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Call Center Managers’ Strategies to Address Employee Turnover

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
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2023

Abstract

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by

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MBA, Baker College, 2003

BA, East Carolina University, 1996

Doctoral Study Submitted in Partial Fulfillment

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Abstract

Employee turnover is a threat to call center sustainability. Call center leaders who lack strategies to reduce employee turnover have an increased risk of business failure. Grounded in Herzberg's two-factor theory, the purpose of this qualitative multiple-case study was to explore strategies call center leaders use to reduce employee turnover in insurance call centers. The three participants were call center leaders from three different call centers in Raleigh, North Carolina, who implemented strategies to reduce employee turnover. Data were collected from semistructured interviews and reviews of public documents from participants' company websites and analyzed using thematic analysis. Two themes emerged: effective leadership and employee incentives. A key recommendation is for call center leaders to provide both monetary and nonmonetary rewards to employees based on which type of reward motivates their employees not to leave the company. The implications for positive social change include the potential to stabilize employment levels and reduce the unemployment rate.

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Dedication

I dedicate this study to my mother, Jo Ann Dickens, and my sister, Stephanie Dickens. My family has been the foundation of what has motivated me through this journey. I have had breast cancer three times while pursing my DBA, and so many people have compelled me to keep going.

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Section 1: Foundation of the Study

Call centers are a vital part of communicating with an organization's customers. The business leaders are the managers in the call center who provide fast and safe customer care to respond to customers' calls, sell merchandise, and search for new customers. The centers specialize in interacting with customers and play an important role in gathering customer information (Sato, 2018). Call centers have computer-based and telephone-based technologies that provide fast and efficient distribution of incoming and outgoing calls that allow call center employees and customers to communicate (Dhanpat et al., 2018). Employees are able to communicate with customers via the telephone during certain times of the day and remotely.

The call center industry continues to rapidly grow (Dhanpat et al., 2018). The employee turnover rate is growing as well. A study was conducted on a large call center and the results were 40% of participants expressed they did not have plans to stay with the organization, 31.9% were neutral on the odds of still working in the organization a year from now, and 21.4% indicated that they are likely to resign within a year (Dhanpat et al., 2018). Poor people management is a problem for the call center industry and may contribute to the high turnover rate (Dhanpat et al., 2018; Padilla-Vega et al., 2020). The inability of call center managers to reduce turnover is problematic. Other reasons are thoughts of quitting a job, looking for another job or the intention of leaving the job (Purnama et al., 2022). Retaining and developing employees is the main priority for the leaders in an organization because industrial growth is a key objective and is dependent on the availability of workers (Batool et al., 2022). For this reason, reducing employee turnover is a strategic issue for most organizations (Basnyat & Chi Sio, 2020). The growth of the call center industry and increase of the employee turnover is creating problems for organizations.

Background of the Problem

The self-service customer support platforms has been identified to be one of the most frustrating aspects of a poor customer contact experience for insurance call centers (Andrade & Moazeni, 2023). Employees in call centers report a high level of negative emotions and stress compared to employees in other occupations (Görgens-Ekermans & Kotzé, 2020). Call centers are characterized as having repetitive and monotonous work that is unchallenging; lacking in resources; and featuring rigid work procedures, unfair labor practices, surveillance, and an unpleasant organizational culture (Dhanpat et al., 2018). Call centers are a stressful work environment and the employees experience burnout. Call center employees have the most stress and burnout and low resilience as 72% of the call center employees have been threaten (Y.-R. Lee et al., 2019) High employee turnover—the inability for an organization to retain employees (Dhanpat et al., 2018)—in call centers is a core problem for business leaders (Posey, 2019). The current labor cost for workforce planning and management has reached 60% of the budget in the call center industry (Padilla-Vega et al., 2020). Because of the high costs associated with turnover and the increasing strategic emphasis on call centers, as illustrated by their rapid growth, managers need to identify effective strategies to address employee turnover. Employee turnover is either voluntary or involuntary. Voluntary turnover is initiated by the employee whereas involuntary turnover is initiated by the organization. The focus in this study was on voluntary turnover.

Problem and Purpose

Call center environments are very stressful and experience high employee absenteeism and turnover, which are critical problems for organizations (Zito et al., 2018). According to the Society for Human Resource Management, in the United States, 46% of managers in 2016 voiced that employee turnover was a top concern (T. W. Lee et al., 2018). The general business problem is employee turnover is a problem for organizations. The specific business problem is that some call center managers in the insurance industry lack strategies to reduce employee turnover.

The purpose of this qualitative multiple-case study was to explore the strategies that call center managers in the insurance industry use to reduce employee turnover. The target population was three insurance call center managers located in the Raleigh, North Carolina, area who had successfully reduced employee turnover. Informing call center managers of strategies for reducing employee turnover has implications for business practice and positive social change. However, unemployment and the decisions from policy makers can influence an employee's work values (Rainsford et al., 2019). Lower turnover may stimulate the economy and ensure stable tax collection, which may support the provision of various community programs. Reducing employee turnover may help to improve social cohesion for the community; a lower unemployment rate may make possible resources for economic development, physical and mental health, social action, and educational development.

Population and Sampling

The sampling method for this study was purposeful sampling. The selection of the sample population begins with identifying the eligibility to participate in the study based on the research question (Rutberg & Bouikidis, 2018). Convenience sampling was not selected for this research because the participants are available and easy to contact, however they may not have experience as a call center manager. Convenience samples are more accessible than others are and there may be efforts in recruiting participants from this sample (Koerber & McMichael, 2008). The snowball sample was not appropriate for this research study. It was not appropriate because this sample size grows based on the participants recommending other potential candidates for the research (Koerber & McMichael, 2008). Theoretical sampling was not appropriate for this research study. The sampling emerges with the study while in the purposeful sampling the sample criteria was developed in advance of the study and does not change (Koerber & McMichael, 2008).

Researchers should choose the sample size that has the best opportunity for data saturation to be achieved (Fusch & Ness, 2015). Data saturation cannot be obtained until after at least two cases are explored (Boddy, 2016). When the researcher has reached the point of not obtaining new data, new coding, and new themes, and there is enough information to replicate the study, the researcher has achieved data saturation (Fusch &

Ness, 2015). The topic of interest, the study participants, and the existence of an established theory, the methods of data collections, and the methods of data analysis are factors that can affect the sample size needed to obtain data saturation (Tran et al., 2016). Interviews are one method to reach data saturation (Fusch & Ness, 2015). To ensure data saturation with the population and sampling for this study, I continued to add participants to the study until saturation was reached. This provided sufficient participants for sampling and to achieve data saturation.

In qualitative research, a description of participants is necessary to properly interpret the findings (Gallo et al., 2018). It is important to understand the characteristics of both the participants and the interviewer to understand how the two groups may influence each other (Gallo et al., 2018). This connection of the two groups affects the study results. The study involved interviewing call center managers from the Raleigh, North Carolina, area. Purposeful selection was used to select call center managers who have successfully used strategies to address employee turnover. Researchers need to describe a sample process as purposeful specifically instead of simply stating purposeful sampling was used (Gentles et al., 2015). The call center managers are the population that addresses the employee turnover strategies, which aligned with the overarching research question of what strategies do call center managers in the insurance industry use to reduce employee turnover. The interview setting was not at the call center manager's place of employment. The interviews were conducted via Zoom video conferencing to easily access the participants.

Nature of the Study

I used the qualitative method. Qualitative research includes document analysis, observation, or interviews (Kılıçoglu, 2018). Qualitative researchers investigate a certain part of social life by considering a problem and the time and resource demands of this problem (Ezer & Aksüt, 2021). Given the objectives of this study, a qualitative research method was the most appropriate and most feasible approach. By using the qualitative research method, I was able to explore how call center managers have successfully reduced employee turnover. Researchers who use the quantitative research method test hypotheses as part of their scientific inquiry; experiments, surveys, quantitative content analysis, structured interviewing, and structured observation are sources of data (Liu, 2022). The quantitative method was not appropriate for this study because the relationships or differences among variables were not the focus; also, I did not seek objective statistical results. In mixed-methods research, researchers use the quantitative method to assess the magnitude of the problem and the qualitative method to explore the meaning of the problem (Liu, 2022). Mixed-methods research was not appropriate for this study because a quantitative component was not included.

There are several qualitative research designs to consider when conducting a qualitative study. Research designs encompass the procedures of the research paradigm (Kekeya, 2021). Researchers use ethnography to study human behavior in the context of a culture to gain an understanding of the norms, routines, and rules of that culture (Tomaszewski et al., 2020). Ethnography was not the optimal choice for this study because cultural groups were not studied. Researchers use phenomenology to study the phenomenon of everyday lived experiences of a phenomenon by the people who lived it (Tomaszewski et al., 2020). The goal of this design is to uncover and produce a description of the participants' lived experiences. Phenomenology was not the optimal choice for my study because the participants' lived experiences were not studied. A case study is an in-depth understanding of key facts within a system along with the barriers to, and the facilitators of, change (Whiffin et al., 2022). Through case study, the researcher investigates a bounded system (Whiffin et al., 2022). Case studies are used to develop an in-depth understanding of a specific case or case (Tomaszewski et al., 2020) Case study was an appropriate design for my study because I gathered and analyzed multiple sources of evidence and in real-life contexts to study the strategies that call center managers used to reduce employee turnover.

Research Question

What strategies do call center managers in the insurance industry use to reduce employee turnover?

Interview Questions

1. What strategies did you use to reduce call center employee turnover?
2. What process did you implement to use the strategies?
3. How long have you used the strategies?
4. What barriers have you encounter when implementing the strategies to reduce call center employee turnover?

5. How did you address the barriers to implementing the strategies for reducing employee turnover?
6. What strategies worked best to reduce employee turnover?
7. What strategies have not worked to reduce employee turnover?
8. What additional information would you like to share regarding strategies to reduce call center employee turnover?

Conceptual Framework

The conceptual framework of a study provides a logical argument regarding the research; it shapes the research question, the methodology to answer the question, the results, and the conclusions made based on the findings (Johnson et al., 2020). I used Herzberg's two-factor theory of motivation as the conceptual framework for this study. Herzberg's theory is one of several theories of work motivation that encompasses factors that influence the direction, intensity, and behaviors in the work environment. Scholars use motivational theories to explain what drives people to work towards achieving their goals (Bushi, 2021).

Herzberg developed the two-factor theory in 1959 (Kotni & Karumuri, 2018). Herzberg’s initial point of focus was job satisfaction and job dissatisfaction. They theorized that a person at work can be satisfied and dissatisfied at the same time; this is because the two factors, hygiene and motivation, work in separate sequences (Alrawahi et al., 2020). Herzberg et al. (1959) hypothesized that job satisfaction operated on a continuum. However, job satisfaction and dissatisfaction are not elements of a single continuum (Thant & Chang, 2021). When workers are not satisfied with their job, they become less involved, or do not invest any extra effort, in the job; when workers are satisfied with their job, they invest more effort and increase their productivity (Ann & Blum, 2020). Herzberg et al. concluded that satisfied employees are happy with what they do or with the way in which they are utilized.

The two key factors in Herzberg et al.'s (1959) theory are hygiene and motivator factors (see also Bhatt et al., 2022). Motivating factors refer to job content and are identified as intrinsic; they include attributes such as achievement, recognition, advancement, and growth (Manaf et al., 2019). Hygiene factors refer to the job context and include company policies, relationships with peers, salary, personal life, job security, status, and relationship with subordinates (Manaf et al., 2019). Both factors are crucial in retaining employees (Hassan, 2022). The difference between the two is that hygiene factors cause short-term satisfaction for employees and motivators cause long-term job satisfaction. This study aligned with Herzberg et al.'s theory because the key concepts of motivation and hygiene factors are related to the research question about turnover. Also, the use of the theory is consistent with the literature on job satisfaction. Researchers have the two-theory to discover the reason why employees are dissatisfied or satisfied in regard to their jobs (Muruga & Vasiljeva, 2021).

Operational Definitions

Employer motivation: The organization's employees bring the level of energy, commitment, and creativity to their jobs (Riak & Bill, 2022).

Motivation factors: Factors that give rise to satisfaction for an employee (Bhatt et al., 2022).

Self-actualization: The need for personal growth and development (Tripathi & Moakumla, 2018).

Staffing: The level of workload that is needed to meet employer expectations (Padilla-Vega et al., 2020).

Work engagement: The mediation between supervisor support and employee turnover intentions (Pattnaik & Panda, 2020).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are mental datums that are not fully established, however are used as a bases to continue a thought or study (Verostek, 2022). The first assumption was that participating call center managers in the insurance sector were aware that employee turnover was a problem for their organizations and that they had sufficient knowledge to answer the interview questions. The second assumption was that the call center managers would be honest and thorough in their responses. Assumptions are concepts on how the data and the research is used and these assumptions influences the data of the study (Sarker et al., 2018). The third assumption was that the case study was an appropriate qualitative research design to address the research question.

Limitations

Limitations are potential weaknesses of a study that are not controlled by the researcher (Theofanidis & Fountouki, 2019). They are closely associated with the research design, funding restraints, or other factors (Theofanidis & Fountouki, 2019). Because they encompass potential weaknesses, limitations may affect the credibility of a research study. The first limitation of this research study was that I have worked in three call center environments and could have a potential bias to the topic. This could have made it more difficult to obtain the consent of some individuals to participate in the study, a second limitation. The third limitation was the specific area of Raleigh that was researched. The demographic area of Raleigh is a limitation because it's specific city versus three additional larger cities in North Carolina.

Delimitations

Delimitations are limitations set by the researcher as boundaries or limits so that the objective of the study does not become impossible to achieve (Theofanidis & Fountouki, 2019). The first delimitation was the demographic area that was studied; this is because Raleigh is a city and not a state or region. I specifically selected the demographic area due to the increasing population of Raleigh. It is predicted that Raleigh will remain the fastest growing metro area through 2025 as Raleigh currently has a growth rate of about 3.4% per year with a 40% growth between 2000 and 2009 (Raleigh, North Carolina Population 2023, n.d). The participants were three call center managers from Raleigh, North Carolina. I limited the number of call center managers to participate achieve in-depth interviews. The second delimitation was the sector of call centers represented in the study. Only call centers in the insurance industry that were located in Raleigh were considered.

Significance of the Study

The significance of this study lies in the insights that it provides on job satisfaction among call center employees. I used the two-factor theory to deepen understanding of call center turnover and employee job satisfaction. Call centers are the electronic face of an organization and are one of its most important forms of communication (Bugarčić & Radojičić, 2020). However, the traditional call center has been characterized by high job insecurity (Zito et al., 2018). Organizations want to sustain employees' well-being and limit turnover rates (Zito et al., 2018). Understanding what motivates call center employees may help call center managers to create an atmosphere of motivation, which could result in higher productivity in the workplace.

Contribution to Business Practice

The current focus in human resource management is on employee turnover (Fang et al., 2018). By identifying the strategies call center managers use to reduce employee turnover, this study could contribute to effective business practice. Call centers are a direct and effective method of communicating with customers (Aslan et al., 2022). Customers are able to talk about their satisfaction and dissatisfaction with someone directly at the organization (Aslan et al., 2022). Call center managers have the challenge of addressing employee turnover; by addressing it, call center managers add value to the organization by strengthening talent management and reducing the costs associated with employee turnover.

Implications for Social Change

This study has implications for social change. The implications for positive social change from this study are that call center managers may learn strategies for reducing employee turnover. Less turnover may benefit communities through more stable employment levels and reductions in the unemployment rate.

A Review of the Professional and Academic Literature

In this review, I engage with the professional and academic literature on strategies that call center managers can use to reduce employee turnover in call centers. The topics that will be discussed are (a) motivational theories, (b) motivation and the workforce, (c) motivation and call center managers, (d) motivation and job performance, and (e) motivation and retention. I used a variety of academic resources from the Walden University Library for this study. I referenced 164 sources in my study. The percentage of sources that were published from 2018 to 2022 is 51.2%, and the percentage of sources that were peer reviewed is 96.3%. The organization of the review consists of (a) a brief discussion of the content of the literature, (b) the strategy for searching the literature, (c) the applied business problem, and (d) the critical analysis and synthesis of the two-factor theory. The strategy for searching for the literature included reviewing literature published after 2018. The databases that I used to identify and access scholarly and peer-reviewed articles included (a) ProQuest (ABI/INFORM Collection), (b) Academic Search

Complete, and (c) Business Source Complete. I also used Walden's Thoreau Multi-Database Search tool. The following terms were used in the search: *employee turnover*, *employee retention*, *call center managers*, *employee motivation*, *retention strategies*, *call centers*, *Herzberg's two-factor motivation-hygiene theory*, *Maslow's hierarchy of needs*, and the *Nain model of porous hierarchy of needs*.

Motivational Theories

Motivation is an important tool to use for self-regulation as well as a driving force for psychological and human development (Săseanu & Toma, 2019). When an employee is motivated, they have higher trust, which helps to motivates others. This increases the team motivation level. Without motivation, employees would not be willing to work to help achieve organizational goals (Săseanu & Toma, 2019). Motivation strategies are different for each employee. Managers should take action and invest time, energy, and money to motivate and improve employees' performance (Bushi, 2021).

Scholars have developed theories to improve the understanding of the different factors that motivate employees. There are five basic theories of motivation: Cussin's management by threat theory, Maslow's hierarchy of needs theory, McGregor's theory x and theory y, Vroom and Lawler's expectancy theory, and Herzberg's two-factor theory. Cussin's management by threat theory was used widely in the 1950s and 1960s. Business leaders used this approach during the Great Depression and World War II (Halepota, 2005). Cussin's approach was used also by the U.S. military. The theory proposed that the more a manager yelled and cursed at employees, the more productive the employees were. Also, managers who yelled and cursed at subordinates were more likely to be promoted (Halepota, 2005). This approach is mainly used to manage employee in rural areas of underdeveloped countries (Halepota, 2005). Employees who experienced this type of management were not motivated because its use created a work environment in which employees tried their best not to get yelled at. Cussin's approach or management by threat provides insight on how past management practices worked or did not work to motivate employees (Halepota, 2005).

Maslow was an American psychologist whose work dates back to the 1940s. Maslow's hierarchy of needs is a one of the most popular content theories on motivation (Smith & Sweet, 2021). Maslow (1943) argued that there are five main needs of humans (see also Bushi, 2021). This theory suggests that a person's needs are the motivators that drive human needs, which are physiological, safety, social, esteem, and self-actualization (Bushi, 2021). Researchers have used Maslow's theory to understand how humans move from meeting basic needs to achieving self-actualization (see Bear et al., 2022). Different things motivate people. A reward that motivates one person may not motivate another person. Managers need to understand this to understand employees and their needs. With this understanding, managers may be better able to select the appropriate rewards for good performances. Human development is the major component of the hierarchy of needs. It is the motivation factor that drives an employee to move up to the next level of the hierarchy (Smith & Sweet, 2021). The higher needs cannot be fulfilled until the preceding ones are satisfied. Maslow's theory continues to be an influential framework for understanding how people may be motivated to attain a better quality of life by finding meaning (Tripathi & Moakumla, 2018). Organizational leaders can use Maslow's hierarchy of needs as a framework to develop benefit packages, which increase motivation, productivity, and revenue.

Hierarchy of needs is a theoretical framework for understanding individual empowerment (Tripathi & Moakumla, 2018). The model demonstrates what humans need to survive and be happy. The needs are listed in the order of importance. The premise of Maslow's (1943) theory of motivation is that human needs are hierarchical because one's unfulfilled lower needs dominate one's thinking, actions, and being until the needs are satisfied. The lower-level need has to be fulfilled before the next level of the hierarchy of needs is addressed in everyday life. The first level of needs is physiological, and these needs are food, air, and water. The second level of needs is safety needs, and these needs are security, stability, protection, and freedom from fear, anxiety, and chaos. The third level of needs is belonging and love. The third level of needs consists of giving and receiving affection. The fourth level of needs is the need for esteem, and this need is fulfilled by mastering the environment and the prestige associated with societal recognition. The fifth level of needs is self-actualization, and this need consists of maximizing one's unique potential to the point of deep connections with others, nature, or God. The goal is self-actualization, which is located at the highest level of the hierarchy of needs.

In McGregor's theory x and theory y, it is assumed the average workers do not like their job as theory x assumes that employees are lazy and do not want responsibility, whereas theory y assumes that employees have self-control and want responsibility (Gribanova, 2020). These two theories describe the different ideologies of labor and management style for guiding human energy (Pirzada et al., 2021). Management is held accountable for organizing humans, materials, and machines to attain favorable results under the theory x. Under this theory, managers should assume that employees lack aspiration, avoid work, do not take responsibility, do not like change, do not put the organization first, are easily fooled, and should be reprimanded for their wrongdoings but rewarded for their job efforts. To counter the assumptions of theory x, McGregor introduced theory y. Theory y has the same foundation as theory x; however, the theory holds that poor management or policies make managers work lack aspiration. According to theory y, employees have the potential to be motivated for achieving organizational goals. Managers provide employees the freedom to work in their own way to achieve their goals; also, management creates a happy work environment by reducing disparity among the employees and management (Pirzada et al., 2021). Managers who follow theory y support employee involvement in the decision-making process, and this motivates employees (Pirzada et al., 2021). McGregor argued that if employees were deprived of outlets to satisfy higher order needs, they might become hostile or passive, which would affect productivity (Lussier, 2019).

An example of theory y is the case of Hobart Brothers Company, which is a company that specialized in welding materials and equipment (Halepota, 2005). The employees were considered family, and management had confidence in the employees. The hourly employees were involved in the organization's value analysis program, which paid 20% of pretax profit under the profit-sharing plan (Halepota, 2005). A fire accident occurred in May 1990, and, because of the damage, management thought the business would be closed for several months. However, the employees worked extended hours and days, and the business was operating within 2 months.

Vroom and Lawler developed the expectancy theory of motivation (Săseanu & Toma, 2019). When a goal or task is achieved, it creates an expectation for desired rewards such as a promotion; assignments; and the use of overtime, recognition, and job security. The three key variables—valence, instrumentality, and expectation—are the motivational force (Săseanu & Toma, 2019). Valence is the anticipatory satisfaction of achieving certain results that can be perceived as either attractive or unattractive (Săseanu & Toma, 2019). Instrumentality is when a result leads to a less manifest result and it is developed by the employee based on a personal need (Săseanu & Toma, 2019).

Herzberg was the chair of the psychology department of Western Reserve University when they introduced the two-factor theory of motivation, which was an extension of Maslow's hierarchy of needs theory and Vroom and Lawler's expectancy theory. This theory refers to motivation as job enrichment factors (e.g., achievement, recognition, responsibility, freedom, and achievement) and hygiene as demotivation factors (e.g., work conditions, policies, administrative efficiency, style of supervision, and relationship between employees; Halepota, 2005). A grasp of this theory can help management to create an environment for achieving the organization's goals by providing opportunities for employees to achieve their personal goals.

In summary, Cussin's approach is no longer practiced in most U.S. call centers. Current research holds that management who use this approach will not succeed in motivating employees. In the United States, employees have become more knowledgeable of their rights, which has led to this approach to fall out of favor (Halepota, 2005). Managers have a better chance of motivating employees by applying Maslow's theory, with an emphasis on the higher level of needs. Application of Theory y should achieve a higher level of motivation whereas theory x will provide no change of motivating employees (Halepota, 2005). The expectancy theory is more of an individualized theory because it is applied from individual to individual. Management can work to improve the motivators in Herzberg's theory (Halepota, 2005). Improving these motivators may help to eliminate the presence of demotivators, which may help to improve productivity.

Categories of Motivational Theories

Motivational theories consist of the complexity of the individual, the organization, and the environment (Rahman & Nurullah, 2014). However, there is no universal theoretical model of motivation based on the different facets of policies, practices, and procedures of organizations. The categories of motivation are used to explain the motivational theories. The two categories of motivational theories are content theories and process theories.

Content theories are related to a specific motivating factor or need. Maslow's hierarchy of needs is the most known content theory, as the employees' needs are motivated by the level the employees are currently on. Herzberg's two-factor theory is categorized as a content theory because the belief that all individuals have needs that need to be fulfilled and the fulfillment drives the actions (Bhatt et al., 2022). Process theories identify relations among variable that make up motivation (Bhatt et al., 2022). Process theories define the interaction between the needs, the behaviors, and the rewards. The expectancy and the equity theories of motivation are the most popular process theories.

Motivation in Herzberg's Two-Factor Theory

Herzberg stated that motivational factors lead to job satisfaction (Ebenso et al., 2020). The hygiene factors generate work security, work, and work condition. Herzberg identified hygiene factors as needs that relate to the relationship with co-workers, organizational policies, rules and culture, quality of supervision, leadership, security, base wage, salary, and the general working conditions (Ebenso et al., 2020). Intrinsic motivators and extrinsic motivators have inverse relationships. The intrinsic motivation is internal, direct, and individual (Hauser, 2014). Examples of intrinsic motivation in the workplace are achievement, recognition, responsibility, advancement, and personal growth (Ebenso et al., 2020).

The opposite of intrinsic motivation is extrinsic motivation. The extrinsic motivation is external, indirect, and organizational (Hauser, 2014). Examples are prestige, notoriety, fame, remuneration, and status because they cause the employees to work under the influence of external factors. The extrinsic motivators are artificial (with direct costs) and natural (without direct costs; Hauser, 2014). Examples of artificial motivators are music, salary increases based on merit, refreshments, furnished offices, sharing of profit, and cash bonuses. The natural motivators are feedback, question related to the employees' opinions, compliments, congratulations, special tasks, recognition, and smiles (Hauser, 2014).

Nain's Hierarchy of Needs as a Contrast to Herzberg's Two-Factor Theory

The Nain model of porous hierarchy of needs from an organizational perspective is a contrast of Herzberg's two-factor theory. Maslow simplified the model of motivation/needs of humans (Nain, 2013). Nain's theory hypothesizes that the lower needs were more powerful than the higher needs because the more the basic needs were satisfied the better one's psychological health would be (Lester, 2013). Nain's (2013) theory has six levels, including: the survival needs, the wants, the official survival (engagement) needs, desires (these desires can be what you want them to be), wishes (these wishes are what you want them to be), and whims (these whims are what you want them to be). Individuals try to fulfill the first needs that are the survival needs. The survival needs are food, clothing, and shelter. The survival needs vary from person to person because the quality and quantity of the need differs from person to person. The next needs individuals try to fulfill are the office survival needs. The wants change according to lifestyle and the office survival needs are the bare needs for a person to be productive in an office environment. Next are the desires, which are not considered essential and mandatory for happiness at work and at home. After the desires are the wishes. The wishes are needs that are not required on a daily basis and may not be provided at all. The whims are wishes that a person has only during random times. If survival needs, office survival needs, wants, and desires are not provided in the work environment, the employee can still be happy in the work environment (Nain, 2013). More consideration should be given to the lower needs because focusing on the higher needs will be less beneficial (Nain, 2013). Nain's model implies organization should develop an incentive model for employees that allows the employees to focus on all levels of needs.

Physiological Needs

Physiological needs are the natural needs with biological entities (Rakić & Živković, 2017). It all begins with the physiological needs. These physiological needs are food, air, water, shelter, the need to be active, rest, and sleep. When these needs are not meet, one may feel sick, feel irritated, frustrated, pain, and distressed. A comfortable work environment is a motivational factor that helps with the physiological needs. Ergonomics helps the employees perform without distractions and to keep them motivated. The physiological needs are satisfied when employees are paid for their work (Rakić & Živković, 2017). Once the physiological needs are satisfied, the second need within the hierarchy arise for safety and security (Kovach, 2018).

Safety Needs

Physical security and safety of the workplace are safety needs (Rakić & Živković, 2017). These include the psychological security from stress, frustration, and attacks. Compensation from employment is a motivation to fulfill the safety needs. To some employees, compensation is the most important factor when considering a job. Organizations can use Maslow's hierarchy of needs as a framework to develop benefit packages that increase motivation, productivity, and revenue. Employee motivation is the most important task for any organization (Riak & Bill, 2022). It is a challenge because organizations are forced to keep pace with the changes of the market economy to remain competitive as well as increasing life standard largely influences the human behaviors. Contemporary trends in organizational compensation programs consist of aligning the compensation with the organization's goals and mission, increasing the pay for performance plans, increasing the nonmonetary rewards, and updating the compensation policies. Changing one part of a compensation program may cause issues for another part of the compensation program (Watkins, 2012). Therefore, analyzing the contemporary trends in organizational compensation programs is a strategic plan to positively influence the employees' motivation and performance. Satisfying the safety needs makes provisions for retirement plans. Knowing that one has an overall sense of long-term security provides security. An example is the employer-sponsored plan 401(k). Organizations that do not offer matching contributions are at a disadvantage in attracting, hiring, and retaining qualified individuals.

Belonging and Love Needs

Love and belonging are needs that are related to one's desire to be accepted and loved (Rakić & Živković, 2017). This derives from one's character as a social being (Rakić & Živković, 2017**).** Employees who are seeking to satisfy their love/belonging needs will work at organizations based on relationships and social support in which they have established or expect to establish (Sadri & Bowen, 2011). Security and safety are feeling secure in one's environment (Kovach, 2018). Examples of programs to assist employees in meeting this need are company luncheons, banquets, retreats, company-sponsored sports teams, club, mentoring as well as programs that allow employees to bring their children and pets with them to work when needed. Other opportunities are open floor plans in the workspace and break rooms, which provide the employees with the environment to interact with one another.

Esteem Needs

The need to be respected by other people or by themselves is the self-esteem need (Rakić & Živković, 2017). Self-esteem drives the employees' desire to take on more responsibility as employees want to feel valued and trusted (Moodley et al., 2018). This person is usually classified as a leader. The employee is held in high regard among their peers (Mileski & Franklin, 2017).

Self-Actualization

The ultimate goal is self-actualization that is located at the highest level of the hierarchy of needs. Self-realization is one's desire to succeed using the skills, talents, and knowledge that one possesses (Rakić & Živković, 2017). When employees satisfy the four lower levels of needs, they are seeking to enhance themselves. Organizations can help their employees to satisfy this need by offering tuition reimbursement programs. When the desire to succeed is linked to the skills, talents, and knowledge self-actualization is achieved (Rakić & Živković, 2017).

Nain (2013) stated Maslow's model treats all men as preprogrammed robots. Human behavior is based on needs, impulses, circumstances, environment, abilities, repulsions, core beliefs, culture, upbringing, and genetics (Nain, 2013). Nain argued that human behavior is an enigma, and that no one can say that they understand it completely.

Nain's Suggestion for Motivation

Nain's model can be used to demonstrate the hierarchy of needs differ from person to person. Nain tried to provide an alternative model; the Nain model, however, the Nain model will only serve its purpose if the employees' needs are integrated with the goals of the organization. If there is no integration of the organizational goals, the Nain model may or may not be a good alternative model.

Workplace Motivation From the Perspective of Maslow's Hierarchy of Needs

Theories such as Maslow's hierarchy of needs provide insight on the questioning of motivation at work (Damij et al., 2015). Maslow's hierarchy of needs is a theory of motivation that explores existing motivational theories are both psychology and management (Lussier, 2019). Maslow's hierarchy of needs has become the fundamental theory of motivational theories (Săseanu & Toma, 2019). This theory suggests that managers look for flaws in the employees' negative attitudes and behaviors which can be influential (Rasli et al., 2022). The hierarchy of needs makes it easy to understand what motivates people, why one's motivation changes, and why some people's motivation manifests itself in different ways. The fundamentals of Maslow's theory of motivation are based on human needs being hierarchical because one's unfulfilled lower needs dominate one's thinking, actions, and being until the needs are satisfied. The five levels of needs demonstrate how needs influences an individual's motivation. The needs in Maslow's hierarchy motivate people to seeming meaning and fulfillment in the world while thriving for self-actualization (Lussier, 2019). The hierarchy of needs is a model for human motivation in which the higher needs are not as motivating until the lower needs are fulfilled, therefore the motives are constantly expanding (Lussier, 2019). The model demonstrates what one needs to survive and be happy are listed in the order of importance. The lower-level need must be fulfilled before the next level of the hierarchy of needs is addressed in everyday life.

Motivation and Productivity

The foremost goal of humans is happiness which motivates humans to fulfillment the most basic needs; however, the measure of happiness is difficult to determine (Halida, 2020). Because of the concept of motivation being abstract, no single strategy can produce a guaranteed result consistently. Motivation is a factor that influences productivity because the higher levels of motivation result in higher productivity. The key factor in influencing humans to work better is to increase their motivation, which will result in higher productivity and work profit. To increase motivation, managers need to understand the theories on motivation to be able to improve productivity because motivation and productivity are interdependent (Halepota, 2005).

Human actions have been a central topic of psychological interest (Kruglanski, 2017). The human actions translate into actions that are impacted on other humans and societies. The most noticeable characteristic of actions is motivation because the actions are intentional, deliberative, and are carried out for a purpose (Kruglanski, 2017). Motivation drives various activities. Motivation is a compelling topic in industrial organizational psychology because motivation examines the fundamental questions about the influence of nonability person attributes (Kanfer et al., 2017). Motivation is a range of psychological processes that guides a person towards a goal and causes them to keep pursuing that goal (Sadri & Bowen, 2011). Desires to sustain are where motivation begins. This includes the requirements for survival and reproduction.

Cognition and emotions are the foundation for motivation. Emotions provide subjective feelings for feedback related to motivation regarding feeling happy, being afraid, or being angry (Baumeister, 2016). Some therapists believe emotions cause motivation because if something is motivationally relevant it evokes emotions (Baumeister, 2016). Cognition requires the gathering and processing of information, and this cognitive process facilitates motivated behavior (Baumeister, 2016).

The purpose of this qualitative multiple-case study was to explore the strategies call center managers in the insurance industry use to reduce employee turnover. Good performing employees leave an organization leave unfinished takes and projects behind and this costs time and money for the organization to replace the employee and sometimes the replacement underperforms to inexperience (Jabutay & Rungruang, 2021). Strategies to motivate employees are part of the significant change the workforce must manage. How to motivate employees is always a concern for companies (Damij et al., 2015). Hauser (2014) reported the Gallup Institute published a study on motivation of German companies in 2009. According to the study, 1,900 employees were researched and 90% of the employees who were surveyed did not consider themselves as owing anything to the organization, and performed work limited to the tasks that were defined by management. In addition, only 13% of the employees did their duty diligently and 67% of the staff was limited to performing necessary duties (Hauser, 2014). Motivation changes depending on several factors, such as commitment and needs. Motivation is characterized by necessities, current objectives, and situations and trends (Hauser, 2014). The level of motivation can increase or decrease depending on the level of commitment, which can increase or decrease (Battistelli et al., 2013). The level of motivation depends on the type of motivation.

Types of Motivation

There are eight types of motivation: positive and negative, intrinsic and extrinsic, cognitive and affective, and economic and moral spiritual (Hauser, 2014). The call center managers' motivation to use strategies to reduce turnover is affected by these eight types of motivation. The most familiar type of motivation is positive. Positive motivation results in an increase of employee’s income, increases morale and status of employees in reference to their expectations, and creates an organizational environment appropriate to the work performance and individual development of employees (Hauser, 2014). The goal of positive motivation is to increase efforts and direct contribution of employees to assist in achieving the organization’s objectives by increasing employee satisfaction.

The opposite of positive motivation is negative motivation. Negative motivation increases the efforts and contributions of employees for achieving the objectives (Hauser, 2014). Negative motivation tools are elimination, reduction, and threatening with reduction of satisfaction in the process of the employees’ work because of the failure to achieve tasks and objectives (Hauser, 2014). Unfortunately, this tool of motivation decreases income, morale, and status of the employees in relation to employee expectations.

Cognitive motivation meets the needs of the employees’ intellectual environment of the employees. Examples are knowledge, learning, innovation, and activity performed. Affective motivation meets the personal sentimental needs of employees within the organization. Examples are emotional and target the strictly human side of the employees. The economic motivation influences the economic expectations and aspirations of the employees while the moral-spiritual motivation focuses on the moral and spiritual nature of the employees.

Intrinsic and extrinsic motivation influence the employee contentment, job satisfaction, separation and performance with the organization (Mardanov, 2021).

Intrinsic motivations refers to doing an activity for satisfaction rather than the consequences such as a reward or appraisal (Gribanova, 2020). Extrinsic motivation refers to activities that lead to outcome such as an appraisal or reward, but it is not a feeling of satisfaction from work (Gribanova, 2020). In comparing instrinsic to extrinsic motivation, the intrinsic motivators are feelings of satisfaction.

Motivation and the Workforce

Herzberg was one of the first to research factors that contribute motivation were different to the factors that contribute demotivation (Kanfer & Chen, 2016). Work motivation has been viewed as a time-linked set of recursive and reciprocal affective, behavioral, and cognitive processes and actions that are centered on a person's goals (Kanfer & Chen, 2016). The goals are mental representations of a desired outcome. Work motivation factors are intrinsic and extrinsic factors because motivation is the key element of the employee's performance and productivity. High turnover usually means the employee is not motivated and is not satisfied with their position. Employees that are motivated are enthusiastic about the work they do; they are inspired by their leaders, are encouraged to complete tasks on their own, and are confident they will achieve success (Secara, 2014). Work motivation is critical because it affects the dynamics of the organizational structure. An employee's motivation has been of interest because of the affects it has on an organization, especially in reference to how to reduce the employee turnover. Employee benefits, life insurance, profit sharing, employee stock ownership, exercise facilities, subsidized meal plans, childcare, company cars, etc., are resources used by organizations to maintain happy and motivated employees (Riak & Bill, 2022). Having motivated and qualified employees is not a new theme for organizations (de Mesquita Ferreira & de Aquino Almeida, 2015). The tool motivation is essential in satisfying the employees' needs and to meet the goals of the organization efficiently and effectively. The consequences of low employee motivation included absenteeism and high turnover (Riak & Bill, 2022) Motivation leads to self-realization of employees to achieve their personal fulfillment and optimal development (Hauser, 2014). Work motivation affects the call center managers' ability to address employee turnover.

Motivation is used to encourage people to achieve the organizational, group, and individual goals (Buble et al., 2014). Three factors have been identified as components to motivate employees: the relationship with the direct manager, the trust in the leaders, and the pride to work for the organization (Secara, 2014). In reference to the relationship with the direct manager, 80% of the employees were dissatisfied with their engagement with the direct manager, 70% of the employees did not trust the organization leaders, and only 54% of the employees were proud of their organization (Secara, 2014). Managing the employee and manager relationships requires an expected amount of competency that is observed within the organizational structure.

Call Center Managers' Strategies for Addressing Employee Turnover

Employee turnover in call center settings is of increasing concern to business leaders (Iwu et al., 2021). Call centers have to be managed by call center managers who need to have the resources and skill set to address issues that affect employee turnover.

Call centers are labor-intensive operations, which drives the cost to staff the employees, who facilitate the phone calls and account for 60% to 80% of the operational expenses (Excoffier et al., 2016). Consequently, call centers need to be managed efficiently to achieve profitability. To manage the call centers efficiently, the call center managers need to make long-term decisions, short-term decisions, and real-time adjustments decisions. Planning 6 to 12 months in the future are long-term planning decisions. The call center managers determine how many employees need to be hired and trained based on the demand for services utilize planning decisions. Planning 1 to 2 weeks in the future involves short-term decisions. Call center managers utilize the short-term decisions to schedule a pool of employees for short-term requirements requested by the organization. The real-time adjustment decisions are used on a day-to-day basis by the call center managers to update employees' schedules and to route calls. To reduce employee turnover, call center managers must adapt the working conditions to decrease employee health impairments and increase motivation (Kraemer & Gouthier, 2014).

Performance management, job design, and job opportunities are call center stressors identified by the Australian Council of Trade Unions and Holman (Mellor et al., 2015). Performance monitoring is using technology via the display screen and the telephone to access the employee-customer interaction and to enable the monitoring and recording of the employees' work processes. Call centers are useful for investigating the differences in the configurations of part-time work and work organization given scheduling pressures and fluctuations in call volume (Kwon & van Jaarsveld, 2013). The call center managers are able to monitor the employees' phone ethics, their customer service skills, and their call durations. All of this information is gathered and provided to the call center representatives. This information sometimes causes stress for call center representatives. The stress leads to increased depression and decreased work performance when used for punitive reasons and performance-based salary assessment (Mellor et al., 2015). More research needs to be done on performance monitoring and how it affects burnout and turnover intent.

Job design within a call center consists of job control and job demands. Job control is the discretion the call center representatives are given over their work duties. Some call centers have strict call durations and scripts, while other call centers allow the call center representatives to manage their own call durations (Mellor et al., 2015). No job control positively correlates with the emotional exhaustion of the call center representatives, and this contributes to employee turnover. The job demands are the physical and mental efforts such as problem-solving demands and attention demands of call center representatives. Depression and burnout are the psychological outcomes associated with job demands. Customer verbal aggression plays an important role in increasing employee stressor, emotional exhaustion, and turnover intention (Xiaoyan & Zhou, 2013). Organizations should analyze more than the salaries and work environment research to the external customer side because the customer is not always right.

Job opportunity is the potential for job promotions within the organization. Job opportunity is a major concern for the call center representatives as the goal is to be a team leader (Mellor et al., 2015). Research showed a negative correlation between job promotion and diminishing feelings of personal accomplishments (Mellor et al., 2015).

The call center industry employee turnover is guided by the economy, labor markets, the industry of the call center, the type of calls the employees process, the work environment, and leadership (Posey, 2019) When call center managers have positive motivation, the organization's objectives are more achievable. The call center managers' ability to motivate employees reflects on how successful they will be in reducing employee turnover in a call center. Employees that are motivated are enthusiastic about the work they do, their leaders inspire them, they are encouraged to complete tasks on their own, and they are confident they will achieve success (Secara, 2014). This motivation stems from employers and managers sharing the organization's vision and communicating effectively and efficiently with the employees, direct managers having healthy relationships with their employees, employees' job duties aligning with their skill set, and managers encouraging the employees to succeed (Secara, 2014).

Turnover is a big problem for call center managers (Khan & Du, 2014). The managers' leadership style is the key factor in directing the employees' motivation and reducing employee turnover. Large organizations and management have turned their focus to employee turnover (Posey, 2019). The success of an organization is effective by the operational costs, retaining skilled employees, the ability to attract new talent and leaders, and the ability to increase revenue (Posey, 2019). Managers want motivated employees and employers want to hire motivated employees, as the goal is to hire self-motivated people (Buble et al., 2014). Call center managers are responsible for developing teams and motivating the employees on the team. If employee turnover challenges are not addressed, call center managers will continue to have a lengthy hiring process, which decreases the competitive advantage. However, managing a call center is difficult. Call center managers have to determine the appropriate staffing levels for the work schedule to meet the random and time-varying call volume. Low staffing causes customers to be put on hold and customers hang up based on frustration (Koçağa et al., 2015). When there is high staffing, the call center managers pay staff to be idle. Therefore, some organizations outsource call center operations so that a vendor firm handles the call center (Koçağa et al., 2015).

Call center managers need to know how to use their resources to motivate the applicants and to invest in the employees. In addition, call center managers know that particular competencies are needed, and they need to develop additional resources to help address certain competencies (Sheehan et al., 2014). Additional resources include being creative in recruiting applicants, using the internet to search for applicants, word of mouth, referrals, and advertising to attract applicants. It is important to research the employees to overcome this challenge. Call center managers want to know why employees leave an organization. Call center managers have moved employees from inbound to outbound calls to boost the productivity; however, this integration has not been successful (Echchakoui, 2016). Echchakoui's (2016) explanation for the integration not being successful is related to the differences between inbound and outbound employees, which affects the employee turnover. One plausible explanation for this failure is that there are significant differences between inbound and outbound employees (in terms of work, characteristics, culture, etc.) and that these differences affect important variables in the call center differently (including organizational identification and turnover intention (Echchakoui, 2016). This research indicates that the relationship between organizational identification and turnover intention is contextual, and the mechanism of influence differs for each employee type.

Motivation and Performance

Motivation is the key to managing employees (Rahman & Nurullah, 2014). What motivates employees are financial and nonfinancial rewards. The research on motivation and needs has a long history (Rahman & Nurullah, 2014). Employee motivation is practiced across all corporate sectors (Bushi, 2021). An unmotivated employee produces low quality of work, and they leave their job for better opportunities. Motivated employees are creative, enthusiastic, productive, and produced high-quality work. Every employee is motivated by their needs.

Motivation and needs determine how managers will be successful in reducing employee turnover in a call center. Korzynski (2013) reported individuals are motivated by unsatisfied needs and via satisfactory relationships. Several factors motivate a person to complete a task. Motivation determines an employee’s selection of one activity over another activity, the intensity of how hard the employee will try, and the persistence in reference to how long the employee will continue with a specific behavior despite the circumstances (Sadri & Bowen, 2011). Motivation comes from within because happy employees are motivated employees (Riak & Bill, 2022). These needs vary and an employees' job can help meet these needs, which lead to job satisfaction and decrease in employee turnover. We are motivated to complete tasks on a daily basis in our private and professional lives. When we are motivated to do certain tasks, we tend to complete those tasks quicker. Motivation comes from personal or social factors such as financial compensation, recognition, and satisfaction (Damij et al., 2015). When employees' needs such as job security, stability, role match, salary, growth opportunity, personal development, flexibility, and involvement are met, the employee will be empowered and motivated, and be loyal to the organization (Jain, 2014). The employees are motivated in the workplace based on their needs.

Motivation and Retention Plans

To better understand retention plans, researchers have used theories to explain why employees leave their jobs. A human capital strategy is consisted of a resource pool, the development of strategies and action plans to fulfil the organization's goals (Somrit & Romprasert, 2022). Human capital is measured by the skills, education, and training that affects the employees' productive capacity and earning potential (Somrit & Romprasert, 2022). The human resources department is a very important entity of an organization and if the human resources is not motivated and trained then management will have issues with employee retention (Somrit & Romprasert, 2022).

Retention plans are important because employee turnover is costly and disruptive for the employers. Deasy et al. (2016) reported 56% of call center workers leave their job within a year and their average working time is only 15 months. An organization in the United Kingdom was researched and the employer offered a bonus to the employees as an incentive, however the incentive was not successful as the employee turnover 27% in the first 6 months of employment (Deasy et al., 2016). Developing a retention plan is beneficial to the organization, the call center managers, and the employees. When call center managers are motivated, they are able to be strategic in meeting the organization's goals and mission. Organizations have to be strategic with their vision, goals, values, and rules as these factors will have a role in the employee retention (Krishna & Garg, 2022). Strategy is three-step process of planning. The process includes having a vision of the plan, mentally processing the advantages and disadvantages of the plan, and emerging the plan into existence. Strategies set a competitive advantage to position the organization in a favorable position. Call center managers must be motivated to implement employee retention strategies to reduce employee turnover. Call center managers connect people through technology; aligning culture, practices, and behaviors; and sustaining change (Ulrich et al., 2013). When call center managers are motivated and use a strategic plan, this helps determine the level of talent management, which affects the employee turnover rate.

Exhaustion, burnout, and stress contribute to the employee turnover (Iwu et al., 2021). Retaining and motivating the next generation of workers is a challenge for call center managers (Ertas, 2015). Managers have to promote and maintain good relationships between the employees and the customers (Iwu et al., 2021). The motivation to address employee turnover determines how call center managers will use strategies in reducing employee turnover in a call center. Call center managers have a significant impact on organizations (Sheehan et al., 2014). Retaining employees is one of the most crucial issues for today's competitive organizations because the employees are the most valuable asset (Chovwen et al., 2014).

People are the major strategic component of any organization and without people it would be difficult for organizations to achieve the organizational goals (Batool et al., 2022). To achieve the organizational goals succession planning is important. Succession planning is becoming the focus point in the business world because not many organizations have a plan in place (Jindal & Shaikh, 2021). Succession planning also creates a talent development culture for the organization. Therefore, the leaders in the organizations must be strategic in retaining the best talent. The employee's morale and engagement are impacted indirectly by the succession planning and the leadership pool is directly impacted by the succession planning (Jindal & Shaikh, 2021). To be more effective in succession planning, organization leaders need to have mentoring or coaching programs Succession planning is the backbone of an organization's retention strategy as it boosts employee productivity and career planning (Batool et al., 2022). Improving the productivity of an organization is key to retention (Batool et al., 2022). To help with the retention, the HR department have to contribute to the succession planning. HR must design attractive HR policies to influence and motivate employees (Batool et al., 2022) Due to the war for talent, leadership need to understand the need to attract and retain employees. Internal recruitment should be a consideration in succession planning but bringing in outside talent should also be considered.

When call center employees work in small teams this helps the employee to properly and timely obtain directions from the supervisors to tackle challenges (Pattnaik & Panda, 2020). Call center employees are required to follow the scripted call guides consisting of a series of statements (Ro & Lee, 2017). These series of statements, characteristics of the job, and discordant expectations are likely to create challenges for the call center employees' job performance, and consequently, lead them to leave the job (Ro & Lee, 2017). There is a lack of research on employees' perceptions of job beyond job satisfaction on the employee's intentions to leave call center jobs.

Work motivation influences job satisfaction. Job satisfaction is defined as the employee's cognitive, affective, and evaluative reactions towards their job (Grujičić et al., 2016). The cognitive is the assumptions and beliefs about work, the affective is emotions about work, and the evaluative is the job assessment. Determinants of job satisfaction in an organization are quality control, reward system, the level of work and social stimulation, power decentralization, and the working conditions (Grujičić et al., 2016). The factors that affect job satisfaction are personal characteristics, employee status, personal interests, the years of experiences, and the employees' satisfaction with life (Grujičić et al., 2016).

Organizational commitment is a predictor of job satisfaction. Committed employees will help an organization increase organizational performance and productivity (Sajid Ali Khan & Siddiqui, 2017). How an employee feels towards their job is job satisfaction (Sajid Ali Khan & Siddiqui, 2017). The feelings can be either happiness or frustration caused by the job. The combination of psychological and environmental circumstances determines how satisfied an employee is with their job. This positive interaction is demonstrated through the employee's performance and the organization meeting the objectives, mission, and vision statement.

To manage employee retention, call center managers should know the factors related to job satisfaction. Job satisfaction is an important determinant with the conception of needs based on theory of motivation (Ismail & Abd Razak, 2016). The commitment and motivation amongst the employees can lead to the development of teams to enhance job performance. Motivated employees work harder, produce higher quality and quantity of work, are more engaged in the organization, and are less likely to resign from their position to search for other opportunities (Sadri & Bowen, 2011). Being satisfied and productive can lead the employees to be motivated to pursue training and to remain with the organization. To achieve this, managers need to focus on satisfaction, objectives, expectations, performance, feedback, fairness, and commitment (Hauser, 2014). More motivated and knowledgeable workers are needed to facilitate business transactions.

Managers need to identify the employee’s current situation and expectations to understand the employee’s job satisfaction. Understanding the employee’s job satisfaction encourages the managers to prioritize the employee’s needs, improve the employee’s potential, learn about new problem-solving strategies, and provide the employees with updates on the organization’s interest (Ismail & Abd Razak, 2016).

Overall job satisfaction should be used as a tool to identify the employees’ needs, provide resources to support the employees’ capabilities, and provide ideas of how to improve the employees’ wellbeing in the work environment. The Minnesota Satisfaction Questionnaire is a questionnaire that is used to measure satisfaction. The questionnaire measures job satisfaction through 20 different facets of job satisfaction, such as working conditions, the ability to use judgement, chances of advancement, personal development needs, the need to do various things, the sense of accomplishment, and the appreciation of doing a job well (Gilmeanu, 2015). The Job Descriptive Index measures job satisfaction through work itself, promotion opportunities, and relationships with colleagues, quality supervision, and payment (Gilmeanu, 2015). The commitment and motivation amongst the employees can lead to the development of teams to enhance job performance. Motivated employees work harder, produce higher quality and quantities of work, are more engaged in the organization and are less likely to resign from their position to search for other opportunities (Sadri & Bowen, 2011). Being satisfied and productive can lead the employees to be motivated to pursue training and to remain with the organization. To achieve this, managers need to focus on satisfaction, setting objectives, expectations, performance, feedback, fairness, and commitment (Hauser, 2014).

More motivated and knowledgeable workers are needed to facilitate business transactions. No motivation at work influences the employee satisfaction, which will have a negative impact on the employee performance (Octaviannand et al., 2017). Motivation affects the job performance on how call center managers will be successful in strategizing to reduce employee turnover in a call center. When employees are less motivated, their performance goes down and so does the quality of services (Kasenga & Hurtig, 2014).

Transition

Call centers are an effective way for organizations to conduct business in reaching customers and meeting organizational goals. However, employee turnover has been a significant program for the call center industry. It is an even bigger problem for the call center managers as they are responsible for addressing the high employee turnover. The purpose of this qualitative multiple-case study was to explore the strategies call center managers in the insurance industry use to reduce employee turnover. The target population was three call center managers located at three Raleigh, North Carolina, area insurance call centers who have successfully reduced employee turnover. Reduced employee turnover leads to benefits to the community from more stable employment levels and reduction in the unemployment rate. The findings may be used to help organization develop and implement strategies to decrease employee turnover. By identifying the strategies call center managers use to reduce employee turnover, this study could contribute to effective business practice. In Section 2, I restate the purpose statement, the role of the researcher, the participants, the research method and design, the ethics of the research, the dates collection instruments, the data collection technique, the data organization technique, the data analysis, and the reliability and validity of the research. In Section 3, I present the findings, the applications to professional practice, the implications for social change, the recommendations for action, the recommendations for further research, reflections, and conclusion.

Section 2: The Project

Purpose Statement

The purpose of this qualitative multiple-case study was to explore the strategies call center managers in the insurance industry use to reduce employee turnover. The target population was three insurance call center managers located in Raleigh, North Carolina, area who had successfully reduced employee turnover. This study may increase call center managers' understanding of strategies for reducing employee turnover. Reducing employee turnover has implications for positive social change; the community may benefit from more stable employment levels and a reduction in the unemployment rate.

Role of the Researcher

The researcher is the most important part of a study (Stenfors et al., 2020). As the primary data collection instrument, I recruited participants, collected data, and explored new knowledge in reference to the research question. A researcher assumes several different roles while researching topics. The researcher is involved in the research design and conceptualization and key aspects of data collection and analysis including interviews, transcription, verification, and reporting the concepts and themes in the research; therefore, the researcher is a vital instrument in the research process (Yoon & Uliassi, 2022).

I worked as a recruiter for an insurance company where employee turnover was an organizational issue. I reviewed my own position on the subject of employee turnover and how it might affect the knowledge arising from the research (see Abalkhail, 2018). I used bracketing to mitigate potential bias stemming from my experience as a former employee of a call center. Bracketing is a technique in which researchers put aside their previously held knowledge of the subject (Wadams & Park, 2018). The use of bracketing prevented my knowledge from being an influence on the research study, I believe. Another technique to mitigate bias is to have a diverse group of peers participate in a peer review (Wadams & Park, 2018). This was accomplished by having fellow researchers review the research design, data, and findings. The role of the researcher is a vital instrument in the research process because the researcher is presenting findings to a problem.

Participants

When conducting this research with human participants, I found it essential to follow the three identified principles of *The Belmont Report* to protect the participating call center managers and mitigate bias. How a researcher mitigates bias during the data collection process is significant to a study (Fusch & Ness, 2015). The three principles of *The Belmont Report* are (a) respect for persons to allow the participants to have open communication of information relevant to the study, (b) beneficence to maximize the potential benefits of the research while minimizing harm to the subject, and (c) the principle of justice to balance the needs of society and the research subjects (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). I adhered to the principles of *The Belmont Report* to mitigate bias and avoid viewing data through a personal perspective. I achieved this by not disclosing my previous work experience to the participants. The researcher interaction bias may affect the results in the data collection process when there is human interaction between the researchers and the participants (Miyazaki & Taylor, 2008). I also sought to be transparent in preparing the report of the findings. Researchers need to outline the limitations of the study and account for potential sources of bias (Smith & Noble, 2014). I discuss the study's strengths and limitations in Section 3.

Researcher bias is minimized when the research question is clear and supported by the conceptual framework, and the research method is trustworthy (Johnson et al., 2020). To mitigate bias and avoid viewing data through a personal lens, I asked open-ended questions, I did not share my personal experiences and expertise, and I asked indirect questions (see Appendix). Bias exists in all research, and it can occur at each state of the research process (Smith & Noble, 2014). Bias affects the validity and reliability of a research study (Smith & Noble, 2014). To minimize researcher bias, the researcher can articulate the rationale for selecting an appropriate research design to meet the study. In qualitative research, purposeful sampling can help reduce bias through constant sampling of research participants to help answer the research question (Johnson et al., 2020). Prematurely stopping the selection of participants threatens the validity of a qualitative study. Researchers should continue to interview applicants until data saturation is achieved (Smith & Noble, 2014). If needed, I would have recruited additional participants until I attained data saturation.

Researchers can also invite the participants to comment on the interview transcript to reflect on the research study process (Smith & Noble, 2014). I followed this step with the participants I interviewed. This reflection may help to confirm the researcher's interpretation of the participants' beliefs. Reviewing the findings with peers can also help a researcher to mitigate bias and avoid viewing data through a personal lens or perspective. The interview protocol (see Appendix) was a step-by-step process that I followed to help ensure that the participants and the research protocol were aligned. The key function of the interview protocol is to increase reliability of the data collection process (Abdul Rahman et al., 2018). This includes ensuring that the interview questions align with the research question, initiating dialogue on the problem being studied, and providing an avenue for feedback on confidentiality concerns (Castillo-Montoya, 2016). I took these measures to safeguard the integrity of the research.

Research Method and Design

Research Method

I chose qualitative methodology to explore the study's research question. Researchers use the qualitative method when they do not have a good understanding of the research problem and desire to explore it (Rutberg & Bouikidis, 2018). The qualitative method is used by researchers to investigate and better understand the subject matter at hand by formulating a research question and developing a conceptual framework (Johnson et al., 2020). The qualitative research method was appropriate for this study because I explored in depth the strategies that call center managers use to reduce employee turnover.

The quantitative method is used to test theoretical models and to show the relationships among variables, establish the effectiveness of a particular treatment, or measure the opinions of a particular group (Christenson & Gutierrez, 2016). Quantitative researchers quantify participants' thoughts, emotions, and behaviors as a precursor to performing statistical analysis (Christenson & Gutierrez, 2016). Therefore, the quantitative method was not appropriate for this case study.

Mixed method is a combination of qualitative and quantitative approaches that provides a comprehensive view of the research problem instead of using each approach alone (Bibi et al., 2022) This combination of qualitative and quantitative makes mixed-methods research time consuming (Bibi et al., 2022). The mixed method was not appropriate for this study because it would have entailed incorporating the quantitative method, which I determined was not appropriate for this study.

Research Design

I selected the multiple-case design for this study. The research design was chosen based on the nature of the research problem, the research question, and the knowledge that is being sought (Korstjens & Moser, 2017). There are several design options for a qualitative research study, including phenomenology, ethnography, case study, and narrative. Conducting research on an individual, small group, or event in the naturalistic setting is a single case study (Curtis & Keeler, 2022).

Qualitative research is grounded in interpretivist position. Qualitative designs are flexible and sensitive to social context, take account of complexity, detail, and context, and are used with investigative methodologies described as naturalistic, anthropological, field, or observer research (Curtis & Keeler, 2022). The case study research design is used to investigate a real-life phenomenon in-depth and within its environmental context (Ridder, 2017). The multiple-case study design was used because I studied call center managers who had to manage the high turnover rate in three call center environments. The multiple-case study was appropriate for this study because three cases were analyzed for comparison. Multiple-case study is the design used to allow in-depth investigation of the phenomenon as this method is used to identify differences and similarities between cases (Young et al., 2021). The real-life phenomenon is employee turnover in a call center environment and the call center managers will be interviewed in this case study. When researchers seek to explain a contemporary circumstance, the case study is appropriate when the questions require in depth description of a social phenomenon (Yin, 2018). Case studies have significant potential for theory development (Kegler et al., 2019). The multiple-case study design was appropriate for this study because I used the design to explore strategies managers at three call centers use to reduce employee turnover.

Phenomenology is used to explore how individuals make sense of the world to provide accounts of subjective experiences based on lived experiences (Curtis & Keeler, 2022) The data collection for phenomenological research includes participants interviews but may also include observations and textual documents (Curtis & Keeler, 2022). Phenomenology was not appropriate for this study because the findings were used to describe what the participants have in common.

Researchers use ethnography to understand a culture from an outsider's perspective (Curtis & Keeler, 2022). Ethnography is a branch of anthropology that provides scientific descriptions of human societies such as beliefs, values, and language (Curtis & Keeler, 2022). Ethnography was not appropriate for this study because I did not explore a culture.

Narrative research design refers to the participants telling their story via socially constructed stories (Cooper et al., 2009). The narrative research designs are unstructured tools, in-depth with specific features that emerge from life stories from the respondent to stimulate the interviewee to tell the interviewer about an important event in the interviewees' life (Muylaert et al., 2014). The narrative research design was not appropriate for this study because no socially constructed stories were researched.

Data saturation is fundamental for qualitative research (Gallo et al., 2018). In qualitative research, there must be sufficient details for the researcher to elicit a clear picture of the perspectives and experiences of study participants. For this to occur, researchers supplement their analysis with excerpts from interview transcripts, observation notes, and relevant documentation (Gallo et al., 2018). These excerpts provide the reader to judge for themself whether the results accurately reflect the data (Gallo et al., 2018). If the conclusion of the study did not have these data excerpts, the reader may doubt the interpretation of the information in the study. In qualitative research, when data saturation is achieved, data collection is discontinued (Saunders et al., 2018). I ensured data saturation by asking participants open-ended interview questions until no new data or themes emerge while providing enough information for a researcher to replicate this study. Interviews with open-ended questions are simple and low-cost data collection techniques (Tran et al., 2016). The purpose of the interviews is collecting sufficient data to achieve data saturation (Tran et al., 2016). The interview questions facilitate asking multiple participants the same questions (Fusch & Ness, 2015). Data saturation should be consistent with the research question and analytic framework, but this should not risk saturation losing the coherence and being stretched too widely (Saunders et al., 2018). The steps to identify data saturation are no new data, no new emerging themes, no new coding, and the ability to replicate the study (Gallo et al., 2018). When data saturation was achieved, study validity was enhanced.

Ethical Research

Qualitative research involves human participants so there are questions of ethics (Dooly et al., 2017). The researcher is responsible for familiarizing themselves with the elements of the ethics application (Greaney et al., 2012). Before collecting data, I obtained approval from Walden University's Institutional Review Board (approval no. 04-28-20-0257127). Institutional review boards have an essential role in observing, monitoring, and responding to the integrity of a research (Klitzman, 2011).The steps for the informed consent process are (a) the informed consent process will be explained to the participants in detail, (b) the participants will be allotted time to review the informed consent document, (c) participants will have time to ask questions, (d) participants will sign and date the forms in the presence of the researcher, (e) the researcher will sign and date the forms in the presence of the participant, and (f) the participants receive a copy and the other copy is filed with the other research documents (Sil & Das, n.d.).

Before the research was started and to minimize potential for harm, I reviewed the purpose of the study with the participants and provided them with the informed consent form. This included the research participants, the summary of the interview protocol, and the details on how the access to participants were sought with the goal of safeguarding the interests of the human participants. Informed consent were the ethical codes and regulations for human subjects research with the purpose of providing sufficient information to potential participants in a language that the participant can understand and make a sound decision to voluntary participate in the research study (Nijhawan et al., 2013). The informed consent forms with details of the purpose, benefits, and risks of the research study are signed and dated by the participants. The informed consent forms were reviewed with the participants before the screening procedures were performed. The participants were not forced to sign the informed consent or participate in the research study. Participants were informed they could withdraw from the research study at any time by informing me via a written statement that they would no longer like to participate in the study. An incentive was offered to the participants for participating in the research study. To ensure the ethical protection of all participants, I followed the guidelines set forth in *The Belmont Report*. For ethical reasons, the participant and the organization names were confidential; I assigned numbers to the three call center managers to keep their names private. All of the collected data will be maintained in a safe place for 5 years.

Data Collection Instruments

I was the primary data collection instrument and will use semistructured interviews to collect data. I purposefully selected three call center managers who met the criteria of using strategies to reduce employee turnover in the insurance industry in the Raleigh area in North Carolina. I interviewed each participant, who were asked the same questions. I adhered to the reliability and validity of the data collection instrument by interviewing all the participants, observing the participants, and documenting all the participants' responses until data saturation is achieved. Researchers are the tool in qualitative research (Ezer & Aksüt, 2021). The research instruments were reliable when the instruments consistently generate the same results after being applied repeatedly to the same group (Bastos et al., 2014). Researchers must have a reliable source in documenting their findings in qualitative research as this permits future researchers to utilize these same findings (Lewis, 2009).

I researched the call center organizations in the Raleigh area via the internet as well as contact previous coworkers to obtain the contact person regarding their interest to participate in this study. I contacted the point of contact via email to request permission to collect data from the call center managers at the organization. After receiving written approval, I sent documentation to the call center managers about the research study. After the call center managers agreed to be participants, I conducted the interviews remotely using Zoom videoconferencing. Interviews are the most common, successful, and adaptable strategy to collect data for a research study (Hunt et al., 2011). As a consequence of the methods having different purposes in the qualitative research, researchers have to know the methods to use for the research because the method determines the data collection.

Selecting the instruments to collect data is a crucial step in the research process (Bastos et al., 2014). The selection of the instruments is crucial for the validity and reliability of the data collected as well as the potential to compare with data from previous research (Bastos et al., 2014). The research instruments are reliable when the instruments consistently generate the same results after being applied repeatedly to the same group (Bastos et al., 2014). Interviews are the most common, successful, and adaptable strategy to collect data for a research study (Hunt et al., 2011). Researchers must know the design to use for the research because the design determines the data collection.

Data Collection Technique

Interviews are method researchers can use to reach data saturation (Fusch & Ness, 2015). Focus groups are another method to reach data saturation because large data is obtained in a short period of time (Fusch & Ness, 2015). The case study design can accommodate the multiple observations. Using multiple data collection approaches ensures data quality and reliability as well. The constant questioning and comparison of the data to ensure there are no gaps between the collection and analysis of data (Daniel, 2009). I collected data from the semistructured interviews and the company's documents. These documents were located on the About Us section, Business Support section, and the Career section. The data collection process for case studies is via interviews and documents by providing a detailed description of individual cases. These methods of data collection were an advantage for case studies. The other research designs do not provide a detailed description of the participants' cases as this is only a characteristic of case studies. The interviews should be in-depth interviews in which the participants are asked to share their insights and recollect their experiences (Cooney, 2011). These forms of data collection were appropriate because of the use of the case study approach.

The data collection for this research study was the constant questioning and comparing of data. To ensure there is no gaps between the collection and analysis of data, there needs to be constant questioning and comparison of the data (Daniel, 2009). A disadvantage of this data collection technique was the time to schedule and conduct the interviews with the participants during their work schedules. The advantage was that the participants will be in their working environment. I used member checking as a data collection technique. Member checking is a technique used to ensure the researcher's interpretation of the data accurately reflects the participants' intended meaning of responses (Rolfe et al., 2018). To increase credibility and confirmability, I used member checking by providing the participants my interpretations of their responses to the interview questions.

Data Organization Technique

A majority of research data are in digital form (Sestoft, 2011). The techniques used to collect data are interviews, online surveys, observation, and site visits. Displaying data in a systematic way assists in understanding the research questions, identifies the portions of the data that needs to be answered, requires the researcher to make full analyses, ignores irrelevant information, and it focuses and organizes the information coherently (Miles & Huberman, 1994). The techniques I used to collect data were interviews Zoom video conferencing and member checking. I kept track of the data by using journals. The data abstraction for systematic reviews is performed by using paper forms, electronic forms, data systems, data entry, data sharing and data management (Li et al., 2015). Initially the answers collected from the participants in audio-recorded interviews that were transcribed after the interviews. I also took detailed notes during the interviews. I filed the data collected in folders on my password-protected computer and on a password-protected flash drive to ensure the data are not lost, misplaced, or altered. I used a spreadsheet to keep track of the participants and the collected data. All raw data will be maintained in a locked container for 5 years and then destroyed by shredding all paper documents and permanently deleting all electronic files.

Data Analysis

Data analysis uses constant comparison techniques of data (Cooper et al., 2009). The appropriate data analysis for this case study was triangulation. There are four types of triangulation: methodological, investigator, theory, and data. Methodological triangulation is the most frequently used type of triangulation in qualitative studies as several methods of data collection is used (Carter et al., 2014). The investigator triangulation is when two or more researchers in the same study provide multiple observations and conclusions (Carter et al., 2014). Theory triangulation uses different theories to analyze and interpret data (Carter et al., 2014). Researchers use different theories or hypotheses to support or refute their findings, therefore theory triangulation is not appropriate for this study. Data source triangulation is the collection of data from different people, groups, and communities to obtain multiple perspectives and validate data (Carter et al., 2014). Open-ended questions were great for conversation because they require more than a *yes* or *no* in response. The responses were in depth and assist in obtaining information during interviews. I also reviewed the data to establish methods of coding and identify the themes and patterns that emerge (as described by Christenson & Gutierrez, 2016).

The process for data analysis is to identify and locate raw data, structure the raw data, search for patterns in the data, integrate the data, and coding (Ganapathy, 2016). Yin (2014) stated pattern matching, explanation building, time series analysis, logic models, and cross case synthesis as the five analytic techniques for data analysis. For this case study, I used the explanation building strategy. This strategy was selected because of my initial statement of what strategies do call center managers in the insurance industry use to reduce employee turnover. Previous research has been done on employee turnover and I compared the findings from these cases. I revised the statement and compared other details of the case. The comparing was for each call center manager that I interview. After I gathered the raw data and documented the data in a log, I searched for patterns in the data and integrate the data for coding. I used NVivo 8 software for coding. NVivo is software designed for qualitative researchers to use for deep levels of analysis for small and large volumes of data (Bergin, 2011). The coding was represented in tables or discussions. The data analysis methods were appropriate for the qualitative method or research design of the case study.

Themes are significant in qualitative results as themes are the main product of data analyses. Coding allows for the interpretation of large segments of text and portions of information in new ways (Belotto, 2018). Themes are identified when assessing how these meaning units were linked (Belotto, 2018). Researchers are able to answer the study question when themes are used as attributes, descriptors, elements, and concepts. The themes have codes that have a common point of reference and a high degree of generalizability (Vaismoradi et al., 2016). The phases and stages of the theme development is initialization, construction, rectification, and finalization (Vaismoradi et al., 2016). I used word repetitions and categories to compare and contrast to code data. I then used these phases and stages to focus on the key themes for this study. I wrote reflective notes to assist with the audit trail to substantiate trustworthiness, which enhances the validity of developing the themes.

Reliability and Validity

Reliability

When interviewing techniques and procedures are consistent, reliability can be achieved. Reliability is the process of assessing the consistency of results over time (Hayashi et al., 2019). Reliability is the consistency and care in the application of research practices, which are, reflected in the analysis, conclusion, and limitation of the research findings (Pandey & Patnaik, 2014). An instrument is reliable when it consistently generates the same results after being applied to the same group of subjects (Bastos et al., 2014). Researchers can achieve similar findings that are replicated. Reliability is ensuring another researcher should understand what was done and why from reading previous documents (Grossoehme, 2014). The reliability of the results of a study reflects the soundness of the research in relation to the appropriate method selected and how the methods were applied to the qualitative research study (Rose & Johnson, 2020). The reliability increases with the justification of the methods used (Rose & Johnson, 2020).

Strategies for trustworthiness and rigor can be applied in qualitative studies by using peer debriefing, member checking, and triangulation (Tomaszewski et al., 2020). To enhance reliability, I used variations of observation and techniques of data collection to include triangulation. I addressed dependability by using a dependability audit. This audit decreased bias and increase dependability. Dependability is also achieved by asking the participant the same question in different ways. The interview questions remained the same to ensure the research questions are not biased or misleading.

Validity

Validity is also referred to as trustworthiness as the validity of a measurement instrument is the key in research to ensure the evidence that was provided in a study is as close as possible to the real world by providing evidence for practice (Connelly, 2022). Validity ensures investigative rigor. (Coleman, 2022). Validity is the term used to refer to the goal that the test is designed to achieve, and the research is highly valid then it produces results that are consistent with reality (Bahariniya et al., 2021). The validity of the qualitative research approach determines how the study relates to real life. To ensure validity, researchers need to record information correctly and completely by using digital audio recording devices or transcribe these recordings in full. (Coleman, 2022).

I used member checking to enhance the credibility of results. The credibility of a research depends on the methodology chosen to justify the research (Stenfors et al., 2020). I also used methodological triangulation to enhance credibility. Methodological triangulation consists of the interrelationship between the data collected and the different sources, which help to understand the study question and improve the validity of the results (Hayashi et al., 2019). The credibility and validity of the results are increased when triangulation is used as a technique (Whiffin et al., 2022). The primary reason for using methodological triangulation is the recognition that if multiple methods yield the same answer that the answer is confirmed more so than using a single method (Heesen et al., 2019). I used methodological triangulation of data from interviews and from reviews of company documents to support the analysis of the strategies used to retain employees in a call center setting.

Transferability could occur when findings are useful to researchers in other settings. Transferability is when the extent of similarity between two contexts has a likelihood of transferability (Tuval-Mashiach, 2021). To enhance transferability, I asked questions that were relatable and not complicated. Researchers facilitate the future researcher's judgement of transferability by providing detailed descriptions (Tuval-Mashiach, 2021).

I used audit trails, written field notes, findings, interpretations, and recommendations to address confirmability. When the findings of the study can be confirmed by other researchers, confirmability has occurred (Tuval-Mashiach, 2021). Confirmability is derived from and embedded in the data (Tuval-Mashiach, 2021). Member checking enhances the credibility of data analysis (Varpio et al., 2017). I also used member checking to focus on the respondent validation and dependability checking.

Achieving data saturation is important for valid qualitative research. Data saturation is achieved when no new relevant information emerges from the additional interviews (Fofana et al., 2020). The researcher must have the skill set to ask the participants questions with experience of the literature and with sensitivity. When data saturation is not reached, the quality of the research is impacted and the content validity is impeded (Fusch & Ness, 2015). Failure to reach data saturation affects the quality of the research and affects the validity (Fusch & Ness, 2015). I ensured data saturation by asking participants semistructured interview questions until no new data or themes emerge while providing enough information for a researcher to replicate this study. Interviews are considered as a method by which data saturation is achieved because multiple participants are asked the same interview questions (Fusch & Ness, 2015).

Transition and Summary

In Section 2 I provided the details of the project in reference to the ethical research, the data collection instruments and technique, the data organization techniques, the data analysis, and the validity and reliability of the study. The information provided in Section 2 was important in building the foundation to conduct research, as this information is critical in the credibility and quality of the research. Section 3 will include the presentation of the findings, application to professional practice, implications for social change, recommendations for action, recommendations for further research, reflections, and conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple-case study was to explore the research question of what strategies do call center managers in the insurance industry use to reduce employee turnover. I used Herzberg et al.'s (1959) two-factor theory as the conceptual framework and conducted Zoom interviews with three managers in an insurance call center organization in the Raleigh area in North Carolina. Three Zoom semistructured interviews with three managers from three different insurance call center companies were completed. P1 represented company C1; P2, company C2; and P3, company C3. In their interviews via Zoom, the participants provided answers to open-ended questions regarding the research question. The interview questions provided the three participants with the opportunity to share their professional knowledge and experience on how to strategically reduce employee turnover in a call center setting. Two themes emerged from the analysis of the data: effective leadership and employee incentives.

Presentation of Findings

The overarching research question for this qualitative case study was, What strategies do call center managers in the insurance industry use to reduce employee turnover? To be a participant in this study, individuals had to meet the following criteria: have a managerial role in a call center, have experience addressing employee turnover with success, and be currently employed in a call center in the Raleigh area in North Carolina with operations in the insurance industry.

To identify the common themes, I used thematic analysis. All three participants reported that reducing employee turnover in a call center setting requires everyone in the organization to be motivated to participate. The themes that emerged from the participants' responses were effective leadership and employee incentives (see Table 1). I used Maslow's (1943) theory of motivation based on human needs to identify themes related to job satisfaction and job dissatisfaction. Job satisfaction is a critical part of staff retention and job satisfaction is linked to motivational theory (Alrawahi et al., 2020). Effective leadership emerged as the first theme as the managers in a leadership role need to be motivated to address the employee turnover. Employee incentives emerged as the second theme as the call center managers need to motivate the employees with incentives based on the employees' needs.

Table 1

Frequency of Themes

Theme	No. of respondents identifying the theme	No. of occurrences
Effective leadership	3	25
Employee incentives	3	16

Theme 1: Effective Leadership

Effective leadership emerged as the first theme as the leadership need to be motivated to address the employee turnover. To help with employee retention, organizations need innovative and inclusion programs along with good supervisors (Ruiz

& Davis, 2017). All three of the participants reflected on the importance of having the support of leaders to assist in reducing employee turnover. Leaders are effective when they recognize the needs of the employees and the organization. P1 stated they had been working at C1 for 7 years and in the industry for 16 years. Working in this industry motivated P1 to address the 50% employee turnover at C1. Per the organization's website, C1 is committed to helping others in the community and supporting their organizational assets by making the employees' lives easier, better, healthier, and more productive. C1 has goals to be an efficient workplace, create more engaged employees, and increase the employees' loyalty. P2 stated that effective leadership is needed to handle a call center due to its unique setting. P3 stated they are motivated to help people, and this helps the participant with being an effective leadership. In conclusion is that effective leadership includes providing employees with support, such as training to decrease employee turnover, motivating the employees to do their job and not resign, and demonstrating a team environment. This aligns with the motivational theories which are used to drive people to their goals. The identified subthemes are included in Table 2. The number of participants who identified each subtheme and the total number of times they did so are shown.

Table 2

Effective Leadership Subthemes for Theme 1

Subtheme	No. of respondents identifying the subtheme	No. of occurrences
Employee training	3	8
Employee motivation	3	6
Team environment	3	4

The first subtheme to emerge was employee training. Employee training is a method to provide employees with knowledge to close the gap between the current performance and expected future performance (Harada et al., 2018). P2 stated, “When the employees are not trained properly, the employees will have a lot of questions when they get out of training; this is when the employees get frustrated and quit.” Furthermore, the employees will not develop the skills required for completing the tasks. Therefore, organizations need to provide training to optimize the employee’s potential (Harada et al., 2018). Hiring a new employee costs the organization more than retaining an existing employee (Harada et al., 2018). P1 stated that employees must be trained correctly, which includes walking on the floor to help the employees. P3 stated that when an employee was struggling P3 would sit with them to provide guidance. Also, P2 reported that when employees finish with training the employees might become frustrated while in production; therefore, P2 would sit with the employees for a week to help with the transition from training to productions. Trainers must communicate the training agenda to the employees. P1 stated, “During training, the managers need to get to know the employees and treat the employees as individuals as no two people are alike.” On the website for C3, training and career development was promoted as a resource to help the organization grow and meet its goals.

The second subtheme to emerge was motivating employees. Call center managers need to invest in their employees to understand what motivates them. Motivating employees is the foundation of reducing employee turnover in call center organizations. Managers need to encourage the employees to do their duties efficiently and effectively to the meet the set goals (Harada et al., 2018). P3 stated, "Managers need to meet people where they are to cultivate the employees to do their job." PI stated that some employees are motivated by money and bonuses. P2 stated that they provided monetary incentives on her own to motivate employees during training. P2 would offer $20 to encourage the employees meet their goal. Reporting goals to employees and addressing the barriers that employees encounter help to reduce employee turnover. Creativity includes thinking outside the box because different things motivate employees.

The third subtheme that emerged was a team environment. Investing in employees starts with creating a team environment. Leaders in management positions need to create a team environment with the employees to learn what motivates the employees. P2 reported that sometimes there is a disconnect between the leaders and the employees because leaders look down on the employees. P3 reported that employees often receive pushback, but it is helpful to know they have support from leader when this happens. When the relationship between the employee and their supervisor is good, the employee is less likely to leave their job; however, when the relationship is not good, the employees will seek other opportunities (Asif & Nisar, 2022).

Organization leaders have a responsibility to enhance job performance of employees by having a productive work environment (Harada et al., 2018). High-performing employees help meet the organization's goals and achieve competitive advantage (Harada et al., 2018). An encouraging work environment is needed to motivate workers, and this does not happen by chance (Harada et al., 2018). Good supervisors are needed to encourage good working relationships amongst the employees (Ruiz & Davis, 2017). Goal setting need to be specific and challenging but attainable and acceptable. Clear feedback and evaluations must be provided, and the goals must be time limited (Harada et al., 2018). P1 stated, "Organizations need to create a growth mindset among the employees by communicating with the employees the vision and mission of the organization." Leaders need to set goals and share values to show how the employees fit in with their job duties.

Theme 2: Employee Incentives

Employee incentives emerged as the second theme as the leaders need to find ways to address employee turnover. The call center managers in the study had to review their budgets to see what was feasible to offer for employee incentives and these incentives included money, a flexible schedule, support, and work-life balance. The most common strategies linked to motivation are recognition, compensation, flexibility, strategic selection of new hires, empowerment, job security, and uplifting modeling

(Harada et al., 2018). For the employee incentives theme, the participants reported thinking of creative ways to provide incentives is a strategy to reduce employee turnover. Incentives can be a form of payment made with the goal of encouraging the employees' job performance (Harada et al., 2018). Not all incentives have to be monetary. Incentives can be financial or nonfinancial (Harada et al., 2018). The identified subthemes are included in Table 3. The number of participants who identified each subtheme and the total number of times they did so are shown.

Table 3

Employee Incentive Subthemes for Theme 2

Subtheme	No. of respondents identifying the subtheme	No. of occurrences
Flexible work schedule	3	6
Employee bonuses	3	8
Competitive pay	3	10

The first subtheme was flexible work schedule. Work–life balance and job flexibility are key to retaining productive employees (Asif & Nisar, 2022). Organizational leaders need to implement incentives to motivate the employee to work and not resign. Creating incentives takes participation from the employees and stakeholders. P1 reported a high turnover due to the work hours having to accommodate a 24-hour, 7 day a week call center. P1 reported the employees have unexpected need for time off and their time off would be denied. P2 reported that call centers have strict attendance rules, and some do not make sense. P2 helped a single parent who was taken care of an elderly parent by permitting the employee to work extra hours to allow for the employee to be off when needed to support their parent.

The second subtheme to emerge was employee bonuses. Rewards and employee turnover have shown a positive correlation as the increased rewards have a positive impact on employee retention. Supervisors need to motivate the employees because this support is essential (Asif & Nisar, 2022).

P1 stated,

> Employee incentives are important to the employees and management need to be creative in identifying the appropriate employee incentives. Management needs to create a budget for employee incentives and team leads need to know their team members. The senior vice president got involved and created a budget for the organization because the benefits of low employee turnover were noticeable. The budget can include employee incentives such as pizza parties. Trainers must communicate the training agenda to the employees.

Based on previous studies the best way to retain employees is with compensation (Rombaut & Guerry, 2020). P1 stated, “Some employees are motivated by money such as bonuses.”

P2 stated, “I provided monetary incentives on my own while the agents were in training. I gave employees $20 to whomever met their goal on Mondays, and this saved employees from quitting.” P3 created their own reward system and stated, “when the team is successful, we are all successful.” P3 stated, “The employees saw an increase in their bonuses, and this created better morale among the team. Sometimes the employees' compensation has a positive relationship with the organization's retention (Ruiz & Davis, 2017).

Relevancy of Findings to the Conceptual Framework

The findings align with the main principles of the conceptual framework, Herzberg et al.'s (1959) two-factor theory, on exploring the strategies call center managers use to reduce employee turnover. Different factors cause satisfaction and dissatisfaction in the workplace and the call center managers had to be effective leaders in using employee incentives. Job satisfaction is a key role in identifying factors in retaining employee and enhancing the organizational performance and this affects an employee's job satisfaction (B. Lee et al., 2022).

Effective leadership aligns with the conceptual framework as well as employee training, employee motivation, and the team environment. Corporate culture encompasses the beliefs and values via the interactions between the employees and these interactions determines the behaviors of the employees in the organization (B. Lee et al., 2022). Therefore, call center managers have to be effective leaders to enhance the employees' job satisfaction.

Employee incentives align with the conceptual framework as well as the subthemes of flexible work schedule, employee bonuses, and competitive pay. When employees have the options for employee incentives, the employees' level of job satisfaction increases (B. Lee et al., 2022). However, when an employee is dissatisfied with employee incentives or employee incentives are not an option, the employee is more likely to quit their job.

Relevancy of Findings to the Literature

The two themes identified in this study were effective leadership and employee incentives. The two themes align with the findings in the literature on the strategies to reduce employee turnover. The literature documented motivation as the foundation to strategize for employee turnover. framework and the literature for an effective and efficient business practice. Identifying strategies to reduce turnover is essential to be successful as the employees are needed to meet the organization's goals and mission.

The two themes identified in this study were effective leadership and employee incentives. The two themes aligned with the employee turnover call center manager encountered in the literature. The literature included (a) relationship with employees, (b) leadership, (c) job satisfaction, (d) style of supervision, (e) retention plan, and (f) human needs regarding incentives.

Effective leadership aligned with the literature. Herzberg et al.'s (1959) two-factor theory is widely used in studies to research staff satisfaction (Alrawahi et al., 2020). This is similar to Maslow's (1943) theory of motivation explaining that safety is a lower need that has to be met before the higher order of the needs is satisfied. Herzberg et al. argued the opposite of satisfaction was not dissatisfaction, but no satisfaction at all (Hur, 2018). The motivation factors are the internal factors, and the hygiene factors are the external factors, and the hygiene factors meet the physiological, safety, and social needs of work (Akdemir, 2020).

Employee incentives aligned with the literature. Growth and advancement opportunities are used by supervisors as strategies to retain employees (Ruiz & Davis, 2017). Hygiene factors in the Herzberg two-factor theory can lead to dissatisfaction or satisfaction with the organization's policies and management, supervision, relationships with the managers, relationships with the employees, working conditions, wages, and lifestyle of the employees (Toytok & Acar, 2021). If these factors are not present, then the employee will not be satisfied (Toytok & Acar, 2021). Hygiene factors must be in the workplace according to Herzberg two-factor theory (Toytok & Acar, 2021).

Application to Professional Practice

The purpose of the study was to identify strategies call center managers use to retain employees. The results from this study are applicable to improve the business practices because these strategies provide effective ways to retain employees in call centers. The general business problem of employee turnover is a problem for organizations. To help improve business practice, the call center managers need to hire skilled employees as well as have a strategy to retain employees. The findings are relevant to improve business practice because employee turnover is problematic in call centers. For improved business practices, all stakeholders collectively must acknowledge employee turnover is a problem and be motivated to address it.

The study findings could inform call center managers how effective leadership, providing incentives, and communicating goals could help make them successful in their profession. Understanding these strategies may help organizations achieve their human resources goals for attracting and retaining employees for a long period of time. For organization leaders to understand and implement these strategies, plans must be put in place to determine what motivates employees to work at a call center. The retention of skilled employees is linked to the organization’s success (Asif & Nisar, 2022). The career development opportunities, work–life policies, good supervision, and rewards need to be analyzed to create a retention plan to retain skilled employees as this is linked to an organization’s success (Asif & Nisar, 2022).

Implications for Social Change

The implications for social change for call center managers include obtaining a better approach for managing employee turnover in a call center setting. The implications for positive social change from this study are call center managers may learn strategies for reducing employee turnover, which could lead to benefits to the local community from more stable employment levels and a reduction in the unemployment rate. The reduction in labor costs could result in savings that the company can use to support local community social programs and more flexible work schedules can lead to greater satisfaction among employees (Padilla-Vega et al., 2020).

Recommendations for Action

The findings presented in this study may assist with the current and future retention of employees in call centers. Retention strategies and employee turnover have been studied (Rombaut & Guerry, 2020). Call center managers who are responsible for addressing employee turnover in a call center organization can use the following recommendations to improve employee retention and reduce employee turnover. The first recommendations for action include call center managers using monetary and nonmonetary incentives. Some employees may prefer a competitive salary while another employee may prefer work–life balance. Call centers are very stressful work environments, and the right strategies are needed to reduce the turnover. Having the right strategies can help organizations effectively use human capital, motivate the employees, reduce employee turnover, and improve the employee–employer relationships.

The second recommendation for action includes the call center managers providing more training to the employees. Call center managers have direct access to the employees who impact the employee turnover. Call center managers have the challenge of addressing employee turnover; by addressing it, call center managers add value to the organization by strengthening talent management and reducing the costs associated with employee turnover. The expectation is for organizations to contribute to strategies for securing and maintaining human resources as well as establish job training programs to enhance the employees' job satisfaction (B. Lee et al., 2022). When employees are not satisfied with the training program, the employees will quit the job.

I will disseminate my findings via training for managers in call center environments. The participants in this study requested the findings of this study to further assist them with motivating employees and as a resource to address employee turnover. The results will also be disseminated via publication in the ProQuest Dissertation and Theses database.

Recommendations for Further Research

Employee turnover and disengagement levels in call centers keep increasing and more research needs to be conducted on linking the supervisor support, work engagement, and employee turnover (Pattnaik & Panda, 2020). I identified limitations in my study that are possible areas of further research to expand on the success of strategies that call center managers use to address employee turnover. The first limitation of this research study was that I worked in three call center environments. A different approach from researchers who have not worked in a call center environment could produce different findings.

The second limitation that is an area for future research is the ability to obtain participant consent to participate in the study. Call centers are a structured environment. Researchers will need to be creative in securing a time, date, and location to conduct the interviews due to the participants work schedules.

The final recommendations for future research are to use a geographic area different from North Carolina, which I used in my study, and to increase the sample size and population. A larger multiple-case study on call centers in general may validate the findings presented in this study.

Reflections

As a researcher, I was worried about possible personal bias because of my work experience in a call center environment. However, during the interviews with the participants I asked the interview questions, let the participants answer the questions, and I asked for clarification as needed. During this process, I learned the importance of research and how doctorate programs are essential to provide new researchers with the opportunity to research. Researching employee turnover made me interested in researching other business problems in the workplace. In the future, I look forward to research work–life balance because of my work experience in the human services and human resources field. I want to continue to help organizations meet their goals, help employees achieve their career goals, and help with social change as this is a passion of mine.

Conclusion

Having a strategic plan that includes stakeholders, such as managers and employees, is essential for organization leaders to decrease employee turnover. Leaders need to review their current strategies and compare to the results of this research study. Reducing employee turnover demonstrates that the organization leader and the employees are communicating effectively and efficiently with each other to ensure the employees are motivated to develop their work experience at the organization. Reducing employee turnover can affect social change by decreasing the unemployment rate. Call center leaders can learn strategies for reducing employee turnover, which can lead to more stable employment levels and a reduction in the unemployment rate. To be successful, organization leaders need to effectively manage operational costs, retain skilled employees, attract new talent, and increase revenue (Posey, 2019). The findings from this case study revealed that leaders in call center environments need to motivate employees to reduce employee turnover by providing employee incentives and effective training strategies for the employees and creating a work environment for the employees to want to remain an employee at the organization. The participants for this qualitative multiple-case study reported the call center environment was a stressful work environment and managers need to be motivated to reduce the employee turnover.

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Appendix: Interview Protocol

Research Project:

Name of the Case Company:

Date of Interview:

Interviewee #:

Managerial Position:

Years in Management:

Introduction:

My name is Kimberly Dickens, and I will be facilitating the interviews for this study on call center managers' strategies to address employee turnover. The goal of this research to discover the strategies call center managers use to address turnover. As a call center manager, your experience is valued. I am interested in knowing what strategies for retention work. These strategies will assist call center managers in attracting and retaining employees.

You were purposely selected based on your work title at company XX, which is a call center. The call centers with the lowest and highest employee turnover will be contacted and the research will be explained to the cell center managers.

Background Information on Call Centers

Since the 1990s, the topic of call centers has been researched in reference to the positive and negative aspects (Sato, 2018). A majority of the research has been on the negative aspects of call centers (Sato, 2018). Call centers play an important role in an organization as call centers bridge the customers and the organization together. Call centers are a division of an organization that interacts with customers (Sato, 2018). Therefore, initially the employees in the call center were viewed as having expertise to perform the duties in the call center. As a result of the level of employee turnover, call centers are appropriate research topics (Sato, 2018). Opportunities for advancement is often limited which leads to employee turnover.

Background Information on Retention

Employee turnover has remained a dominant concern for managers and executives since the second decade of this century into the future (T. W. Lee et al., 2018). The issues faced by call centers cannot be ignored (Sato, 2018). When one employee quits it can affect the dynamics of the workplace. A single employee's quitting a job can inspire others to quit causing a spiral of turnover (T. W. Lee et al., 2018).

Thank the Participants in Advance

Thank you in advance to the organizations XX, XX, and XX for having interest in this doctoral study and providing access to the participants. Also, thank you to the call center managers who will take the time out of their schedule to assist in obtaining research on strategies to address employee turnover.

Consent Forms

I have provided you with a copy of the consent form. I will explain the purpose of the consent form and the importance of the consent form. Please take your time to read the consent. If you have any questions, please ask before signing.

Questions

1. What is your name?
2. What is your occupation?
3. How long have you worked in the call center industry?
4. What is your title?
5. How long have you been in your current position?
6. Why do you work in a call center?
7. What are your career goals in the next 5 years?
8. Is there anything else you would like to disclose?

Data Collection

The data for this research will be collected remotely using semistructured interviews and asking open-ended questions.

The NVivo software is the resource used to analyze the data is stored in a safe location.

Interviewer's Comments

Researcher's Reflective Notes