (IRB) requirements regarding the informed consent process. In all research using human participants, the researcher must establish a good, informed consent process and use the process to maintain the ethical integrity of their research (Amon et al., 2012). The scholars behind *The Belmont Report* (NCPHSBBR, 1979) indicated the necessity for researchers to provide autonomy and voluntary consent to participants (Brakewood & Poldrack, 2013). *The Belmont Report* authors placed great emphasis on respect for participants before and throughout the research process (Zucker, 2014).

Agreeing to informed consent is a requirement for individuals to participate in a study. The informed consent process incorporates two stages. In the first, researchers may require potential participants to read and sign the informed consent document before registering them for the research study (Lad & Dahl, 2014). The form includes information regarding confidentiality, withdrawing from the study, and the security measures implemented in managing raw data. As the researcher, I provided participants with Walden University's research participant advocate's and my personal contact information to encourage them to ask any questions or express any concerns that participants may have. The second stage, once participants have indicated their agreement to the informed consent document by clicking an acceptance box, centers around the communication between the researcher and the participants regarding the role of the participants and their right to leave the study (Lad & Dahl, 2014). Participants indicated their agreement to the informed consent by checking a box before completing the survey, the checked box acts as the participant's acceptance of informed consent. Informed consent is an agreement between participant and researcher, and thus requires a documented act to indicate acceptance, such as checking the box (Grady, 2015).

I informed all potential participants in writing, placed online through SurveyMonkey's online platform, explaining their duties, responsibilities, and if desired, how to withdraw from my research study. Individuals were directed to contact the Walden University research participant advocate or me to withdraw from the study. This information was on a page prior to taking any survey on SurveyMonkey's platform to facilitate participant withdrawal, should they desire to withdraw. Furthermore, I informed all selected participants via an online statement on SurveyMonkey's online platform that they could withdraw without penalty at any stage or time during the study. I removed the participant's inputs, data, or other contribution to the study for any participant who elected to withdraw from the study. I also summarized and documented all participants who withdrew from the study (Boyd et al., 2013). Additionally, in the appendices, I documented how I extracted departing participants' contributions from the study. I managed any involuntary participant withdrawals in the same manner as voluntary withdrawals, including removing and discarding their input and data. Other than notifying all participants of their ability to withdraw from the study, how to withdraw, and their responsibilities. I did not provide other kinds of support, including monetary or nonmonetary provisions. My utilization of the informed consent process, following National Institutes of Health (NIH) Guidelines, and not providing participant incentives assisted in maintaining ethical research.

To further protect the participants and organizations involved in the research process, I will store all data collected for a minimum of 5 years on a flash drive, which I have stored in my home safe. Using these strategies outlined above, including the informed consent process, following NIH guidelines, and not incentivizing participants financially, all allowed me to conduct ethical research.

In the appendices, I provide all required documentation, including agreements, participant agreements, and Walden IRB approval information, and I listed these documents in the table of contents section. Also, the IRB process of de-identification is not necessary, as I used an online anonymous survey and collected no personally identifiable information, for I am committed to the ethical protection of all participants. The IRB approval number for this study is 03-21-22-0507692.

Data Collection Instruments

To measure the independent variable employee job performance, I selected a Self-Rated Job Performance (SJP) survey, with a Likert-type 7-point scale. Carden (2007) and S. W. Kim (2010) measured job performance with this scale in which 1 = *Upper 5%*; 2 = *Upper 10%*; 3 = *Upper 25%*; 4 = *Middle 50%*; 5 = *Lower 25%;* 6 = *Lower 10%*; and 7 = *Lower 5%*. I found supervisor ratings of job performance credible, yet difficulty arose when retrieving employee performance appraisals from many organizations. For this reason, I requested respondents to self-report their 2021 job performance results, or their latest results if current year results were not available, correlating them to the 7-point Likert-type scale.

Respectively, Black and Porter (1991) and Carden (2007) asserted that the SJP survey covered the following five areas: overall performance compared to peers; ability to get along with others compared to peers; ability to complete tasks on time compared to peers; quality of performance compared to peers; and achievement of work goals compared to peers. Seddigh et al. (2016) used a similar SJP survey. They used the instrument to measure ordinal data (Gadermann et al., 2012), as I did, although as stated, I administered my surveys online through SurveyMonkey. The SJP survey is easy for participants to understand and complete, and the survey requires minimal time (Awang et al., 2015). The SJP instrument includes statements that reflect and measure the employee job performance of retail employees.

The SJP survey is a reliable instrument, as evidenced by Leigh's (2014) study involving the comparative analysis of the reliability of employee job performance ratings. Furthermore, a Cronbach's alpha score within the range of .87–.93 indicates the reliability of the SJP survey (Black & Porter, 1991; Carden, 2007; Goforth, 2015; S. W. Kim, 2010). The primary measurements for reliability in Gawankar et al.'s (2016) study were test-retest reliability and internal consistency. In their study, using a similar instrument, Gawankar et al. found 12 reliabilities across 1,374 individuals. Moreover, Gawankar et al. found employee ratings of overall employee job performance; the sample size weighted mean coefficient of stability was .81 with a standard deviation equal to .09; therefore, they deemed the scale reliable. Webb et al. (2006) argued that a coefficient of stability at or above .80 indicates reliability sufficient to make decisions. In my study, retail employees completed the SJP survey, reporting their most recent job performance evaluations. This process is in line with Vandermause's (2012) recommendations for scholars.

To measure the independent variable "employee compensation," I selected a scale used by Mensah (2014). The scale is appropriate, as the scale measures ordinal data. The scale measures internal and external incentives, including monetary and nonmonetary benefits. Mensah used a 5-point Likert-type scale in their research to measure compensation; the scale ranged from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). Mensah's compensation scale test for reliability, resulted in a Cronbach's $\alpha = .807$, which is considered good. To measure validity, Mensah used pretest questionnaires given to supervisors and experts to improve the questionnaire and ensure content validity.

Mensah's compensation scale assessed compensation with mean scores ranging from 2.8 to 3.1. Higher scores indicated that participants neither agreed nor disagreed with statements on compensation. In Mensah's research, the mean score of 2.8 indicated that employees were unaware of the pay their counterparts earned at other institutions. In contrast, the mean score of 3.1 indicated that participants were neutral regarding their compensation versus their current responsibilities.

Mensah (2014) reported the reliability of the instrument with Cronbach's $\alpha = .85$. According to Tavakol and Dennick (2011), Cronbach's alpha is a reliability coefficient that requires a positive correlation between a set of variables. The 5-point compensation scale's alpha was .81 in the present study, which indicates that the instrument will reliably measure participants' perceptions of the relationships associated with their compensation.

To measure the dependent variable, "voluntary turnover intention," I selected a turnover intention survey used by Karatepe et al. (2021). Roodt (2004) originally constructed a 15-item scale in 2004 to measure turnover intention but later revised the scale to a 6-item scale; this has become known as the turnover intention 6-item scale (TIS-6) (Bothma & Roodt, 2013). S. Z. Malik and Khalid (2016) reported the reliability of the TIS-6 ($\alpha = .80$). Bonett and Wright's (2015) research further confirmed the validity and reliability of the TIS-6. The 5-point Likert-type scale of the TIS-6 ranges from 1 (*Never* or *To No Extent*) to 5 (*Always* or *To a Very Large Extent*), (Roodt, 2004). According to Taboli (2015), employee turnover intention is the best predictor for actual employee turnover.

Bothma and Roodt (2013) substantiated the validity of the TIS-6 version, referring to it as a forecaster of turnover and a measurement of turnover intention. I selected the modified TIS-6 that Karatepe et al. (2021) used. Akgunduz and Eryilmaz (2018) used a modified TIS-6 to differentiate between employees' willingness to stay and willingness to leave. Karatepe et al. reported the truncated version of the scale lessens the time it takes for participants to answer the survey without loss of data integrity. The TIS-6 3-item survey met the requirements of measuring employee turnover intentions in this study.

Akgunduz and Eryilmaz (2018) reported the modified TIS-6 measured turnover intentions with reliability ($\alpha = 0.82$). The internal consistency reliability of the TIS-6, whether 3-item or 6-item, has a range that is considered acceptable for research studies (Akgunduz & Eryilmaz, 2018; Bothma & Roodt, 2013; Taboli, 2015). Khan and Du (2014) conducted a study that found Karatepe et al.'s (2021) modified TIS-6's reliability as .75, concluding that the 3-item TIS-6's reliability was acceptable. Grissom and Mitani (2016) reported a positive internal consistency, which indicated the 3-item TIS-6 is a valid instrument for my study. Cronbach's alpha, determined by Karatepe et al. on the 3-item turnover intention scale, was found to be 0.85. Karatepe et al. examined 287 surveys on a 3-item modified TIS-6. The modified 3-item TIS-6 survey used a 5-point Likert-type scale with options ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). Yusoff et al. (2015) found consistency with the 3- and 6-item turnover intention scales and noted that other researchers also used the modified scale. I used the shortened 3-item TIS-6, used by Karatepe et al., to measure employees' intent to leave.

For the surveys, I provided copies of permissions to use in the appendices section of this current study. Once my study's participants responded to the 3-item modified TIS-6 surveys, I downloaded the data for the purpose of analysis and interpretation. The raw data were available by request of the researcher. As stated, for security, I stored the data on an encrypted USB flash drive, which I placed in a locked floor safe, to which only I have access, for no less than 5 years, per Walden University's policy.

Data Collection Technique

Using surveys is suitable for researchers to collect pre-existing data pertaining to employee job performance, compensation, and retention rates (Moy & Murphy, 2016). Purposefully designed surveys allow researchers to generate data for statistical analysis and inference (Groves et al., 2011). There are disadvantages to using surveys such as sampling and response rate (Durga et al., 2019). However, as a result of technology, smartphones, and social media, researchers gain additional advantages by using such surveys, such as low cost, instant access, instant feedback, and automated compiling of data (Evans & Mathur, 2018; Moy & Murphy, 2016).

I asked potential participants to complete a survey. Those individuals who completed the three-part survey became participants by the very action of completing the survey. The first section quantified job performance of retail employees based on their self-evaluations of their job performance. The second section measured the extent to which participants viewed their compensation level in the retail industry. The third section measured the dependent variable of turnover intention, as measured by the SHRM (2015).

Through SurveyMonkey, I sent out email invitations (see Appendix C) to participate to potential research participants who met the criteria provided to SurveyMonkey for this study. Next, I confirmed that they met the criteria of currently working in a retail management role; had served for a minimum of 2 years in such a capacity; and were currently employed by a retailer in the state of Texas. The eligible participants who agreed to participate in the survey accessed the survey via a URL link that SurveyMonkey sent. Via SurveyMonkey, I provided potential participants with an overview of the purpose of the research study and informed them on the possible positive social change that might arise from the research. I prepared SurveyMonkey representatives to require participants to check a box to indicate informed consent before they began filling out the survey. Potential participants, therefore, had the option of giving or withholding consent. Those who provided informed consent moved on to the survey. Those who withheld informed consent saw a screen with a message thanking them for their time. The survey contains questions about retail employees in relation to employee job performance, employee compensation, and turnover intention. Upon the end date for completing the survey, I downloaded the data through SurveyMonkey's website. Next, I converted it into an Excel file and imported the data into SPSS 27 software for the purpose of statistical analysis. The subsequent section offers information regarding the statistical analysis I conducted via the SPSS software.

Data Analysis

The following research question guided this study: What is the relationship between employee job performance, employee compensation, and turnover intention of retail employees?

The research hypotheses are as follows:

H_o: There is no statistically significant relationship between employee job performance, employee compensation, and turnover intention of retail employees.

H_a: There is a statistically significant relationship between employee job performance, employee compensation, and turnover intention of retail employees.

I created all three sections of the survey based on pre-established surveys. The purpose of the survey was to find what relationships, if any, existed between the two independent variables and the dependent variable. The independent variables used in this study reflected the extrapolative behaviors based on the equity theory, which was the primary focus of the theoretical framework for this study. The survey consisted of questions regarding employee job performance and employee compensation factors related to voluntary turnover intention of retail employees.

I used Microsoft Excel to collect data and IBM SPSS 27 to generate descriptive statistics that illustrate basic features of the data, thus aiding me to identify patterns. I used the means and standard deviations to examine the evidence of continuous data and its percentages and frequencies, and the results to compute the categorical data by procedures outlined by Cassidy (2013) and Meyers et al. (2013). Using SPSS allowed me to conduct a multiple linear regression to examine the effects the two independent variables had on the dependent variable of voluntary turnover intention of retail employees. I stored the raw data from the surveys in a locked floor safe to which only I have access for no less than 5 years. Meyers et al. (2013) noted that the use of multiple linear regression is the precise technique to use when a single dependent variable is continuous, and multiple independent variables measured are either continuous or categorical variables. The current situation met the criteria to justify the techniques utilized in the study.

This study's data analysis method comprised the following: missing value analysis, descriptive analysis, descriptive statistics analysis, regression analysis via a multiple-liner regression test, reliability analysis via Cronbach's alpha, and correlation analysis via a Pearson's r test. Due to these multiple methods used in the study, there was no need to allocate a value to incomplete or missing data, as I deleted that information before the data entry step.

Step 1: A missing value analysis did not require determining if a likewise or pairwise deletion is necessary due to the process of eliminating incomplete or missing data from data entry (Meyers et al., 2013). I removed all incomplete surveys; thus, the data analysis excluded all incomplete surveys. Outliers are a concern, as they disproportionally impact the finding when examining a relationship among variables (Aguinis et al., 2020). Additionally, absence of outliers is an assumption of Pearson's r correlation (Kremelberg, 2011). I used a box plot technique to remove outliers, which is a technique identified by Aguinis et al. (2020). Outliers are defined as values above or below 3.3 standard deviations from the mean (Pallant, 2016).

Step 2: Descriptive analysis allowed me to observe the data distribution for the independent and dependent variables, which I used to find associations. Descriptive analysis, as Holton and Walsh (2017) indicated, means statistically identifying the association level among variables, aggregating them, and discussing associations of interest between them. I followed these steps in my study, using the descriptive statistics I identified above in the “Descriptive Analysis” subsection, namely means, median, mode, standard deviations, and ranges.

Step 3: I used descriptive statistics to evaluate the mean and standard deviation for employee job performance and employee compensation to determine how these variables correlate with turnover intention of retail employees. Descriptive statistics examine data structures and emerging patterns while measuring central tendencies and dispersion and distribution shapes, which maximizes the information to the researcher (Frey, 2018). I used descriptive statistics to provide a summary of the data in a manner that allowed for interpretation. I used the G*Power software to associate the sample to evaluate if a cross-section satisfied the constraints outlined by the G*Power analysis. These are the steps generally recommended by Martin and Bridgmon (2012) and Vieira (2017). I organized the outcomes of the descriptive statistics in a table in the findings section, along with a box plot. I used the box plot to identify and remove the outliers.

Step 4: There are several assumptions when using a multiple regression analysis. To validate the multiple linear regression analysis (Green & Salkind, 2017), I assumed normality, homoscedasticity, linearity, multicollinearity, and independence of errors. Normality occurs when variables are normally distributed (Kwak & Park, 2019).

Violations of normality may lead to biased results; normality ensures unbiased results of confidence intervals and p-values (Schmidt & Finan, 2018; C. Wang et al., 2018). To test normality, I used the Shapiro-Wilk test.

Homoscedasticity occurs when there is a constancy of variance among variables, whereas the variance of one variable is the same for another (Kraemer & Blasey, 2016; Yu et al., 2020). Linearity was another assumption. Linearity occurs when the criterion variables and the predictor variables have a linear relationship (Pederson, 2017). Data that are random and consistently dispersed through a plot validates linearity and homoscedasticity (Pederson, 2017). I used a scatterplot to test both homoscedasticity and linearity. Another assumption to be validated was multicollinearity. When two continuous variables are highly correlated, multicollinearity exists (Knapp, 2018). To assess multicollinearity, I used a variance inflation factor (VIF). If the VIF is 5 or less, then multicollinearity is not considered an issue; however, if the VIF is over 5, then multicollinearity is an issue (Knapp, 2018). The independence of errors assumption occurs when there is no correlation of errors (Frankfort-Nachmias & Leon-Guerrero, 2018). I used a scatterplot to measure the independence of errors.

I used a multiple linear regression test to examine the relationship between job performance, compensation, and voluntary turnover intention. Use of multiple linear regression allows for a multifaceted analysis that gives insight into the independent variables' correlation with the continuous dependent variable. I depended on the predictor independent variables (coefficients) to explain the variance in the dependent variable attributable to employee compensation and job performance; Knapp (2018) suggested this as a useful step. I also used the regression test to obtain an R^2, which explained the amount of variance in the dependent variable explained by my independent variables.

Step 5: I applied the Cronbach's alpha test to measure the internal consistency of scales. According to Tavakol and Dennick (2011), internal consistency should be identified prior to test to ensure validity. Cronbach's alpha is used by researchers to validate the quality of the data collection instrument (Taber, 2017).

Step 6: I utilized Pearson's r test to observe the relationships amongst the variables. The purpose of using a Pearson's r test is to find the correlation coefficient, which, as Kremelberg (2011) stated, can aid a researcher in determining if a significant relationship exists between two variables. The presentation of findings section three of this study includes two independent variables, along with their coefficient values, *t*-value, *p*-value, R^2, and Cronbach's alpha value.

I considered the following techniques for the study: hierarchical, stepwise, and bivariate regression. Researchers, such as Green and Salkind (2017), use the hierarchical analysis to determine the relationship between independent variables and a dependent variable when the dependent variable controls the effect of other variables. When considering the stepwise multiple regression techniques, researchers may determine if they should evaluate the identified subset of independent variables for the strength of the relationship between independent variables and the dependent variables (Green & Salkind, 2017). The researcher considers the bivariate linear regression only if one variable's impact is measured against one predictor variable (Green & Salkind, 2017).

Study Validity

Use of a correlational study allowed the researcher to determine if and to what extent a relationship existed between employee job performance, employee compensation, and turnover intention of retail employees. I intend to determine if any relationships exist between the independent and dependent variables. Employee job performance and employee compensation are the independent variables, and employee turnover intention of retail employees is the dependent variable.

Internal Validity

Internal validity ascertains and establishes the legitimacy of a causal relationship by eliminating any biases; while also corroborates how relationships among variables exist as a function of having a good research process in place (Martínez-Corona et al., 2020). Because I chose a correlational rather than causality study, internal validity was not necessary. Conversely, I focused on external validity.

External Validity

Focusing on concerns of external validity assisted in certifying the results of any correlations found among the variables. I chose a research design that fit the nature of this research; this was a nonexperimental study that I used to examine the relationships that potentially existed between variables. External validity authenticates the generalizability of results, thereby ensuring that other researchers may apply the findings of the study beyond the original scope (Fink, 2017). Researchers use various strategies to mitigate the threats to the validity of nonexperimental research.

When the researcher uses acceptable statistical approaches to measure and sufficiently analyze the data and performs a sufficient analysis of data, a statistical conclusion of validity holds, as the research study is well-founded (García-Pérez, 2012). Threats to the statistical conclusions of validity occur when Type I error rates are enlarged, and a rejection of the null hypothesis occurs when the null hypothesis should be accepted, and Type II error rates are inflated when the research accepts the null hypothesis rather than rejecting the null hypothesis (Shreffler & Huecker, 2021). The three threats to statistical conclusion validity are unreliable instruments, incorrect data assumptions, and inadequate sample sizes.

To ensure the reliability of the instruments, I used Cronbach's alpha and the test-retest correlation of scores. Construct validity refers to the degree of accuracy to which a test measures what the test claims to measure based on the constructs (Hajjar, 2018). Cronbach's alpha can test the construct validity of an instrument by measuring the inter-relatedness or internal consistency of a test, thus allowing the researcher to confirm validity (Tavakol & Dennick, 2011). According to Vuuren et al. (2019), the internal consistency of the self-rated job performance, as measured by the Cronbach's alpha, was .88. The internal consistency of the Karatepe Three-Item Turnover Intention Scale: modified (TIS-6) was 0.85 (Karatepe et al., 2021). I used construct validity to validate the self-rated job performance survey and the modified Karatepe Three-Item Turnover Intention Scale.

Researchers use the test-retest method to validate a test instrument's reliability by testing-retesting the degree to which an instrument produces similar or identical results over time (Frey, 2018). Correlating between the scores from the test-retest establishes consistency of the scores (Buelow, 2020). Multiple factors can impact the test-retest results; for example, the time between the test and retest can lead to very high or low correlations (Buelow, 2020). A correlation of scores of 0.8 or higher evidence a test's reliability (Buelow, 2020; Gravesande et al., 2019). I used the test-retest to measure the compensation scale survey instrument.

Data assumptions may also pose threats to statistical conclusion validity. The significance test for multiple regression and bivariate linear regression for a nonexperimental study is the random effects model (Green & Salkind, 2017). When using the random effects model, a researcher makes certain data assumptions. According to Green and Salkind (2017), the first assumption for multiple regression is that variables are typically distributed regardless of the other variables, and individual variables are typically distributed at every interval, then a linear relationship exists. The second assumption is that variables are from a random sample, and the variables' scores are nonaligned with one another (Green & Salkind, 2017). The first assumption for the bivariate linear regression is that typically, the population has both x and y variables. In contrast, the second assumption uses a random sample of the population, and the variables' scores are nonaligned with the others (Green & Salkind, 2017).

Researchers can also test assumptions via parametric tests. The parametric test assumes an interval level of measurement and assumes variances are homogenous when comparing multiple samples (Verma & Abdel-Salam, 2019). The z-test, t-test, and F-test are all parametric tests, and moderate variations of these tests have an insignificant effect on the applicable conclusion (Pallant, 2016; Verma & Abdel-Salam, 2019). The z-test allows the researcher to compare the population sample mean to the theorized population value of the mean when a sample is more than $n > 30$ (Kaushal & Singh, 2016). Scholars use the t-test when a population discrepancy is unknown because the test allows examining the implication between two sample means (Kaushal & Singh, 2016). Researchers use the *F*-test to differentiate the discrepancies between samples (Kaushal & Singh, 2016). I utilized the *t*-test for the purpose of this study.

A researcher's sample size also can threaten the statistical conclusion validity. A desired statistical power is contingent on the value effect size of the population, which is generally unknown; thus, using a sample size from a prior research study can provide an estimation as to the value effect size (Anderson et al., 2017). I used other research studies combined with the G*Power software to determine the sample size necessary to garner statistical significance. Based on a power range of 0.80, an $\alpha = .05$, and an effect size of $F^2 = .15$, I needed a study sample size of 68 participants to meet the G*Power software minimum parameters.

To increase external validity, I included the definition of the extent and restrictions in the design stage, thereby distinguishing the analytical versus statistical assumptions. The extent and limitations of the strategy I used may have benefited from broadening and increasing the data and expanding the sample sizes. The sheer cost and significant increase in the utilization of time to collect data from a larger sample was believed to not likely produce a positive net benefit; indeed, it made the proposition cost prohibitive.

Transition and Summary

In Section 2, I restated the purpose statement; explained both my role as the researcher and the participants; identified the research method, the rationale, and the research design; presented ethical considerations; and discussed the data collection and analysis processes. Using IBM SPSS 27, I determined relationships existed between the dependent variable—turnover intention of retail employees—and the two independent variables— employee job performance and employee compensation. I also included information about my intentions for the study's population and sample size.

I utilized an Excel spreadsheet to record all relevant materials of the research study. I stored and maintained all documentation from the survey questionnaires on a flash drive in my safe, and I also outlined all data safeguarding and destruction procedures. In this section, I also elaborated on the validity and reliability of the survey instruments I used. I imported the collected data into IBM SPSS 27 for statistical analysis. With this IBM software, I created descriptive statistics, regression analysis, and correlation coefficients. My hope was that the study findings would apply to employees of retail stores and other industries and would bring about ideas that could develop into social change for the retail industry. In Section 3, I present my findings; explain how they apply to professional retail practices; discuss the implications for social change; and provide recommendations for action and future research, my reflections, and my study conclusion.

Section 3: Application for Professional Practice and Implications for Social Change

Introduction

The purpose of this quantitative correlational study was to examine the relationships between employee job performance, employee compensation, and voluntary turnover intention in the retail industry. The results of the data analyses revealed that job performance and compensation explained 11% of the variance in turnover intention. However, only job performance made a unique contribution to the model on its own. This result was significant, despite explaining a small percent of the variance. In terms of correlations, both job performance and compensation were significantly and positively correlated with turnover intention. This means that higher scores on the job performance survey and lower scores on the compensation surveys were associated with higher scores on the turnover intention survey. The strength of the associations was small; however, job performance did not have a statistically significant relationship with compensation. This section provides a more in-depth presentation of the findings, including the results of descriptive statistical analyses, assumptions testing, and hypothesis testing. Additionally, this section includes discussions about how the findings relate to the literature and theoretical framework, applications to practice, implications for social change, recommendations for action, recommendations for future research, my reflections, and study conclusion.

Presentation of Findings

The research question for this study was: What is the relationship between employee job performance, employee compensation, and voluntary turnover intention in the retail industry?

H_o: There is no statistically significant relationship between employee job performance, employee compensation, and voluntary turnover intention.

H_a: There is a statistically significant relationship between employee job performance, employee compensation, and voluntary turnover intention.

The independent variables were employee job performance and employee compensation. The dependent variable was employee voluntary turnover intention. The targeted population was management employees of retail stores located in the state of Texas. Initially, the sample included 184 managers of retail stores in the state of Texas. However, 108 survey responses were deleted for having missing values for all survey items. The final sample size included in this study was 76.

Descriptive Statistics

Descriptive statistical analyses were used to describe the characteristics of the sample and mean scores on each of the three scales (see Table 2). The mean score for job performance was 12.14, with a standard deviation of 5.13. A lower score on the Self-rated Job Performance Survey indicates higher ratings of job performance. The mean score for compensation was 16.14, with a standard deviation of 4.42. Higher scores on the Survey for Employee Compensation indicate a more positive attitude towards employment compensation. Finally, the mean score for turnover intention was 9.33, with a standard deviation of 3.23. Higher scores on the Turnover Intention Scale indicates a higher intention to leave the organization.

Table 2

Descriptive Statistics

Descriptives				
			Statistic	Std. Error
Job Performance	Mean		12.14	.59
	95% Confidence Interval for Mean	Lower Bound	10.97	
		Upper Bound	13.32	
	5% Trimmed Mean		12.06	
	Median		12.00	
	Variance		26.31	
	Std. Deviation		5.13	
	Minimum		5.00	
	Maximum		23.00	
	Range		18.00	
	Interquartile Range		9.75	
	Skewness		.05	.28
	Kurtosis		-1.17	.54
Compensation	Mean		16.14	.51
	95% Confidence Interval for Mean	Lower Bound	15.13	
		Upper Bound	17.15	
	5% Trimmed Mean		16.26	
	Median		16.00	
	Variance		19.56	
	Std. Deviation		4.42	
	Minimum		5.00	
	Maximum		25.00	
	Range		20.00	
	Interquartile Range		6.75	
	Skewness		-.37	.28
	Kurtosis		.15	.54
Turnover Intention	Mean		9.33	.37
	95% Confidence Interval for Mean	Lower Bound	8.59	
		Upper Bound	10.07	
	5% Trimmed Mean		9.36	
	Median		10.00	
	Variance		10.46	
	Std. Deviation		3.23	
	Minimum		3.00	
	Maximum		15.00	
	Range		12.00	
	Interquartile Range		4.75	
	Skewness		-.20	.28
	Kurtosis		-.60	.54

Assumptions Testing

Descriptive statistics were also used to test the assumptions of multiple regression analysis and Pearson's correlation, which are linearity, normality, homoscedasticity, outliers, independence of residuals, and multicollinearity. Normal Q-Q plots were used to test the assumption of linearity for each variable because they illustrate how data points run along a straight line. A visual inspection of the Q-Q plots produced from the descriptive statistical analyses showed that all variables met the assumption of linearity. Figures 2-4 include the output for the Q-Q plots.

Figure 2

Normal Q-Q Plot for Job Performance

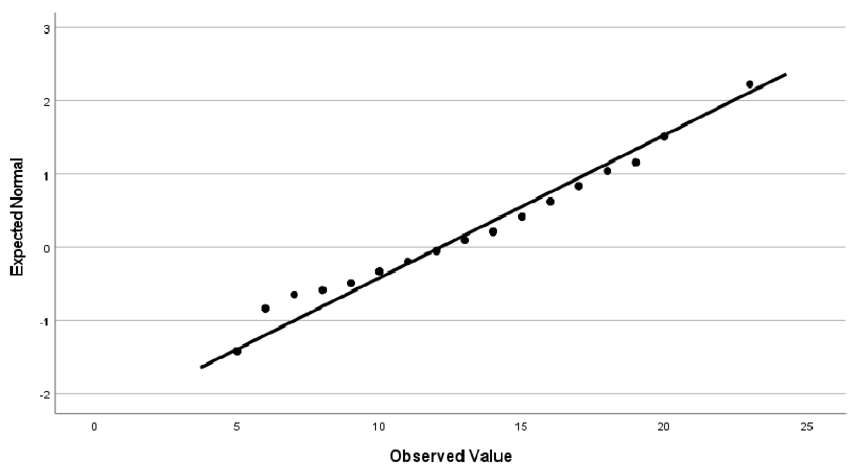


Figure 3

Normal Q-Q Plot for Compensation

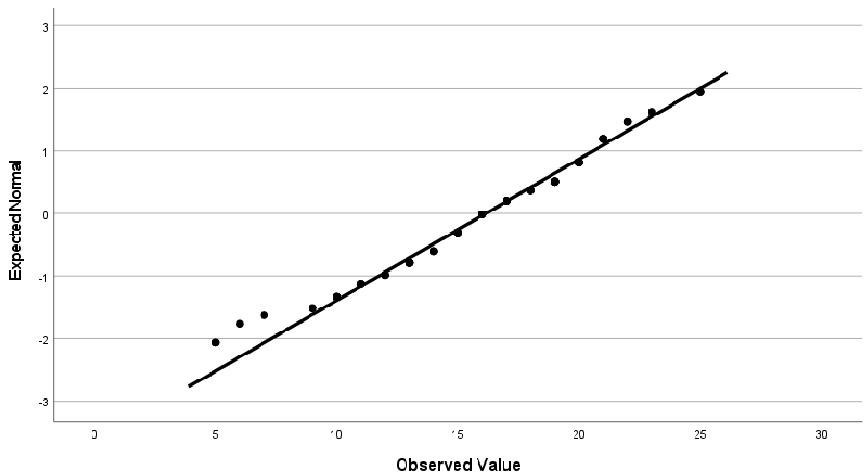
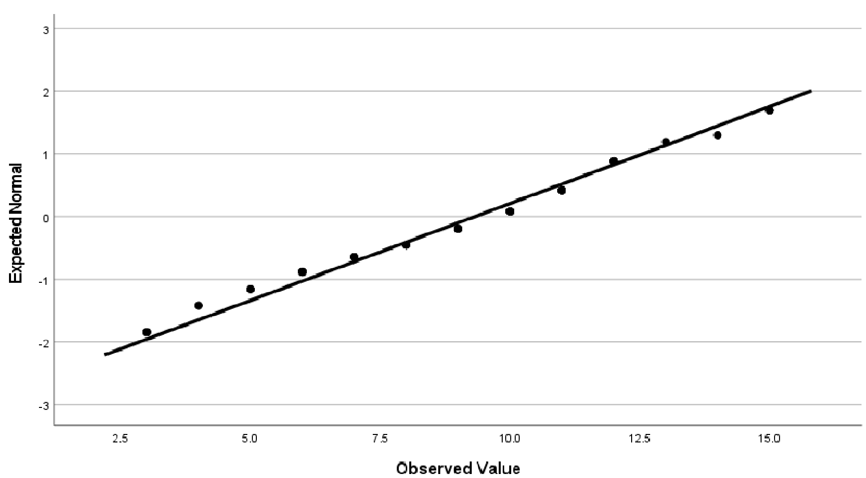


Figure 4

Normal Q-Q Plot for Turnover Intention



Normality was assessed through a Shapiro-Wilk test. According to the Shapiro-Wilk statistic, data for the job performance and turnover intention violated the assumption of normality. These data violated the assumption of normality because the *p*-value was less than .05 (see Table 3). Violations of normality, such as for the job performance and turnover intention variables, may lead to biased results; normality ensures unbiased results of confidence intervals and *p*-values (Schmidt & Finan, 2018; C. Wang et al., 2018). Because data for two of the three variables were not normally distributed, log, square root, and inverse formulas were used to transform data; however, none of these data transformations improved normality.

The failure of the normality in this study is acceptable. First, regression is robust to nonnormal distributions when sample sizes are large, particularly when there are more than 10 observations per variable (Schmidt & Finan, 2018). Additionally, the central limit theorem suggests that, with large samples, deviations from normality are likely to be small (Ernst & Albers, 2017; Fields, 2012). Fields (2012) suggested that, with large samples, any distribution is apt to achieve normality simply as a function of the size of the sample. For these reasons and because of a lack of a nonparametric form of regression, it was appropriate to continue with multiple regression for this study.

Table 3

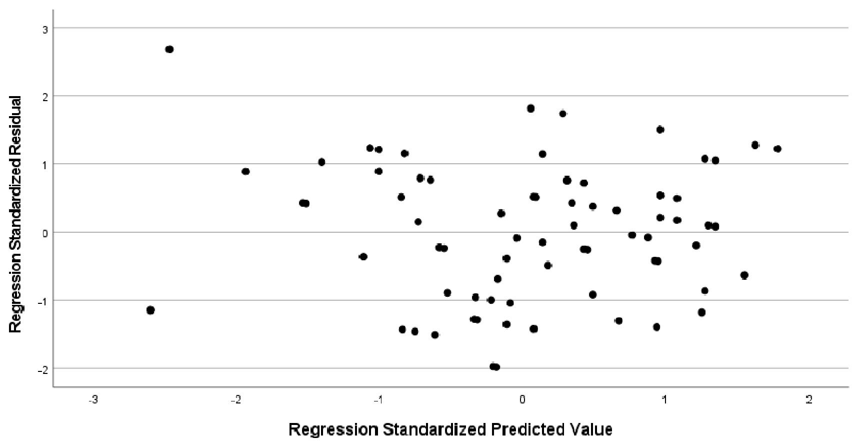
Tests of Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Job Performance	.933	76	<.001
Compensation	.973	76	.111
Turnover Intention	.961	76	.019

The assumptions of homoscedasticity and outliers were assessed using scatterplots. A visual analysis of the scatterplots showed that the data for the dependent variable clustered in a rectangular shape, signifying that the assumption of homoscedasticity was met. Additionally, the assumption of outliers was met because the data points were within the 3.3 and -3.3 range. Figures 5 includes the output for the scatterplot.

Figure 5

Scatterplot for Turnover Intention



The Durbin-Watson test was used to assess whether data for the dependent variable met the assumption of independence of residuals. The acceptable ranges for the Durbin-Watson test are 1.5-2.5. The Durbin-Watson statistic produced in the output was 1.88, indicating that the assumption of independence of residuals was met (see Table 4).

Table 4

Results of the Durbin-Watson Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.33	.11	.08	3.10	1.88

Finally, multicollinearity in the independent variables was tested using the collinearity statistic, VIF. VIFs less than 10 indicate acceptable levels of multicollinearity. The VIF for each of the independent variables in this study was 1.00; therefore, the assumption of multicollinearity was met (see Table 5).

Table 5

The Variance Inflation Factors for Independent Variables

	Collinearity Statistics	
	Tolerance	VIF
Job Performance	1.00	1.00
Compensation	1.00	1.00

Reliability Analysis

A reliability analysis was conducted for the Self-rated Job Performance Survey, Survey for Employee Compensation, and Turnover Intention Scale. The results of the analysis revealed that the three scales had adequate reliability. Specifically, the Cronbach's Alpha values for job performance was $\alpha = .91$, compensation was $\alpha = .84$, and turnover intention was $\alpha = .87$ (see Table 6).

Table 6

Reliability Analysis

	Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	N of Items
Job Performance	.91	.91	5
Compensation	.84	.84	5
Turnover Intention	.87	.87	3

Hypothesis Testing Results

Multiple linear regression analysis was used to test the hypotheses and answer the research question. Although data did not meet the assumption of normality, multiple regression analysis was still used because no nonparametric alternative exists. As such, the use of a parametric test despite the violation of the assumption of normality is listed as a limitation of this study. However, violation of the normality assumption is not thought to compromise the findings, given the near-normality necessarily achieved in large samples and because of the robustness of regression to nonnormal distributions (Ernst & Albers, 2017; Schmidt & Finan, 2018).

The regression model produced $R^2 = .11$, F (2, 73) = 4.43, $p = .01$ (see Tables 7 and 8), indicating that together, job performance and compensation explained 11% of the variance in turnover intention. However, only job performance made a unique contribution to the model on its own (see Table 9). This result was significant, despite explaining a small percent of the variance. Based on these results, the null hypothesis was rejected.

Table 7

Model Summary for Job Performance, Compensation, and Turnover Intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.33	.11	.08	3.10	1.88

Table 8

ANOVA for Job Performance, Compensation, and Turnover Intention

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.03	2	42.51	4.43	.01
	Residual	699.75	73	9.59		
	Total	784.78	75			

Table 9

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.02	1.59		3.16	.00
Job Performance	.17	.07	.26	2.39	.02
Compensation	.14	.08	.19	1.75	.08

The multiple regression analysis output also provided the Pearson's correlation coefficients for the variables included in the model (see Table 10). In terms of correlations, both job performance and compensation were significantly and positively correlated with turnover intention. This means that higher scores on the job performance and compensation surveys were associated with higher scores on the turnover intention survey. The strength of the associations was small; however, job performance did not have a statistically significant relationship with compensation.

Table 10

Correlations Between Job Performance, Compensation, and Turnover Intention

		Turnover Intention	Job Performance	Compensation
Pearson Correlation	Turnover Intention	1.00	.27	.20
	Job Performance	.27	1.00	.01
	Compensation	.20	.01	1.00
Sig. (1-tailed)	Turnover Intention		.01	.04
	Job Performance	.01		.47
	Compensation	.04	.47	

Comparison of Findings With the Literature

The results of the hypothesis testing revealed that compensation has a statistically significant predictive relationship with turnover intention when job performance is a factor. These results relate to what is found in the literature. For instance, Singh and Loncar (2010) examined the relationship between compensation satisfaction and turnover intention among nurses. The researchers found that pay raise and pay level were significantly correlated to turnover intention (Singh & Loncar, 2010). Other studies showed similar results in a variety of professions, where compensation was related to employee retention (Bindu & Srikanth, 2019; Oladapo, 2014).

The results of this study also revealed that job performance has a predictive relationship with turnover intention. These results also align with the literature. For example, Hashemi and Dehghanian (2017) found that employees' perceptions of performance significantly impact turnover. Other researchers found that employees' perceptions of organizational performance have an inverse relationship with turnover intention, where perceptions of performance overall are related to decreased intentions to leave (Ahmad Arif & Uddin, 2016; A. R. Malik & Singh, 2020).

One study found correlations between compensation (salaries, incentives, and fringe benefits), employee performance, and retention (Okolocha, 2020). While the relationship between employee compensation and voluntary turnover intention and the relationship between employee job performance and voluntary turnover intention were supported by the results of this study, the relationship between employee compensation and employee job performance was not.

Interpretation of Findings in the Context of the Theoretical Framework

The results of this study provide support for the use of equity theory as a framework to understand how compensation and performance influence turnover intentions. The focus of equity theory is the imbalance between what an employee gives (input) to the employer and what the employer gives (output) in return, also known as an exchange relationship (Twalib & Kariuki, 2020). Employee voluntary turnover intention occurs within this exchange relationship. When the input and output are unequal and favor the employer in the exchange relationship, then employees are more likely to leave (K. T. Tran et al., 2020; Twalib & Kariuki, 2020). That is, if an individual perceives inequity, they will be motivated to take actions to counterbalance the inequity (Demir, 2020; Samara et al., 2021). Individuals do so by increasing or decreasing work performance or seeking alternative employment (Demir, 2020). The equity theory of motivation pivots not only on an employee's experience of performance, but also on how they compare their pay with others (Kollmann et al., 2019; A. R. Malik & Singh, 2020). An employee's turnover intention emerges from disparities between what an employee believes is adequate employee compensation versus the employee's determination of the level of compensation their contributions to the employer should elicit (A. R. Malik & Singh, 2020).

Application to Professional Practice

The findings of this study have significant implications for the retail industry. The findings may assist business leaders in the retail industry in understanding the relationship between employee job performance, employee compensation, and voluntary turnover intention. The study results indicated that employees with higher levels of job performance and lower levels of compensation have higher turnover intentions. The higher level of compensation suggests that these employees may be more valued by the employer in terms of their seniority and functionality. Despite having potentially lower levels of job performance, more well-compensated employees are highly valued by employers and thus desirable for retention (Valentine et al., 2020). Therefore, these results present a challenge for employers to address proactively. Employers should focus on developing strategies for retaining their highly paid employees. Because of the positive relationship between compensation levels and turnover intention, employers should consider strategies to improve employee compensation in ways that result in reduced turnover intention. For example, employers wishing to retain highly productive employees should consider offering nonpay employee benefits, such as more flexible work schedules, additional paid time off, or other perks like better healthcare.

Despite the fact that more well-compensated employees have higher levels of turnover intention, it does not follow that employers should decrease the salary of employees they wish to retain or withhold compensation that is competitive in the market. Other researchers have suggested that equitable compensation leads to retained employees, thereby reducing voluntary turnover intention and increasing productivity (Lollo & O'Rourke, 2018; Mansyah & Rojuaniah, 2020). According to published literature, when business leaders implement equitable compensation, employees may increase their input level, causing job performance to improve. Leaders who improve job performance, retain employees, and improve productivity decrease turnover costs and increase profitability (Bwowe & Marongwe, 2018; Clack, 2021; Devi et al., 2021).

Despite the finding in published literature that there is an association between employee compensation and job performance (Bwowe & Marongwe, 2018), the results of this study indicated no significant relationship between compensation and employee job performance. This lack of alignment with existing findings may suggest an imbalance in the retail industry, in which employees do not receive compensation increases in acknowledgement of their job performance. Employee raises may be driven by other factors, such as length of time with the company. Though further research is needed to examine such a correlation, a recommendation for practice is that employers strive to connect employee compensation more closely with employee job performance. This alignment would ensure that the highest performing employees are acknowledged for their work (Devi et al., 2021). The lack of connection between employee job performance and employee compensation suggested that employers may not be paying the highest performing employees adequately for their work. If higher compensation levels are not associated with higher job performance, those higher compensation levels may not produce the economic value implied by higher compensation (Valentine et al., 2020). By creating a greater connection between performance and compensation, business leaders can ensure that they were sending clear signals to their employees. Additionally, a closer connection between productivity and compensation could reduce frustration felt by employees who are more productive but lower paid than their colleagues. Eliminating this frustration could lead to higher job satisfaction and lower rates of turnover.

Applying these results to business practice could help business leaders to mitigate the implicit and explicit costs correlated with voluntary employee turnover intention. Leaders may use job performance and compensation factors to develop strategies to decrease voluntary turnover intention and thus turnover itself. This decrease may reduce the direct cost of replacing employees while increasing the internal consistency of operations (Uğural et al., 2020). For example, the study results suggested that business leaders should consider alternative strategies for retaining employees, such as adding nonmonetary perks like additional paid time off. The cost of these activities could be offset by reduced costs associated with high turnover, thereby reducing a company's overall financial burden (Abhi, 2017; Vetráková et al., 2019).

When business leaders understand equity theory and apply the concepts of equity theory to job performance and compensation, they may build and implement strategies that effectively reduce voluntary turnover intention. Business leaders who incorporate the findings of this study to build a solid employee retention strategy may reduce voluntary employee departures, which may lead to improved employee morale and mitigate the cost of voluntary employee turnover. Leaders may also consider compensation strategies to reduce voluntary employee turnover.

Implications for Social Change

The study results have implications for social change focused on both business benefits and employee benefits. Together, these two benefit streams can result in social change. Beginning with the benefits to business, increased retention rates lead to lower operational costs due to reduced recruiting and onboarding costs (G. Gupta & Salter, 2018). Greater retention also leads to increased internal consistency, improving organizational performance. When organizational performance is increased, the organization may better serve the needs and wants of society. Greater efficiency in businesses contributes to reduced waste, which can result in lower prices for goods and services. More efficient pricing of products reduces costs for customers while simultaneously increasing profits for businesses. This dual benefit can lead to societal change by reducing the cost of living for individuals and increasing business contributions to society through taxes (G. Gupta & Salter, 2018).

Further, the results suggested positive social change focused on employees. Implicit in the goal of increasing employee retention is increasing employee satisfaction (Wassem et al., 2019). More satisfied employees are more likely to be happy at work and have a higher quality of life. The results suggested that improving the connection between productivity and compensation may reward the most productive employees for their hard work. Additionally, the results suggested that business leaders should consider other nonmonetary benefits, such as more paid time off and flexible work schedules. These results could result in positive social change, such as the increased ability of employees to spend time with their families and pursue other activities outside of employment that are important to them.

Recommendations for Action

Based on the results of this study, one recommendation for action is that business leaders should focus on the reduction of voluntary turnover intention through implementing effective retention strategies that incorporate improved and flexible compensation packages, including nonmonetary benefits, such as flexible work schedules and increased paid time off. Similarly, Morrell and Abston (2018) suggested that compensation managers seek to improve compensation based on the needs of employees, which may lead to lower turnover intention. Further, Kalyanamitra et al. (2020)

suggested that compensation significantly impacts retention. Business leaders could develop several compensation packages and allow employees to choose the compensation package that best suits their needs, which may reduce turnover intention. While business leaders should incorporate improved compensation packages to reduce voluntary turnover intention, another area that requires action is the development of programs that increase job satisfaction. Those programs should be a part of the retention strategy.

I also recommend that business leaders focus on increasing job satisfaction to improve job performance and reduce voluntary turnover intention. In agreement, Sathyanarayan and Lavanya (2018) suggested that job satisfaction had a positive role in job performance and reduced the impact of turnover intention. Business leaders could, for instance, provide employees with increased break time, give employees one day a month off for mental health, and provide ongoing training to increase job satisfaction. While business leaders should focus on job satisfaction, leaders could benefit from improving other organizational areas.

Another recommendation is for business leaders to provide employees with tools necessary to reduce stress, which may decrease turnover intention. According to Pandey et al. (2019), stress significantly impacted turnover intention. Business leaders may consider introducing stress workshops where employees could learn stress reduction techniques to reduce those employees' turnover intention. The reduction of stress may also lead to improved employee equity.

Business leaders who use these recommendations may find that employees possess a greater sense of equity, leading to business leaders achieving their organizational goals. This study contributed new information about the relationship between job performance, compensation, and voluntary turnover intention. Specifically, the results suggested that there may not be a significant relationship currently between performance and compensation. Additionally, the results indicated that higher paid employees are not necessarily more likely to stay in their current role, suggesting that employers should focus on increasing the relationship between performance and compensation level while exploring flexible compensation packages that meet employee needs, such as increased paid time off.

When business leaders review the findings of this study, they may find that further research is necessary. I will share the finding of my study through Academia's website. I will also publish my findings in the ProQuest Dissertations and Theses Global database to ensure my findings reach a broad audience.

Recommendations for Further Research

I recommend further research on voluntary turnover intention founded on the findings of this study. The results of the literature review indicated that employees are more likely to seek employment elsewhere if they feel their contribution to the job are greater than their reward for work performed (Santhanam & Srinivas, 2019). This relationship implied that if highly productive employees feel that they are not being rewarded adequately for their hard work, they may seek employment elsewhere. The findings of this study corroborated that conclusion, as more productive employees are less likely to have turnover intention. However, this study also suggested that higher compensated employees have higher levels of turnover intention. Taken with the published literature, the study’s findings indicated that compensation alone may not be sufficient reward to motivate employees to stay. Further research should be conducted to examine the relationship between nonmonetary incentives, such as more paid time off, greater scheduling flexibility, and better healthcare options, and employee turnover intention. Employers need to understand how to retain their most productive employees, and further research would help to identify effective strategies (Uğural et al., 2020).

This study's findings are limited by geographic setting, as all participants in the study were retail employees in the state of Texas; these employees’ views may not represent the views of all employees in the retail industry. Future research should broaden the geographic setting of this study to include retail employees from across the United States. Further research should broaden the scope of the target population, which may help business leaders identify different variables that influence voluntary turnover intention. If a researcher were to broaden the target population to include the entire United States, the findings of the study may produce results that could provide greater insight to business leaders through validating or invaliding this research study’s findings.

Future research should also address the limitations of this study, including limitations related to the study’s design. Correlational studies cannot determine causality. Future research could expand understanding by utilizing an experimental design. Using an experimental design may enable deeper insight into the causal relationship between variables (Stangor & Walinga, 2019). Examples of experimental or quasi-experimental studies could include offering one group of participants higher pay, and another group of benefits, like additional time off and more scheduling flexibility. This type of design could increase understanding of what causes turnover intentions, and what incentives are most effective at inducing employee loyalty and job satisfaction.

The participants in this study had various experiences and job duties. Future research may use categories such as levels of experience and job duties of participants to determine how those categories impact voluntary turnover intention. Researchers who incorporate an experimental design and utilize categories, such as level of experience and job duties, could provide insight that extends past the breadth of this study, including other factors and examining whether those factors contribute to voluntary turnover intention.

Finally, further research should be conducted to understand the factors that contribute to employee increases in compensation levels specifically in a retail setting. This study found no relationship between employee job performance and employee compensation. Researchers studying the relationship between employee job performance and employee compensation have suggested that higher paid employees are more likely to be productive, stemming from a combination of employees striving to equal the value of their compensation and more productive employees being of greater value to employers (Seigyoung et al., 2015). The findings of this study did not corroborate those previous findings, so it could be beneficial to gain a greater understanding of what influences increased compensation in a retail setting. This understanding would ensure that business leaders are providing increased compensation levels to employees for reasons that are intended and productive to organizational goals (Liu et al., 2019).

Reflections

The doctoral journey has been an arduous one. The main challenge I had was multiple changes in my committee. Another challenge was ensuring that all my sections met the rubric requirements. Changes in my committee proved the most challenging and caused several hindrances in the doctoral process. Working full-time with additional part-time work and keeping up with my doctoral obligations was also challenging.

Nonetheless, facing those challenges humbled me and drove me to complete my study. I am delighted with the outcome. My latest committee proved exceptional with their meaningful feedback, knowledge, and willingness to help. Dr. Glenn, my chair, was instrumental in motivating me to stay in the program and stay focused.

The topic of this study was not initially voluntary turnover intention. I originally wanted to research the efficacy of psychometric testing on managerial candidates in the retail industry. Voluntary turnover intention became the topic of this research study through requested changes by the first and second set of committee members. In my career in retail, I knew some employees would plan on quitting employment, but I did not know there was a term specifically designed for those employees. I had no preconceived ideas as to voluntary turnover intention. While my original intention was to research a different topic, my research provided great insight into the relationship between job performance, compensation, and voluntary turnover intention.

Prior to this study, I had no personal bias that job performance or compensation would impact voluntary turnover intention as the topic was not of interest to me. However, after the completion of my research, I found significant value in the findings of my study. I am now curious about other factors that might impact or cause voluntary turnover intention in the retail industry. The findings of this study may assist business leaders in reducing turnover intention.

Conclusion

The findings of this study rejected the null hypothesis, that there is no statistically significant relationship between employee job performance, employee compensation, and voluntary turnover intention. The findings of this study supported the alternative hypothesis, that there is a statistically significant relationship between employee job performance, employee compensation, and voluntary turnover intention. These findings suggested that employees with higher compensation and lower job performance are those most likely to intend to separate voluntarily from their job. These results suggested that business leaders should pursue avenues to encourage retention among their best employees using strategies beyond compensation, such as improving job satisfaction. This results are of value to business leaders because they provide important knowledge that compensation alone may not be sufficient to retain employees.

By presenting avenues for improving employee retention and satisfaction, this study can contribute to meaningful social change. Improved business efficiency has the potential to reduce business costs, thereby saving customers money, increasing business revenue, and contributing to better employee satisfaction. While these results are meaningful on their own, the study also suggested important avenues of future research, such as further examining the connection between nonmonetary benefits and retention and exploring the factors which contribute to increases in compensation levels in retail settings.

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Appendix A: Power Analysis Results

F tests – Linear multiple regression: Fixed model, R^2 deviation from zero
Analysis: A priori: Compute required sample size

Input:	Effect size f^2	=	0.15
	α err prob	=	0.05
	Power (1–β err prob)	=	.8
	Number of predictors	=	2
Output:	Noncentrality parameter λ	=	10.2000000
	Critical F	=	3.1381419
	Numerator df	=	2
	Denominator df	=	65
	Total sample size	=	68
	Actual power	=	0.8044183

Note: From G*Power 3.1.9.2

F tests – Linear multiple regression: Fixed model, R^2 deviation from zero
Analysis: A priori: Compute required sample size

Input:	Effect size f^2	=	0.15
	α err prob	=	0.05
	Power (1–β err prob)	=	.95
	Number of predictors	=	2
Output:	Noncentrality parameter λ	=	16.0500000
	Critical F	=	3.0837059
	Numerator df	=	2
	Denominator df	=	104
	Total sample size	=	107
	Actual power	=	0.9518556

Note: From G*Power 3.1.9.2

Appendix B: Online Survey: Participation Invitation Email

Dear Invitee,

My name is Donald Sewell. I am a doctoral student at Walden University's Doctor of Business Administration program. I am kindly requesting your participation in a doctoral research study that I am conducting titled: Relationship Between Job Performance, Compensation, and Turnover Intention in the Retail Industry. The study may help retail leaders better understand turnover intention, resulting in increased employee retention and improved retail organizations' productivity.

For this study, you will be asked questions about your job performance, compensation, and turnover intention. You will be asked to complete the three questionnaires (Self-rated Job Performance; Compensation Scale; and Turnover intention Scale). Together, the three surveys should take about 20 minutes to complete.

The survey will be conducted online using SurveyMonkey. Participation is entirely voluntary, and you may withdraw from the study at any time. The study is entirely anonymous; therefore, it does not require you to provide your name or any other identifying information.

If you would like to participate in the study, please read the Informed Consent letter on the first page of the survey. To access the study, click the survey link at the end.

The study is important as the study may contribute to social change by providing retail owners and employers with information that may give rise to ways to retain employees, minimize sunk costs, and increase business profitability.

Sincerely,

Donald Sewell, BBA MBA, Doctoral Student, Walden University

[insert survey link]

Appendix C: Permission to Use Self-Rated Job Performance Survey

Permission to use: Self-Rated Job Performance Survey

CL

Carden, Lila L <lcarden@Central.UH.EDU>
Thu 12/9/2021 9:05 AM
To: Donald Sewell

Hello,

Thank you for continuing to reach out.

You have my permission to use the survey.

Best of luck in your educational endeavors.

Lila Carden, PhD, MBA, PMP
Assistant Professor
College of Technology
University of Houston
A Carnegie-designated Tier One public research university
lcarden@central.uh.edu

...

Donald Sewell
Wed 11/10/2021 11:46 AM
To: lcarden@uh.edu
Bcc: donaldlynnsewell@gmail.com

Appendix D: Self-Rated Job Performance

Survey for Employee Job Performance

My overall performance compared to my peers

Upper 5%	Upper 10%	Upper 25%	Middle 50%	Lower 25%	Lower 10%	Lower 5%

My ability to get along with others compared to my peers

Upper 5%	Upper 10%	Upper 25%	Middle 50%	Lower 25%	Lower 10%	Lower 5%

My ability to complete tasks on time compared to my peers

Upper 5%	Upper 10%	Upper 25%	Middle 50%	Lower 25%	Lower 10%	Lower 5%

My quality of performance (as opposed to quantity of performance) compared to my peers

Upper 5%	Upper 10%	Upper 25%	Middle 50%	Lower 25%	Lower 10%	Lower 5%

My actual achievement of work goals compared to my peers

Upper 5%	Upper 10%	Upper 25%	Middle 50%	Lower 25%	Lower 10%	Lower 5%

Appendix E: Permission to Use Compensation Survey

Permission to use: Compensation Survey

REBECCA DEI MENSAH <rdeimensah@ucc.edu.gh>
Tue 12/14/2021 12:56 PM
To: Donald Sewell

Dear Donald

Thank you for your email and sorry for the delay in responding. The conditions under which you intend to use my instrument for your research are suitable to me. I therefore give you the permission to use it. I however hope you comply with all you have indicated. I wish you all the best in your doctoral studies.

Best wishes
Becky

...

Dr. (Mrs.) Rebecca Dei Mensah
Senior Lecturer
Department of Human Resource Management
School of Business
College of Humanities and Legal Studies
University of Cape Coast
Ghana

Email: rdeimensah@ucc.edu.gh
Tel-Mobile: 0244166668

Donald Sewell
Thu 12/9/2021 9:54 AM
To: rdeimensah@ucc.edu.gh

Dear Dr. Rebecca Dei Mensah,

Appendix F: Compensation Scale

Survey for Employee Compensation

1	2	3	4	5
Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)

Place the corresponding number that matches the extent to which you feel that you perceive each of the following statements:

1. I earn more than others who occupy similar positions in my organization.

2. The non-monetary benefits, such as vacation time and medical insurance that I receive here are better than those I could get at other organizations.

3. People who are hardworking and results-oriented are rewarded in this organization.

4. The salary and benefits I receive in this organization is commensuratewith my responsibilities.

5. The organization reviews its compensation satisfactorily from time to time in this organization.

Note. Adapted from Mensah, D. (2014). *Effects of human resources management practices on retention of employees in the banking industry in Accra, Ghana* [Doctoral dissertation, Kenyatta University]. Kenyatta University Institutional Repository. Reprinted with permission (see Appendix F).

Appendix G: Permission to use Karatepe's Turnover Intention Scale

Permission to Use: Karatepe Three-Item Turnover Intention Scale: Modified (TIS-6)

Donald Sewell
Dear Dr. Osman M. Karatepe, Thank you so very much. I appreciate... Mon 11/29/2021 12:26 PM

OK

Osman Mubin Karatepe <osman.karatepe@emu.edu.tr>
Mon 11/29/2021 12:20 PM
To: Donald Sewell

Yes. Good luck

Android için Outlook'u edinin

...

From: Donald Sewell <donald.sewell@waldenu.edu>
Sent: Monday, November 29, 2021 8:59:26 PM
To: Osman Mubin Karatepe <osman.karatepe@emu.edu.tr>
Subject: Permission to Use: Karatepe Three-Item Turnover Intention Scale: Modified (TIS-6)

Appendix H: Karatepe Three-Item Turnover Intention Scale: Modified (TIS-6)

TURNOVER INTENTION SCALE (TIS-3)

The following section aims to ascertain the extent to which you intend to stay at the organization.

Please read each question and indicate your response using the scale provided for each question:

1	It is likely that I will actively look for a new job next year?	**Strongly Disagree**	1 2 3 4 5	**Strongly Agree**
2	I often think about quitting?	**Strongly Disagree**	1 2 3 4 5	**Strongly Agree**
3	I will probably look for a new job next year.	**Strongly Disagree**	1 2 3 4 5	**Strongly Agree**