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Strategies Call Center Managers Use to Reduce Employee Turnover

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Abstract

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MS, Bellevue University, 2012

BS, Bellevue University, 2010

Doctoral Study for the Degree of

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Abstract

Excessive employee turnover can disrupt an organization's efficient operational performance. Call center managers remain concerned with excessive employee turnover due to the expense of lost productivity, recruiting, and training new employees. Grounded in Herzberg’s two-factor theory of motivation, the intent of this qualitative single case study was to explore strategies call center managers use to reduce employee turnover. The participants consisted of five managers in one financial service call center in Nebraska who used successful strategies to reduce employee turnover. Data was collected using semistructured interviews and a review of the employee handbook. Four themes emerged through Yin’s 5-step process: communication, motivation, culture, and personal relationships. A key recommendation for managers is to conduct satisfaction surveys regularly for employees to provide feedback on their satisfaction with the workplace. The implications for positive social change include financial stability for their employees, improved local economic conditions, and reduced unemployment rates in their communities.

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Dedication

I dedicate this doctoral study to my family. Although I come from a small, tight-knit family, they have all been incredibly supportive. To my husband, Rodney, who is truly my strength and makes me better every day by just being himself. I do not think he realizes daily how much he has made my life better, nor would he take any credit for it. His education and beautifully intelligent mind pulled out the competitor in me to push harder. To my sons, Amarion and Elijah, who give me purpose. I want nothing more than to be someone they look up to, admire, and realize that you can do anything; you have to want it enough. You are my reason for everything I do, and the reason I wake up each morning to be even better than I was yesterday. My bonus daughter, Malia, has contributed so much to whom I am today by letting me be part of her life and share in the amazing human she has always been.

My mother, Charlotte, and my sister Chay; my day ones, we are resilient. You two are the reason I am who I am, through thick and thin; we did much of this life as one unit. You two have gone through so many things that should have knocked you down, but I witnessed you keep going, which is why that is what I do. I never knew any different. I never saw it in the women I watched and admired the most. My dad, John “Buzz” Eaglehopper, who always knew I could do more than I thought capable. Who always told me most people have only one fire burning inside them, but I have two. My bonus Dad, Rick, who loves me like his own, is supportive beyond measure. My in-laws and grandparents encouraged me to keep going, or always asked how it was going and cared about my progress.

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Section 1: Foundation of the Study

Employee turnover is costly to an organization and can disrupt customer service, reduce performance, impede organizational diversity, and expand the workload of remaining employees. On average, replacing one call center employee is estimated to cost over $6,000, which includes recruiting, hiring, training, and additional supervisory time (Ro & Lee, 2017). The average annual turnover rate for call center employees in industrialized nations is twenty seven percent (Valle et al., 2017). By retaining talent in a call center, managers can help reduce costs in recruiting and training and reduce the lost productivity resulting from high employee turnover (Aliyu & Nyadzayo, 2016).

Background of the Problem

Call centers have become a valuable resource for managing customer experience, yet they have a reputation for generating high-pressure work environments with corresponding high turnover rates (Baek & Lee, 2018). One motivating factor for employees who quit is ineffective management, which negatively influences employee motivation and engagement before leading to excessive employee turnover (Dhanpat et al., 2018). Employee turnover intentions also disrupt the effective operational performance of call centers due to the transfer of human capital (Ceblano et al., 2019). By retaining knowledgeable, productive employees, business managers experience increased worker productivity, improved profitability, and higher customer satisfaction (Pérez-Luño et al., 2016). Accordingly, researching employee engagement may have value for managers seeking to improve employee retention and enhance profitability. This study focused on job engagement to explore call center employees’ intent to quit.

Problem and Purpose

Ineffective management in call centers disrupts associates' motivation and engagement, leading to excessive employee turnover (Dhanpat et al., 2018). The average annual turnover rate for all employees in call centers in industrialized nations is 27%; however, only 25% of call center sales agents remain in their position for more than 2 months (Valle et al., 2017). The general business problem is that poor management in call centers can lead to excessive employee turnover. The specific business problem is that some managers of call centers lack strategies to reduce employee turnover.

The purpose of this qualitative single case study was to explore the strategies managers of call centers use to reduce employee turnover. The targeted population was five financial service call center managers in Nebraska who used successful strategies to reduce employee turnover. The results of this study could contribute to social change by creating increased financial stability for call center employees, improving local economic conditions, and reducing unemployment rates in their communities.

Population and Sampling

To provide information-rich cases so that leaders and companies can learn about the important issues at hand, I used purposeful sampling. The population consisted of five managers in a single call center in Omaha, NE. I selected participants who met the following qualifications: (a) must be a manager in a financial service call center, (b) must have applied strategies to reduce employee turnover, and (c) must have at least 1 year of team leadership experience.

A small population sample is acceptable in a case study, but the more detailed the description of the population and sub-populations, the better the results (van Rijnsoever, 2017). With much discussion in academia on population sizes, qualitative case study researchers use smaller groups of participants to interview (Vasileiou et al., 2018). By using smaller groups, researchers are better able to manage the complexity of the analytic undertaking as part of their research. Both the selection process and the interview setting were virtual. I conducted the interviews through a personal virtual conference account, with the privacy tools enabled to ensure confidentiality. Virtual conferencing was appropriate due to Covid-19 concerns and safety protocols limiting in-person meetings or comfort levels. Furthermore, I was able to have quick and effortless access to participants.

Data saturation was achieved when all new information became repetitive (Aldiabat & Le Navenec, 2018). Once I no longer had new evidence and began to see replicated responses, I knew I had reached data saturation and could begin to validate the interview data. Researchers can reach data saturation by using the proper sample size and by constructing a saturation grid listing the major topics or research questions against interviews or other sources (Chakraborty & Goto, 2020). To reach data saturation, I followed my interview protocol in questioning and conducting member checking.

Nature of the Study

Three primary research methods exist: quantitative, qualitative, and mixed method (Saunders et al., 2015). Qualitative researchers explore real-world problems through open discussion with participants and review supporting documentation to gain rich insightful data (House, 2018). I used the qualitative method to explore a real-world problem by engaging participants in open dialogue and reviewing relevant documents. In contrast, quantitative researchers collect numeric data to statistically test hypotheses, characterize variables, and explore relationships among predictor and criterion variables (Goertzen, 2017). I rejected the quantitative method because analyzing variables' characteristics or testing the significance of relationship among variables would not result in an answer to the research question. The mixed method is a combination of quantitative and qualitative methods (Goertzen, 2017). I rejected the mixed method because there is no need to combine the qualitative and quantitative methods to address the purpose of my study.

I considered using three qualitative research designs: a case study, ethnography, and phenomenology. Researchers conducting a case study use descriptive research to address a real-world problem within a bounded setting (Lambert & Lambert, 2012; Yin, 2018). I used the case study design to explore the real-world problem of employee turnover within the boundaries of a call center. Researchers use the single case study design to provide a holistic, robust account of a specific issue within a single company or case (Yin, 2018). I chose the single case study design to provide an all-inclusive account of the strategies used by managers in one call center to reduce employee turnover. Ethnographic researchers focus on the meaning of customs and cultures of a group of people (Hill et al., 2017). The ethnographic design is not suitable for my proposed study because I focused on customs or cultures within the call center. Further, phenomenological researchers focus on the personal meanings of the lived experiences of participants (Alase, 2017). I did not propose to explore the personal meanings of the call center managers' lived experiences; therefore, I rejected the phenomenological design.

Research Question

RQ: What strategies do managers of call centers use to reduce employee turnover?

Interview Questions

1. What strategies have you found most effective in reducing employee turnover?
2. How do you measure the effectiveness of strategies to reduce employee turnover?
3. What were the principal issues in your workplace considered for developing the strategies to reduce employee turnover?
4. How did your employees react to your strategies to reduce employee turnover?
5. What key challenges did you encounter in implementing the strategies to reduce employee turnover?
6. How did you overcome the challenges associated with implementing the strategies to reduce employee turnover?
7. How do you promote the strategies to reduce employee turnover in the organization?
8. What additional information can you offer about the strategies you use to reduce employee turnover?

Conceptual Framework

The conceptual framework for this qualitative single case study is the two-factory theory of motivation developed by Herzberg et al. (1959). Herzberg et al. studied factors that caused employee satisfaction or dissatisfaction in the workplace, categorizing the two factors as hygiene and motivation factors. Properly addressing both factors can lead to retaining employees and reducing employee turnover. Hygiene factors include (a) company policy and administration, (b) salary, (c) supervision, (d) status, (e) interpersonal relations, (f) job security, (g) personal life, and (h) working conditions (Lalwani & Lalwani, 2017). Motivational factors include (a) achievement, (b) career advancement, (c) recognition, (d) level of responsibility, (e) the job itself, and (f) growth (Herzberg, 1968).

Herzberg et al. (1959) provided a two-factor theory to offer additional research for understanding reasons for employee satisfaction and dissatisfaction. Unmotivated, dissatisfied employees tend to leave a company at far higher rates than motivated, satisfied employees (Saxena et al., 2018). Herzberg et al.'s two-factor theory of motivation may be an effective lens for this proposed study because managers need to recognize that motivation and hygiene factors affect the rate of employee turnover.

Operational Definitions

Burnout: Burnout is an emotional exhaustion response cause by work-related stress (Echchakoui & Baakil, 2019).

Retention: Retention is employee harmony based on care from the organization, allowing the associate to want to remain in and keep contributing to the vision of an organization (Chan, 2019).

Turnover: Turnover is the motivational desire by employees to leave an organization (Zimmerman et al., 2019).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are facts that researchers assume to be true without evidence for verification (Wolgemuth et al., 2017). Three assumptions affected this qualitative single case study. The first assumption was that a qualitative descriptive single case study is the best method to research this topic for collecting relevant comprehensive, accurate, and up to date documentation related to the business problem. The second assumption was that all participants will be honest with their responses, and each participant responded to the questions to the best of his or her ability. Participant dishonesty can skew results and nullify the entire study. The final assumption was that respondents would have sufficient knowledge and experience to provide quality data to answer the research question.

Limitations

Limitations refer to potential weaknesses of the study that are out of the researcher's control (Hughes et al., 2019). Two limitations affected this qualitative descriptive single case study. One limitation was that a small sample size may limit the scope of data that determine the quality of the research. Another limitation was that respondents may not fully recall past experiences or, through lapses in memory or judgment, may contribute to less than comprehensive data.

Delimitations

Delimitations are characteristics that limit the scope and define the boundaries of a study (Theofanidis & Fountouki, 2018). There are several delimitations for this qualitative single case study. The first delimitation was that the geographical location was confined to the midwest region of the United States. A second delimitation was that the sample size was limited to a single call center and five call center managers. Finally, call center managers must have used retention strategies to reduce employee turnover.

Significance of the Study

Business managers and leaders in call centers might find value in the findings of this study because of gaining knowledge regarding successful strategies for reducing employee turnover. Call center managers may also use the findings from this study to create and evaluate the success of the current strategies the organizations are using to retain call center employees to reduce costs and increase profitability. Managers of call centers can enable beneficial social change in their local communities by reducing employee turnover.

Contribution to Business Practice

The findings from this single case study are potentially significant because the findings may be useful for call center managers to improve their business practices through implementing successful strategies to retain talented employees and reduce employee turnover. By retaining talent in call centers, managers can help reduce recruiting and training costs, and reduce the amount of lost productivity resulting from high employee turnover (Aliyu & Nyadzayo, 2016). Business managers experience increased worker productivity, improved profitability, and higher customer satisfaction because of retaining knowledge and productive employees (Pérez-Luño et al., 2016).

Implications for Social Change

The implications for positive social change include the potential for managers of call centers to create increased financial stability for their employees, improve local economic conditions, and reduce unemployment rates in their communities. Managers and leaders of call centers can improve community prosperity by reducing employee turnover (Saxena et al., 2018). Businesses managers who experience low employee turnover can provide the societal benefits of reduced local unemployment rates, more stable local economies, and improved financial stability for their employees and families (Stephan et al., 2016).

A Review of the Professional and Academic Literature

The purpose of this qualitative single case study was to explore strategies that business leaders can use to reduce employee turnover in different call centers. I reviewed the literature using existing theories of motivation including Herberg's two-factor theory, Vroom's expectancy theory, Maslow's hierarchy of needs and participation theory, all with the intent to focus on proven theories of motivation to create retention. The literature review included peer-reviewed articles, books, journals, dissertations, websites, and sources found through the Walden University Library that focused on transformational leadership, employee turnover, motivation theories, job satisfaction, the impact of burnout, and employee retention. The literature review also included synthesis and analysis of sources from the literature about voluntary employee turnover broken down into two sections.

The study of Herzberg et al. categorized the two factors as hygiene and motivation factors. Properly addressing both of these factors can lead to retaining employees and reducing employee turnover. Hygiene factors include (a) company policy and administration, (b) salary, (c) supervision, (d) status, (e) interpersonal relations, (f) job security, (g) personal life, and (h) working conditions (Lalwani & Lalwani, 2017). Motivational factors include (a) achievement, (b) career advancement, (c) recognition, (d) level of responsibility, (e) the job itself, and (f) growth (Herzberg, 1968).

The second part contains a discussion of call centers, voluntary employee turnover, job dissatisfaction, organizational culture, burnout, retention strategy, skills training, motivation, and employee engagement. I organized the two parts in a systematized manner and compared all the information to evaluate how the findings from this review could relate to voluntary employee turnover. The literature I collected through available databases were from ProQuest Central and Google Scholar. From my search through different databases, 89% percent of the references reviewed were published from 2017 to 2022, and 96% were peer-reviewed sources.

Using keywords in my database search was crucial for finding publications more relevant to my study and that focused on voluntary employee turnover in many different organizations. I conducted searches using the following keywords: *employee retention, job satisfaction, training and development, transformational leadership, employee motivation, burnout,* and *call center turnover*. To find articles published within 5 years of my anticipated completion date, I searched for articles and journals within that period.

The articles were not limited to publications in the United States, but also included other countries with large call center representation.

Herzberg's Two-Factor Theory of Motivation

One of the most researched topics when identifying call center retention and theories of motivation to retain talent in call centers is Frederick Herzberg's (1968) two-factor theory of motivation. Herzberg's two-factor theory of motivation is used to research employee satisfaction and reduce employee turnover. Hygiene factors include (a) company policy and administration, (b) salary, (c) supervision, (d) status, (e) interpersonal relations, (f) job security, (g) personal life, and (h) working conditions. Motivational factors include (a) achievement, (b) career advancement, (c) recognition, (d) level of responsibility, (e) the job itself, and (f) growth. The two-factor motivation theory indicates the importance of pursuing a career that will create joy beyond meeting basic hygiene factors, as well as identifying whether a job meets motivational standards. Unmotivated, dissatisfied employees tend to leave a company at far higher rates than motivated, satisfied employees (Saxena et al., 2018). Understanding Herzberg's two-factor theory of motivation will allow managers to utilize hygiene factors and identify what motivates their employees to stay, and therefore help them to retain the existing talent on their teams.

Hygiene Factors

Hygiene factors are fundamental motivators that influence people to stay at their jobs and create referrals to the organizations. According to Herzberg's two-factor motivation theory, the presence of hygiene factors themselves do not increase motivation, but a lack of hygiene factors leads to dissatisfaction (Ozsoy, 2019). Hygiene factors include company policy and administration, supervision, relationship with supervisor, working conditions, salary, and relationship with peers, personal relationship, relationship with subordinates, status, and security. Additional considerations should be considered, such as work factors at the time in which the participant is in an organization (Chiat & Panatik, 2019). At the beginning of their career the employee may desire more growth or responsibility, but once they have reached a higher job title or role, this becomes less of a requirement for them to stay motivated. Opportunity for advancement at that current time either enlightens others or creates an unfavorable environment. Research using the two-factor theory also indicated that factors such as responsibility, recognition, and growth were less of a motivator in the role for a white-collar employee (Ozsoy, 2019). A manager's ability to recognize and utilize these motivation factors as a tool can lead to retention of their current employees.

Motivation Factors

Motivations factors can be explained as the factors that affect job satisfaction, as well as a means for managers looking to retain employees to their company. Job satisfaction positively affects employee performance and retention (Shaikh et al., 2019). In contrast, job dissatisfaction negatively affects employees' performance and leads to turnover. Some of the motivational factors, as discussed, include recognition, opportunities for promotion, or growth opportunities. Additionally, in a study of 409 employees, self-efficacy directed intrinsic motivation factors for engagement; this means the key to improving employee engagement relies on maintaining motivation factors

(Miao et al. 2020). Self-efficacy is the employee's belief in their capabilities to organize and execute courses of action to achieve desired performance. The way that an employee sees their capabilities relates to their motivation. Without that intrinsic motivator, employees will leave the firm, and managers will again be tasked with hiring and replacing the employee.

Managers who are aware of these motivational factors and strategically align their leadership practices to these factors will see less turnover on their teams and in their organization. Communication, institutional practices, and tools expertise can help motivate and retain employees (Martinez & Martinez, 2019). Further, what motivates one employee might not motivate another. Although some employees are motivated through their own performance and recognition for that performance, others would like to see monetary recognition. Non-monetary rewards and competence development opportunities are more appealing and beneficial for increasing autonomous motivation and reducing turnover (Mustafa & Ali, 2019; Naseeb et al., 2019). However, monetary motivation also may enhance autonomous motivation by boosting feelings of relatedness. Because cultural characteristics affect employees' reactions to certain stimuli within a culture, further research could include similar motivation inquiries in other cultures that might be more motivated by one type of reward than another (Fusch et al. 2017). In summary, managers who identify motivation factors that are different, based on the needs of the employee, will see more success in retention than those that choose a one-size-fits-all approach to motivation factors and retention.

Vroom's Expectancy Theory of Motivation

Victor Vroom was a professor of psychology from the Yale School of Management. Vroom studied what motivated people, determining that there are three factors to motivation: expectancy, instrumentality, and valence. As a cognitive theory of motivation, Victor Vroom's expectancy theory focuses on instinctively logical human behavior. Based on Vroom's expectancy theory of motivation, individuals make decisions based on the option that will lead to the most desirable personal outcome, one which optimizes pleasure and minimizes pain (Zboja et al., 2020). The initial motive for creating expectancy theory was to explain motivation and the deliberate choice made by an employee when options are available. When employees are given choices, they feel more empowered and motivated to stay with their current company, and their work, no matter the tenure, will produce a sustainable product (Zboja et al., 2020). Although improvements have been made to this theory, such as Lawler's expectancy theory, the theory still indicates that employees have a desire to be motivated to stay with their current organization, or they will leave in hopes of finding another organization that will motivate them to be more successful and productive (Foktas & Jucevičienė, 2021).

Valance refers to the personal and emotional orientation people hold to outcome (Agah, 2019). Instrumentality is the belief that if you perform well, an appreciated outcome will follow. Instrumentality and valence focus on choices, satisfaction with roles, and level of performance in a chosen work role (Watters, 2021). In a study of 24 faculty members at a university in South Texas, researchers found that there was a reduction in productivity for post-tenured faculty by 42%, which they believed to be due to valence because employees already felt they reached a level of success (Agah, 2019). Utilizing Vroom's theory, managers that strategically coach and provide a development plan for their employees could retain employees that feel there is no more growth to be had in their current role or company.

Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a theory that states human actions are motivated by physiological needs. Maslow formulated human needs into a hierarchy pyramid that illustrates how employees are motivated depending on the work itself and work environment. Maslow's hierarchy pyramid starts on the bottom with necessities like food and water, known as physiological needs (Navy, 2020). Moving up the pyramid, the next level of hierarchy is security, health, and well-being, termed safety needs. The following includes family, friends, and overall love and belonging. The last two levels move to conceptual notions such as self-esteem and self-actualization. According to Maslow, when lower needs are met, the following need on the hierarchy becomes a focus of attention (Stefan et al. 2020). Additionally, motivation comes from intrinsic forces, meaning an individual is willing to pursue an activity for self-satisfaction (Cho & Chui, 2021). Because employees are all human and have needs, this theory is beneficial to managers that are strategically working to retain the human on their team through meeting their needs in business.

In business, Maslow's theory allows leaders to recognize that their employees strive to meet their basic needs before seeking to satisfy a higher set of needs until they grow to become self-actualized, or all that they can be. Under this theory, leaders who understand human needs can effectively motivate and retain their staff. When looking at Maslow's theory in the workplace, happiness leads to productivity because employees are experiencing positive emotions (Stewart et al., 2018). The way to achieve happiness is by meeting needs of well-being that include job satisfaction, lack of emotional exhaustion, and overall psychological well-being. Further, a survey of 2,013 employees from a wide range of business sectors showed that an effective workplace design is important for employee productivity and retention, allowing for collaboration and innovation with their management (Grant et al., 2019). Meeting the physical needs of employees alone and having an effective workplace design estimated a twenty one percent increase in productivity (Grant et al., 2019). Although a manager in a call center cannot control every need for their employees directly, understanding the importance of these needs can help them balance employees' needs based on Maslow's theory.

Participation Theory

Participation theory is the idea that everyone needs to be involved in development decision and implementation of strategic initiatives. Overall, the goal of participation theory in the workplace is to allow employees to feel heard or be valuable resources within their organization; however, the trouble with participation theory is that employees do not see leadership in the same way that managers views leadership. According to McGregor, leadership motivation has two separate constructs, and the same approach cannot be used with everyone. Theory X emphasizes closer supervision, rewards or recognition, and discipline. Theory Y highlights the motivating role of job satisfaction and encourages workers to be empowered to make decisions. Theory X managers believe that employees are generally lazy or untrustworthy, lacking the ability or desire to contribute ideas and creativity toward organizational goals and success (Prottas & Nummelin, 2018). On the other hand, Theory Y managers view employees as generally honest and hardworking. Psychological safety mediates the relationship between Theory Y and the dependent variables of Y (Prottas & Nummelin, 2018). Managers that are aware that you cannot drive or encourage employees exactly the same from one employee to the next, could have a strategy for retention through personalization of what type of worker they are.

Theory X and Y apply to motivation through opposite forms of drive. Theory X is motivation through external rewards like pay or penalties like supervision. Theory Y is in contrast, employees are motivated by the work they are doing and having a sense of accomplishment. The view is that employee attitudes and behaviors will be affected by their perceptions of their manager's leadership style (Stefanovska-Petkovska et al., 2019). Theory X and Theory Y can affect employee motivation and productivity differently. Younger employees prefer to receive guidance, whereas older tenured employees prefer to have more empowerment in their career (Stefanovska-Petkovska et al., 2019). Further, when McGregor's concept is applied to real world scenarios, it is argued that participation places unrealistic demands on people and their time. In a top-down approach, a manager tells the employee what to do. and they do it; there is little risk aside from human error (Butt & Ahmad, 2019). When managers ask employees to participate in the development of strategic goals and ideas, they are asking them to put more time and professional risk of rejection or failure on them. Employees may not view that as their job to make those kinds of decisions, whereas others may welcome the empowerment and responsibility. Using this theory, a manager can motivate and encourage their employees in their role, promoting a harmonious feeling, and in turn retaining them on their team or in their company.

Transformational Leadership

Leadership strategy to retain employees is the core focus of this study. Therefore, understanding leadership styles are important. Transformational leadership is a management theory where leaders coach beyond their immediate self-interests. Transformational leadership is one of the most important perspectives in leadership studies. Since transformational leaders are aware of the individual needs of their followers, they strive to create suitable environments for the professional and personal development of those individuals, leading to a more satisfied team (Cavazotte et al., 2020). Transformational leaders identify necessary change and create a vision to guide the change through influence and inspiration. Transformational leadership allows managers to implement changes in partnership with committed members of a team (Banks et al., 2016). Transformational leadership strategies do not differentiate between an individual or a team, nor do they compare the team and all the individuals that belong to the team. Managers who understand what their leadership style is can help educate themselves on if they are effectively leading their team.

Multisource survey data from a group of employees from technology firms with a dual focus on transformational leadership found that individual contributor employees under transformational leadership had a positive unintended effect on individual creativity (Dong et al. 2017). This unintended consequence came from individual skill development itself. However, team-wide transformational leadership impacted the teams' creativity through knowledge sharing. Knowledge sharing itself between team members created a relationship among individual employee's transformational leadership experience to achieve skill development and individual creativity and retain knowledge within the company.

Transformational leadership strategies impact teams' overall engagement, and transformational leaders have proactive personalities (Buil et al. 2019). The proactive personality trait of transformational leaders strengthens the effect of leadership on identification and engagement. One study of 543 employees and 106 managers focused on hotel managers to find why and under what circumstances employees perform the way they do (Liu & Huang, 2020). A strong relationship exists between transformational leadership and frontline employee performance through knowledge transfer (Liu & Huang, 2020). The knowledge transfer between the transformational leaders to their employees allowed the employees to have more human capital and creative behaviors.

Transformational leadership allows the group to work as a team. When utilized correctly, transformational leadership establishes a relationship for sharing tacit knowledge between the manager and the employee. The employee can then use that knowledge sharing and empowerment of knowing what their manager knows to make creative decisions in the workplace. The knowledge sharing and empowerment from transformational leadership supports other motivational theories by bringing enthusiasm into the workplace and encouraging continued learning. Transformational leadership encourages preservation and therefore supports employee growth, development, and company knowledge retention.

Theory of Burnout

Understanding effective leadership strategies, managers can create a culture to retain their employees and abstain from burnout. There is a need across all workforces to have a skilled group of employees; therefore, motivating and retaining those top talent employees becomes increasingly important (Drissi et al. 2021). Without retention, there is an ongoing need to hire, train, and motivate new employees. Training new hires regularly can cause burnout to existing employees. According to the theory of burnout, the goal is to keep from exhausting current employees both physically and psychologically (Drissi et al. 2021). A burned-out employee will have low productivity and may choose to leave the organization taking all of their tacit knowledge with them. Burnout is an interpersonal theory with extrinsic consequences so understanding the leading indicators of burnout is advantageous to their retention.

Recruitment into a role, training to prepare for a role, promotions within and outside of the role, and work environment affect employees' retention and level of burnout in a call center. Burnout is the determining factor of turnover within call centers. Contact center staffing groups utilize multiple models to identify how best to staff their call centers. If done incorrectly, companies may see these staffing groups as the main reason for disengagement or burnout. Although managers alone cannot control this aspect of call centers, they do play a part in ensuring that burnout does not happen for their team. The Maslash burnout inventory (MBI) was used to survey 121 participants in

Morocco to identify emotional exhaustion from the call center work. Emotional exhaustion and dehumanization decreased with age. Dehumanization result indicates certain emotional dryness among our participants who will tend to dislike their clients less overtime creating an emotional exhaustion to continue to do the work with client's day after day (Drissi, et al. 2021). Call center burnout results from an imbalance between resources expectations and reality at work. It is important to point out this information when discussing call centers because it costs organizations a lot through absenteeism as well as eventual turnover.

Turnover in a call center is not specific to one industry or one company but that it is specific to culture in a single company (Tobias & Matthias 2017). In three call centers in Germany, burnout was related to factors such as tenure in the call center, gender, and overall resources within the call center (Larsson, 2018). Healthy and effective leadership focus on quality of work, effectiveness, working environment, subordinate health, and perceptions of the leadership. The goal is to identify whether there is a correlation between the effectiveness of managers and the overall turnover or productivity of their teams. Relation-oriented leadership behavior is the strongest in engaging employees to be more productive and retaining talent to their team (Larsson, 2018). There is a clear relationship impact of manager behavior on turnover within a call center setting.

The goal of any manager or leader within an organization should be to mitigate burnout before it happens through an understanding of what burnout theory is and how to prevent it (Drissi et al., 2021). Designing interventions to assist with stressors in the workplace would be the ideal way to intervene and stop the cycle of burnout in any organization. Methods managers could use to identify burnout include the Maslach Burnout Inventory, Turnover Intent Scale, Pay Satisfaction Scale, and Iso-Strain Scale (Bradley et al., 2020). Maslach's Burnout Inventory is a psychological assessment instrument comprising 22 symptom items pertaining to occupational burnout. Jackofsky and Slocum's (1987) Turnover Intention scale is used to measure turnover variables, such as the thought of quitting and the intent to leave. The includes an employee's thought of quitting and intent to leave were antecedents of turnover. Pay Satisfaction Scale was developed to assess five dimensions of satisfaction with pay that includes level, benefits, raises, structure, and administration. Iso-Strain Scale to measure job demands, job control, and social support meaning the most hazardous work occurs when high job strain is combined with low levels of supportive social interaction. Call center agents who have high and low level of job demands combined with reduced social support showed higher turnover intention, and job control, salary, and burnout predicted turnover intentions. Managers that can identify burnout based on these key indicators have a better chance of retaining their employees and see less turnover.

Cause of Employee Turnover

Many researchers have identified what causes employee turnover with the main focus being on motivation. The key is to motivate employees by allowing them to feel needed, safe, and empowered without overwhelming them and leading to burnout. De Sousa et al. (2018) determined that motivation is the leading cause for turnover. The purpose of the current study is to explore the organizational culture of call centers to understand the topic of retention in call centers and what managers can do to deter turnover.

Organizational Culture

Organizational culture is the guiding principles of any company. These include values, expectations, and practices that impact the actions of everyone in the organization. Companies with a healthy culture are 1.5 times more likely to see revenue growth, but only thirty one percent of human resource leaders believe their company has the right culture to see that growth (Moldoveanu, 2019). Therefore, the question is how leaders can use organizational culture to not only promote revenue growth but also to retain employees who want to see that growth.

Turnover happens across the world but understanding why it happens is beneficial to any company. One reason that turnover occurs is because of disengagement with the company (Thurmer et al., 2019). That reasons can be broad regarding what is causing employees to be disengaged and leave the company. Fifty-two percent of employees in the workforce are “not engaged” meaning they are psychologically unattached to their work and company (Harter, 2020). Employees who are not engaged will usually show up to work and contribute the minimum required and actively looking for better employment opportunities prepared to leave their company for a better offer (Harter, 2020). Therefore, looking at each individual employee and strategically leading them regularly can assist in retention.

Every organization and every person are unique, and that means that every organization’s leadership team needs to design their strategy or vision according to their company’s culture, organizational structure, and size to avoid employee dissatisfaction. Call center managers’ strategies to enhance retention noted that compensation contributes most to intention to leave (Karna & Knap-Stefaniuk, 2019). Innovative human resource practices as strategies are needed in every organization to retain employees. Strategies suggested were giving call center agents a safe and healthy work environment with career development and trust between employees and managers (Anwar et al., 2018). Call centers have high levels of employee turnover and have difficulty retaining staff (Dhanpat et al., 2018) and (Anwar et al., 2018). There is a fifty percent annual turnover in call centers (Mwendwa & Gitonga, 2017) and this is a problem because recruitment costs were fifty to sixty percent of an employee’s first year’s salary and one hundred percent for certain specialized positions. The reason for turnover in call centers are high for many reasons but base pay and bonuses greatly influence call center agent attrition when combined with other the other factors (Mwendwa & Gitonga, 2018).

Turnover rates and the intentions to leave is also heavily based on organizational culture. It is important for leaders to identify these relationships and promote a healthy culture within their organization. The work environment is a vital aspect that influences employee engagement and retention by being designated as a safe physical environment. The working environment tends to have positive or negative effects on certain job outcomes, like involvement, commitment, and the intention to stay with the organization (Geiger & Pivovarova, 2018). A healthy culture promotes an attractive and clean environment, encouraging individual employees to complete their work more effectively have a positive impact on the retention and commitment.

In addition to the promotion within, the company is creating a brand outside of the organization as well. Possible candidates will consider organizational culture before they apply as well. If the culture is not well, organizations may lose out not only on employees leaving but high performers that do not even want to apply (Mwendwa & Gitonga, 2018). Meaning that internal culture does not only impact the employees you already have, but also the potential candidates at any level looking for a new opportunity.

Low Satisfaction

Customer service is the face of any company, and call centers are the key to engaging those customers and how they feel about a company (Anwar et al., 2018). It is easy to see that call centers are a difficult job and can be stressful talking on the phone for 8 hours or more and quite frequently people are not calling with a positive message. Usually, if a client is calling customer service something did not go as planned and it is their job to remedy the situation. Managers in call centers should attempt to create an environment where employees enjoy coming to work and servicing their clients (Ro & Lee, 2017). Managers can identify how well this is going by conducting satisfaction surveys regularly or providing an avenue for employees to provide feedback on how to promote satisfaction in the workplace. When both are low, expect the absence of stress and motivation (Ceblano et al., 2019). Job satisfaction is measured by if an employee looks forward to working every day, if an employee feels satisfied with their current job, if the employee almost every day, feels excited and interested in their work and if an employee feels their contribution to the work being done is valuable (Nguyen, 2020).

It is important when trying to proactively improve satisfaction, that managers know what is causing low satisfaction in an organization (Roe & Lee, 2017). Low satisfaction includes emotional exhaustion caused by lack of mindful relationships. This low satisfaction example was a cause for turnover intentions and job performance (Reb et al., 2017). Mindfulness is associated with lower turnover intentions by having less emotional exhaustion. Emotional exhaustion facilitates the relationship between mindfulness and turnover intentions.

Mindfulness is a psychological process of paying attention to the present and accepting one's current experiences without judgement. Employees and managers can take a mindful approach to a stressful situation by observing and accepting negative thoughts and emotional reactions open-mindedly and without judgement so that a thoughtful choice about how to respond can be made (Neville & Havercamp, 2019). Manager and their employees can develop and combat low satisfaction through mindfulness to promote mental health and well-being through practice. Mindfulness-based interventions for direct support professionals is an effective method to decrease stress and improve job satisfaction (Neville & Havercamp, 2019).

Job satisfaction, organizational support and job satisfaction significantly influences the call center agent's intent to quit. Role clarity was not related to intent to quit but a strong case for how role clarity specifically could engage agents in the call center enough to retail them (Frare & Beuren, 2021). Role clarity is the positive opposite of role ambiguity, the uncertainty regarding an employee's role requirements and their place in the organization. Therefore, the association between role clarity and well-being at work has been facilitated by emotional empowerment. Role clarity is positively associated with engagement at work through higher autonomy and therefore assists with retention within the call center (Karkkola et al., 2019).

Worker turnover continues to be a challenge in the call center industry. Turnover tendencies are visible in occupations that combined an emotional exhaustion with high levels of role or job pressure (Marcatto et al., 2021). Employee turnover intention due to low satisfaction can be disruptive for effective operational performance of call centers due to the transfer of human capital. It is important to note for managers looking to improve satisfaction on their teams that social support alone was not enough to retain talent.

Lack of Motivation or Hygiene Factors

An organization lacking in employee necessities is likely to see increased organizational turnover. Research using Herzberg's two-factor theory has shown that poor hygiene factors and lack of motivating factors decrease employee job satisfaction. Motivators keep people going; when managers neglect recognizing team members' achievements, those managers begin to lose employees (Valk & Yousif, 2021). Poor hygiene factors can include stringent company policies, low salaries, or lack of employee safety.

Another factor related to hygiene or motivation theories and employee turnover is organization or global volatility. In a longitudinal study of Belgian firms (1999–2008), Raies et al. (2021) considered the role of turnover volatility through organizational routines theory, finding that hygiene and costs associated with turnover can lead to harm to organizational performance. Other researchers have found that volatility moderates the relationship between employee turnover and labor productivity, and firms with medium volatility suffer the most damaging effects (De Winne et al., 2019). As a result, during times of global uncertainty, large numbers of employee resignations might be more likely to occur.

When employees are in a stable environment and their needs are met, they are more easily motivated to grow, achieve, and act responsibly (Jose et al., 2021). Nonetheless, employers lack control of some aspects of hygiene factors because they are unable to control global circumstances (Prodanova & Kocarev, 2021). In reaction to volatility external to the organization, temporary policies may be implemented with unknown end dates, and economic volatility can affect an organization's pay rates. Thus, global volatility can lead to a lack of motivation and lack of hygiene factors among employees that can cause turnover.

Social Impact

Not only does turnover affect a company, but continuous turnover can impact communities themselves as well. When a company experiences high turnover, their ability to contribute to their community becomes compromised (De Clercq, 2021). High turnover leads to increased costs associated with employee recruitment and training, which means an organization will have fewer resources to commit to their community. A better understanding of organizational performance and human capital management can lead to economic growth and development. Companies with high performance and high employee satisfaction may experience a positive reputation in their communities as well.

Population turnover in an area can also effect employee turnover. Call centers and other organizations in specific regions and communities may see higher rates of unemployment and experience more difficulty recruiting based on local population demographics (Manaa & ul Haq, 2021). Call centers seek long-term employees but more frequently experience individuals seeking short-term employment and a higher wage demand (Thurmer et al., 2019). Similar to other organizations, call centers want to avoid the high costs associated with constant recruiting and training and paying higher than market average wages.

Another social impact is multiculturalism within a call center. When looking at how multiculturalism can impact turnover within an organization it is increasingly important to feel a sense of belonging. In more recent years, it is more common for individuals to belong to and be influenced by more than one culture (Vora et al., 2019). This is wonderful in terms of multiculturalism in the workplace and society. These types of individuals would make great team leaders due to being more well-rounded and versed in the everyday aspects of multiculturalism and therefore help promote engagement within their teams, be more conscious of inclusion and less likely to unknowingly create oppression (Grimes, 2021). A healthy organization does not sweep multiculturalism under the rug, but instead faces it head on with goals of engaging and empowering their workforce (Chianese & Di Maio, 2021).

The social impact aspect is lagging indicator of the work going on inside the organization (Qin & Men, 2021). Although it is important to know what impacts are taking place in our communities based on the turnover of our companies, it is equally important to know how to continue to motivate our employees on a day-to-day basis to ensure turnover does not impact the communities around us.

Employee Effects

When looking to identify the impacts of turnover on employees, it is important to focus on the human themselves and their life. An employee who is unmotivated, exhausted, or burnt out will have many personal impacts if they choose to quit their job. Employees are potentially deciding to leave a paycheck and benefits that provide for their families or themselves and potentially be unemployed. Unemployment is linked to loss itself in the form of loss of function for pay, loss of social status, and loss of agency (Sage, 2018). Changing the negative impacts of social distress such as life satisfaction, unfair judgement and stigma in the workplace presented a high reform of the overall unemployment rate (Sage, 2018).

Social policies and stigmas in other countries are different from the stigma or norms in the United States in the same way that you may see differences between call centers and warehouse workers. Being able to capture and understand the different ways to reform stigma or norms in the workplace will be helpful in changing the personal experiences in organizations. Among all social aspects the biggest social division of the employee is the gender divide of labor and the social stigma behind the divide vs the actual work being done (Purcell, 2018). Unemployment itself is a product of this divide socially leading to employment or in turn the unemployment based solely on social aspects instead of the full body of knowledge, skill, and motivation (Boyd, 2021).

Social stigma is important when thinking about the employee effects because what others perceive to be issues is more impactful than actual social impacts such as gender division. If an employee does not have another employment opportunity, they must go on public assistance. Public assistance is when government promotes equality and responsibility to help their community be prosperous (Sykes et al., 2022). Welfare state is described as democracy, welfare and capitalism combined (Abst, 2021). The most important way to counter unemployment is to focus society on the important aspects of employment all around. In addition to the impacted employee themselves, there is also the employee impact in terms of those left within the organization to make up the work that the vacant role now must fill. Both the employee who left the company is impacted financially and many of their needs are no longer met due to the turnover and those left to pick up the work are also impacted where burnout can become more likely for those who remain.

Client Effects

Generally, when thinking about the impacts of turnover on an organization there is a focus on the organization and remaining employees themselves. However, there are very visible impacts to the client as well because the relationship between employee job satisfaction and customer satisfaction is exhibiting direct and significant results (Eneizan et al., 2021). It is evident that an employee’s job satisfaction plays a vital role in the satisfaction of customers. This has been observed in various industries beyond call centers. The relationship between employee satisfaction and customer satisfaction has a place within the theory of emotional contagion (Hatfield et al., 2018). Customers are often skilled in assessing the behavior of employees who develop the service quality that can be offered to them (Hatfield et al., 2018). Organizational employees and customers have direct contact, which includes passions and behaviors within the quality of service. When an employee is satisfied with their job, their satisfaction will cause substantial changes to their behavior. These changes will be noted by customers, and they will become satisfied (Barsade et al., 2018).

Clients almost equally impact the employee satisfaction, although less ability for managers to control how the client will interact with their team. However, through training and self-confidence they can impact the interaction quality. The interaction quality is the perception by customers regarding the way the service is provided (Eneizan, et al., 2021). Employees who are engaged and dedicated to providing great services to the customer are an integral part of organizations with high customer satisfaction. Similarly, interactions quality and customer satisfaction are directly related.

Manager strategies cannot always account for customers who may face poor external issues but can assist in the quality of the outcome. Managers who effectively coach and support their employees encouraging polite and knowledgeable interactions could create a better satisfaction of customer. Employees with longevity with the company and their manager have more strategic tools to better serve their customers again creating an understanding of the importance of retention. This leads to a positive connection between customer service quality and consumer loyalty. Therefore, the client effect of turnover is a direct impact on customer satisfaction and the higher the quality of customer interaction through training, engagement, and retention, the higher the customer satisfaction.

Organizational Effects

Organizations that have high employee turnover rates have a direct impact on company revenue and profitability. The impact of high employee turnover includes decreased productivity, increased costs associated with recruiting new talent, preventable time and expenses on training new employees, and lost sales (Amanda, 2019). Organizations with high turnover typically experience low employee confidence and poor productivity. Existing employees may have increased responsibilities due to a lack of a skilled peers. The organization will experience decreased sales due to the time spent training new hires on their future role and in company policy. These factors also contribute to low employee confidence from employees that are starting to feel burnout and new hires who struggle with new responsibility and processes. Companies with high staff turnover, especially is small markets, can struggle with attracting and retaining top talent.

The organizational effects of turnover are far more studied than the effects turnover has on a single employee. The organization is responsible for the financial impacts, the human capital, social or community impacts as well as the number one priority of their client’s best interest. It costs 6 to 9 months of salary to replace an employee (Chiat & Panatik, 2019). The company will accrue the costs through recruiting and training. If the company had not needed to budget for higher recruiting and training efforts, they could allocate a larger budget for investing into existing employees or their communities (Yücel, 2021).

Another organizational effect of turnover is the cause of additional turnover, by other employees. When one employee leaves a company and finds a better opportunity with another employer, they will share that with their network. Generally, the closest network an employee has is the network of people that were employed at the same company as the vacating employee did before and choose to apply for a job at the competitor. With each employee that leaves the company, there is loss of knowledge and experience (Banagou et al., 2021). The way a manager in a call center can counter that action among peers is through organizational commitment and support of their employees to create job satisfaction and retain employees (Albalawi et al., 2019).

When looking at the organizational effects of turnover, managers cannot look at a single employee on one team or in one department. Managers must look at the turnover in a larger scope knowing that there is a price to pay for recruiting, training and rewarding the new employee to also stay in addition to the existing employees that take on extra work to assist while recruiting, help training and also want to continue to be recognized for their achievements to stay motivated.

Call Centers

Call centers employ semiprofessional and empowered workers. Call center employees use information technology to provide personalized answers to clients' needs. In addition, call center workers are portrayed as key strategic resources because they serve as frontline support for customers and representatives in using market information for their company (Sato, 2018). Call centers are thought of as divisions that merely do the simple work of taking in customer calls and such work can easily be outsourced. Studies emphasize the negative aspects of call centers including turnover and burnout because there are many issues faced by call centers. The position of call centers is particularly clear when viewed on an organizational level rather than a personal level focused on retention.

Call centers are the front lines for customers, they receive crucial information to assist with service reputation and problems. Healthy call organizations would use this information to not only improving products and services but also new product development (Sato, 2018). It is essential to have good communication between call centers and corporate. Companies can consider how to effectively use information gathered by call center employees when they are considering their organizational structure or process improvements. Call centers are the connection points through which companies can know customers' impressions about the organizations. If customers' thoughts of a company or their processes start to deteriorate, call center employees can sense that before any other business unit within the company. Call center employees who are empowered to voice the deterioration assists companies in thinking about how best to manage organizational reform and its urgency to respond. Therefore, call centers should be considered one of the most important parts of a company more than an insignificant asset that can be outsourced.

Call centers come in different sizes and are all over the world. In the United States, Texas has the largest number of call centers (Da Cruz, 2018). In the United States there are roughly 2.83 million people employed in a call center (Da Cruz, 2018). The goal for all call centers across the world remains the same, provide over the phone service to their customers. Call centers need to create staffing plans and hiring forecasts to best prepare to support the call coming in. Call center staffing is one aspect of why retention is important, and they can also be a reason some companies lack motivation or hygiene.

Everything managers do daily including staffing planning plays a large role in the longevity of their team members. If expectations are set early with employees of what it is like to work in a call center, it is possible this will improve an already difficult job to perform (Sull et al., 2022). A call center could be a fun a welcoming environment when staffed and managed correctly.

History

Although telephone for marketing dates to the early 1900s, the first call center agents were housewives in the 1950s. In the 1970s call center technology expanded to include telephone sales, airline reservations as well as financial institution inquiries. In fact, starting in the 1970s companies began placing trades over the telephone. Throughout these advancements, turnover in the call centers have always been an area of focus for managers (Ogbeibu et al., 2021). Call centers started to grow in the 70's for large businesses. The goal of call centers in the early formation was to sell goods and services through outbound calling. Later to be used for inbound using roll-free numbers from an advertisement or as support. Inevitably this surge led to regulations (Sato, 2018). This included 1991 Telephone Consumer Protection Act. This Act limited the activities by call center agents and automation.

As technology evolved, call centers did not just focus on client contact through the phone system. Many call centers began to also use email to answer questions or solicit goods and services. Therefore, in an already complex field there was an added responsibility and opportunity for knowledge and training (Gupta et al., 2020). Technology became so advanced that the world became smaller in a sense. Business that was once done only in the United States could now be done offshore and at times for a lower cost (Kasubaski, 2021). The positive impact for companies to spend less for the same work was also the ability to have people working shifts that are outside of the United States normal business hours. The advancement of outsourcing call center work did not last long as clients began to complain due to language barriers or sound quality and therefore a poor or negative opinion of the company using offshore representation to service clients (Nazli, 2022).

Today in call centers the job description might not look the same as it did historically. What used to entail picking up the phone and talking to clients now consists of using email or even chat functions on a company website for faster customer support (Campbell, 2021). In addition to new technology advancements and the expansion of the call center representatives' roles and responsibilities comes with new flexibilities. Some companies have taken the center out of call center and began saving costs associated with office space by allowing their agents to work from home (Hodder, 2020). It is only a matter of time before this model is also history.

Operational Aspects

Call center operations are at the top of priority for managers in this field. Managers are focused on what they can do to improve processes and cut costs associated with processes in their control. One of the first impressions a company has on its employees to show how well they operate is how effective they train their employees. Training helps to increase the employees’ levels of commitment, causing them to stay with the organization, hence it decreases turnover and enhances retention (Bibi, eta al. 2018). Training and development are components of human resource management practices that influence employees’ levels of job satisfaction, which in turn, may affect their decision about staying with the organization (Nguyen, 2020).

Training that includes formal learning procedures, learning specialists that focus on content creation, and dedicated facilitators, will help employees perform their jobs effectively because training allows individuals to gain a level of knowledge, skills, and competencies. Access to training, is an opportunity to participate in training, not only as a new hire to a company, but also as large change management events occur. Access to training in essence, improves productivity, services quality, and maximizing or enhancing resources. In the process of training and development, aside from producing results on skills, knowledge, and abilities, it also produces intangible results such as high self-esteem, enhanced confidence, and satisfaction of employees (Nguyen, 2020). Identifying the importance of training and development, businesses should invest heavily in employee training to promote long term engagement and retention.

Managers recognize an issue for quality control in call centers and research has been conducted to identify if call center quality could be improved specifically by conducting call reviews to better service clients (Chawla & Smutkupt, 2019). The goal was for the managers to be more hands on with their employees to strategically coach them in their role through a two-way coaching knowledge management model. Because each call presents possible different outcomes, the ongoing strategic coaching allows for ongoing knowledge enrichment to be productive in their role.

To show the importance of coaching, a group of call center managers conducted observations of 10 call center employees through calls with clients. The manager allowed observations to of monthly meetings with their employee to review the calls taken. Top findings were that 9 of the 10 employees struggled with at least one topic on the call. When they struggled, they started to mumble, and their tone dropped causing them to sound less confident to the client (Chawla & Smutkupt, 2019). Managers were noted as spending eighty percent of their time analyzing data related to their employee's performance.

This observation of day-to-day operation related to feedback or coaching presents the opportunity for improving the performance of call center employees through more quality observations on a weekly basis. By applying the quality of calls to the other key performance indicator metrics, employees were able to improve their overall scores through the knowledge management model.

Call center agents have a need to understand the performance paradox which their performance of courtesy, efficiency, and effectiveness research creates categories of qualification when looking for high performing call center employees (Clark et al., 2019). The individual themselves need to understand their ability to be resourceful, emotionally intelligent, business acumen and overall thoroughness. To do this, the work design factors are needed. The work design factor includes support from team manager in the form of feedback, but also includes autonomy and use of provided scripts, electronic monitoring, or team collaboration tools. Lastly, organization design such as technology, processes and hierarchy also play a role in overall performance.

To validate impacts of performance paradox through coaching, a study of three agents with different performance levels taking 75 calls was coded as successful versus not successful call resolution. This was their first attempt at baseline performance with non-targeted feedback or coaching. In the second stage they took calls from 26 call center employees to calibrate the findings from the first stage. After the two studies were complete, the research revealed that by comprehending the issue directly and addressing it through coaching will resolve the performance paradox through awareness (Clark et al., 2019).

Call center phone queue monitoring is essential in call center operations (Robbins, 2019). Utilizing theoretical performance predictions of these models to simplify assumptions and seeks to establish simple staffing heuristics based on asymptotic frameworks applied to large call centers. Some of the most known models include Erlang C, which is the simplest model, and is used most often by call centers (Ding & Koole, 2022). However, Erlang A is more accurate in comparison. As with other models and tools, neither model is perfect and knowing that could identify opportunities for call center employees to be queued and perform based on a one size fits most model that could potentially cause disengagement or turnover (Ding & Koole, 2022). Operating under the Erlang model allows workforce teams to be able to forecast based on calls offered, wait times and abandonments.

Each model has its weakness, but from an employee turnover standpoint, if forecast modeling like Erlang A was used, it may create extra work for the staff available and creating an overwhelmed group of employees who consider turnover due to burnout (Kumwilaisak et al., 2022). Erlang C will more often overstaff which allows employees more flexibility in their role. The research conducted by Robbins (2019) focused on long term average performance under steady conditions, further research could explore real life scenarios where there are shifting arrival rates. In addition, this model to determine if the forecasting in a given call center was accurate and how that result impacted the employee experience and intentions to leave if there were continued errors in the staffing forecast creating a poor work experience.

The goal of identifying overall call center operation is to have a more thorough understanding of the call center productivity and how staffing is determined. The goal is to empower call center agents in their role and improve their well-being which will in turn retain employees to remain with their employer (Clark et al., 2019). Although Managers should coach and provide feedback to assist with the performance paradox in the day-to-day performance of their employees, it is imperative to know how to coach through behaviors that the employees themselves do and do not have currently. Managers do not consider the quality portion of an employee when reporting performance to a senior manager and therefore spend too much time on the quantitative data research vs coaching to qualitative performance of the day to day (Chawla & Smutkupt, 2019).

There continues to be ongoing research and practice within call centers to best determine both quantifiably and qualifiedly on how to improve the call center operations. As leaders of call center teams, it is important to speak up on ideas to promote either best practices or ideas on ways to validate operational theories. Companies that invest in the curiosity and creativity of their leaders to investigate strategies will lead to creative and innovated ways of motivating and rewarding employees through their achievements.

Leadership

Leadership is the process of influencing the activities of a team by setting goals and reaching the goals they have set. It is also a manager’s conduct of leading the activities of a team toward a shared goal. Behavioral leadership theories focus on leaders’ behavior rather than their traits. This theory indicates leaders are made through training, coaching and personal growth not born leaders. It suggests that people can become leaders through the process of education and observation (Uslu, 2019). Modern leadership theories suggest there are three styles of leadership: task-oriented leadership, relations-oriented leadership, and change-oriented leadership.

A task-oriented leader is extrinsically focused, which can be defined as a correcting leadership style. Task oriented leaders concentrate on details of a task and spend their efforts on actions such as setting goals, planning, closely supervising their employees, and procurement of the resources necessary for accomplishing the task. Relations-oriented leadership is intrinsically directed, which is also called stimulation leadership style. Relations-oriented leaders show concern for the well-being of their employees, acting in helpful and approachable ways. They involve employees in the decision-making process, keeping employees conversant, and providing employee with choices to feel more empowered in the work being done by the team. Development-oriented leaders encourage innovation, and encourage risk-taking, and creativity (Turner & Baker, 2018).

Leadership has a direct impact on human capital loss through their leadership style and strategies. Organizations incur human capital losses, harming their competitive advantage and decreasing their return from past investments through attrition (De Winne et al., 2019). There was value in the research conducted by Yu et al. (2019) looking at turnover because of a manager leaving instead of the manager not strategically keeping them. A survey was conducted of 510 employees in China who experienced manager changes. Based on the social cognitive theory, there is a relationship between work-related identity discrepancy and employee turnover intention. The higher the quality of communication between leaders and their employees, the more likely the subordinates will leave when the leader leaves (Prasetyo et al., 2021). Therefore, this study did not focus on the turnover happening directly because of an existing manager, but quite the opposite, where an employee may leave because a manager, they enjoyed working for has left first and therefore causing a drop in job satisfaction.

Job satisfaction was assessed through call center agents using Spector's Job Satisfaction Survey scale. Front-line employees who are more satisfied with their jobs are more likely to achieve higher performance levels and satisfy their customers' needs

(Cavazotte et al., 2022). However, there is an important role played by transformational leaders in this performance, suggesting that the influence of these leaders on team outcomes is controlled through their ability to leverage the satisfaction of call center teams.

Job satisfaction created by leadership can be impacted by technologies available to the managers. Seven technologies that are important in business are knowledge management, real-time monitoring, remote IT assist, online testing, online training, workforce management and agent performance management technologies to promote performance and harmony in the workplace (Kim & Suh, 2017). IT investments provided employees the ability to work remotely which produces less turnover ratio than employees in offices (Kim & Suh, 2017). When looking at the cost of turnover, ability to work remote thereby reduces training and recruitment costs and the investment into IT becomes more beneficial and fiscally responsible.

Although out of scope related to turnover, something to highlight is remote work abilities allow companies to reduce costs related to space and equipment in the office (Hodder, 2020). Remote or hybrid workforce can cause concerns with coaching abilities and could create productivity, engagement or turnover based on strategies used by the manager for remote team management compared to how they may supervise in person if the correct IT investments are not made. People-oriented leadership is one of the four leadership orientations consistent with the competing values framework of organizational culture (León & Morales, 2018). Supervisor’s people-oriented leadership was associated with reduced turnover intention of their team and high productivity. Low productivity causes call center agents to suffer from low wages and poor quality of work (Cavazotte et al., 2020). The low productivity of service sectors makes service jobs unattractive for employees and could result in low productivity of the whole economy.

Workforce motivation and engagement for any manager can be a challenge in companies where the skills required are low and there are very limited reward and recognition opportunities. Call-center employees are prone to lateness, absenteeism, and turnover because their jobs are low-wage, low-skill, and provoke high levels of stress that just do not attract many and the ones that are attracted are hard to retain (Doellgast & O'Brady, 2020). It takes very skilled and strategic leadership to attract and especially retain talent in this field.

Transition

Section 1 of this study included information regarding strategies that leaders could use to reduce employee turnover in call centers. Section 1 detailed the foundation of the study, background of the problem, problem and purpose statements, nature of the study, research question including interview questions, operational definitions, study assumptions, limitations and delimitations, and significance of the study. Section 2 includes the purpose statement, the role of the researcher, the selected participants, a detailed description of the research methodology and design, population and sampling, ethical research, and reliability and validity of the study. Section 3 includes the findings of the research study, application to professional practice, implications for social change, recommendations for action, and future areas of opportunity for additional research, reflections, and the conclusion.

Section 2: The Project

Section 2 provides an in-depth analysis and justification of the research methodology. I discuss the purpose of using a qualitative single case study, followed by a discussion of my role as a researcher and information about the selected participants. The remaining subsections are the research method and design, the population and sampling, ethical research, data collection instruments and technique, data organization technique, data analysis, reliability, and validity.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies managers of call centers use to reduce employee turnover. The targeted population was five managers in a financial service call center in Nebraska who used successful strategies to reduce employee turnover. The results of this study contribute to social change by creating increased financial stability for call center employees, improving local economic conditions, and reducing the unemployment rates in their communities.

Role of the Researcher

Researchers are obligated to possess an expert level understanding of the topic considered (Mergel et al., 2019). The role of the researcher in qualitative studies is to gather information accurately and report all data collected (Johnson et al., 2020). I was the primary data collection instrument for this study. I have 15 years of experience in the financial services call center industry, having served as a leadership programs specialist from 2014-2016, and as the manager of retail support from 2016-2021. As part of the researcher's obligations, a researcher should select participants who do not possess a current or prior personal or professional relationship with the researcher (Head, 2020). I had no prior or current personal or professional relationship with the targeted population.

The Belmont Report is a result of the National Research Act of 1974, made to address ethical issues arising from research of human subjects. The Belmont Report was and is used to help identify basic ethical principles of biomedical and behavioral research (NCPHSBBR, 1979). There are three core principles as part of the Belmont Report that states researchers must have respect for persons, beneficence, and justice (Miracle, 2016). Researchers are required to adhere to these core principles (Nicolaides, 2016). To demonstrate respect for persons, I obtained voluntary, informed consent of potential human subjects. To demonstrate beneficence, I maximized potential benefits for my subjects and minimized potential risks of harm for them. My intention was that the benefits of knowledge gained from the managers I interviewed outweighed the risks. Justice in the Belmont Report perspective means I selected participants fairly, and that the risks and benefits were equal among subjects. I did not identify or select participants purely because they were easy to access, but instead chose the most appropriate for the research.

Researchers for qualitative studies should reduce or eliminate any bias that may affect data collection and data analysis (Arpey et al., 2017). I minimized inaccuracies and bias by collecting reliable data about the subject and followed up with member checking. To mitigate bias in this study, I selected participants who did not have an existing relationship with me and removed my personal views or experiences in drawing conclusions. In addition, to reduce bias, I used an interview protocol (see Appendix A) to ensure impartiality in the interview process. Researchers build rapport and take steps to make participants feel relaxed and comfortable enough to share their experiences, given that good rapport may be associated with higher quality data (Archibald et al., 2019). The interview protocol helped me achieve cohesion and trustworthiness of the study through consistent behaviors through each interview. A reliable interview protocol is the key to obtain good quality interview data (Yeong et al., 2018).

Participants

Participants are used in research to provide their expertise in a specific field that is valuable to the researcher. Selecting the appropriate participants for a research study is integral to acquiring data to answer the research question (Larsson et al., 2019). The targeted population was five managers in a financial service call center in Nebraska who used successful strategies to reduce employee turnover. The eligibility criteria for participants were that they: (a) must be a manager in a financial service call center, (b) must have applied strategies to reduce employee turnover, and (c) must have at least 1 year of team leadership experience.

To gain access to participants, I worked with the Director of Human Resources for the call center. I requested a list of potential candidates who are in management, and who themselves have a low turnover rate on their teams, considering this to be an indicator of strategies in action. An alternate source of participants, if I would not have been able to gain access to call center employees through HR, was the company address book. After I reviewed the list of potential candidates and their qualifications, I requested the director’s approval to contact the best participants. The initial contact to the participants was through an e-mail asking if they were interested in participating in my study.

I then called the identified participants and introduced myself, as well as providing the goal of the study to establish a working relationship. Working relationships are enhanced through personal contact by providing background for research and asking questions to establish rapport (Young et al., 2020). Physical distance between the researcher and the participant during video conference style interviews can facilitate a connection through participants' increased sense of ease with the setting and mode (Weller, 2017). Once the participants agreed to the interviews, I sent them the informed consent form and interview protocol for review. I utilized the same email method to provide the participants with their scheduled video conference and login details.

Research Method and Design

Selection of an appropriate research method is important in answering the research questions (Hong et al., 2018). Researchers are recommended to use the qualitative method to explore observable events (Sharbek, 2020). The qualitative method is relevant to the study and a single case study design.

Research Method

Three primary research methods exist: quantitative, mixed method, and qualitative (Ramlo, 2020). Quantitative research involves an objective approach and includes closed-ended questions, or testing hypotheses and examining correlations between variables (Goertzen, 2017). Mixed method research consists of both qualitative and quantitative research. Mixed methods researchers emphasize the techniques or methods of collecting and analyzing data (Goertzen, 2017). In contrast, qualitative researchers explore real-world problems through open discussion with participants and reviewing supporting documentation to gain rich, insightful data (House, 2018).

Quantitative researchers collect numeric data to statistically test hypotheses for characterizing variables, as well as examining relationships among predictor and criterion variables (Goertzen, 2017). Positivism, which is representative of quantitative research, cannot account for how social reality shapes and maintains, or how people interpret their actions and actions of others (Rahna, 2017). As my business problem is behavior based, quantitative research would not account for social reality. Prepared formulas for quantitative research, including best practice and common notion of validity or objectivity, are often disconnected from the ethical and practical implications of doing, evaluating, and using quantitative research for specific purposes (Zyphyr & Pierides 2017). I rejected the quantitative method because analyzing variables' characteristics or testing the significance of relationship among variables would not lead to answers to the research question.

The mixed method is a combination of quantitative and qualitative methods (Goertzen, 2017). Researchers use the mixed method to support or supplement qualitative data with quantitative data (Gibson, 2017). I rejected the mixed method because I would not administer a survey, nor use statistics, but instead use qualitative inquiry for a more in-depth evaluation of strategies used by managers. Qualitative research is informative and captures life experiences, which allows for exploration in a natural setting. Qualitative methodology's assumptions, views, and values affect theory, design, analysis, and reporting choices, as well as the interpretation of results (Aguinis & Solarino, 2019). Qualitative methodologies also include the roles of the investigator and informant, and the relationship to express experiences in words allowing the participant to assist in research strategies (McGrath et al., 2019). I used the qualitative method to explore a real-world problem by engaging participants in open dialogue and reviewing relevant documents.

Research Design

I considered using the qualitative research designs of a case study, ethnography, and phenomenology. Researchers conducting a case study use descriptive research to best join the theory to the reality through observations and actual events to address a real-world problem within a bounded setting (Lambert & Lambert, 2012). I used the case study design to explore a real-world problem within the boundaries of call centers. Researchers use case studies to demonstrate or explain real-life environments and experiences (Zhu et al., 2018), as well as to develop a holistic view of a problem (Mohajan, 2018). The case study approach allows the researcher to study individuals themselves for originality and their narratives (Carroll, 2016).

Ethnographic researchers focus on customs and cultures (Pink, 2016). Researchers use ethnography to explore the beliefs and feelings within a culture (Fusch et al., 2017). Ethnography as a research design is specific to a demographic or type of people (Reyes, 2020). The ethnographic design was not suitable for my proposed study because I focused on customs or cultures within call centers.

Phenomenological researchers focus on the meaning of the lived experiences of participants (Alase, 2017). Phenomenological research is conducted to expose experiences lived by the participant (Adams & van Maden, 2017). Phenomenological research is not fitting for my study, as I am not proposing to expose the meaning of the participants' lived experiences.

Data saturation is the gold standard for qualitative research (Hancock et al., 2016). Data saturation occurs when the researcher no longer has new evidence and begins to see replicated responses (Aldiabat & Le Navenec, 2018). Although data saturation is complex due to limitations of the researcher's knowledge, it is important to ensure data saturation has been achieved for the most robust research possible (Tran et al., 2017). Therefore, to reach data saturation, I followed my interview protocol in questioning and conducting member checking through confirming my interview interpretations match what the participant meant in the interview, as well as methodological triangulation through use of interviews and company documents. By asking the identical interview questions of respondents, I promoted data saturation because their data would align, strengthening the direction and consistency of responses.

Population and Sampling

To provide information-rich cases so that leaders and companies can learn a great deal about the important issues at hand, I used purposeful sampling. Purposeful sampling entails gathering data from the various situations and diverse responses relevant to understanding the phenomenon (Ames et al., 2019). Purposeful sampling is a means for researchers to gain insights and an in-depth understanding rather than empirical generalizations (Benoot et al., 2016). Purposeful sampling allows researchers to articulate details of the experiences discussed in the interview process (Luciani et al., 2019). Due to the limited scale of the purposive sample, it is possible to add excessive influence on the data obtained simply because the sampling is so small (Kim et al., 2016).

The population consisted of managers in a single call center. I selected participants who met the following qualifications: (a) must be a manager in a financial service call center, (b) must have applied strategies to reduce employee turnover, and (c) must have at least 1 year of team leadership experience.

A small population sample is acceptable in a case study, but the more detailed the description of the population and sub-populations, the better the results (van Rijnsoever, 2017). With much discussion in academia on population sizes, qualitative case study researchers use smaller groups of participants to interview (Vasileiou et al., 2018). By using smaller groups, researchers are better able to manage the complexity of the analytic undertaking as part of their research.

In addition to selection, the interview setting was virtual. I conducted the interviews through a personal virtual conference account, with the privacy tools enabled to ensure confidentiality. Virtual conferencing was an appropriate option due to Covid-19 concerns and safety protocols, limiting in-person meetings or comfort levels. Furthermore, I was able to have quick and effortless access to participants.

Data saturation is achieved when all new information becomes repetitive (Aldiabat & Le Navenec, 2018). Once I no longer had new evidence and began to see replicated responses, I knew I had reached data saturation and began to validate the interview data. Researchers can reach data saturation by using the proper sample size and by constructing a saturation grid that lists the major topics or research questions against interviews or other sources (Chakraborty & Goto, 2020). To reach data saturation, I followed my interview protocol in questioning and conducting member checking.

Ethical Research

To conduct ethical research, I obtained informed consent from each participant (see Appendix B). Consent from each participant is important to protect participants' confidentiality; this allowance for individual freedom results in more collective values such as reciprocity, responsibility, and solidarity (Sutrop & Lõuk, 2020). Informed consent is an ethical and regulatory requirement in research (Biros, 2018). In addition to consent, it is essential that research participants have the ability to withdraw from the research if they feel the desire to do so (Larsson et al., 2019). Participants were able to withdraw before, during, or after the interviews. The participant could communicate to me their withdrawal in person, via email, phone call, or a handwritten letter.

Participants are human and readily respond to incentives (Edwards & Roy, 2017). I did not offer any incentives to participants; however, I did provide them with an executive summary after completing the study. As an indirect incentive for professional development, I informed participants that their participation allowed for growth in business through experience distribution and research.

Using the Belmont Report, researchers can further understand and address ethical issues arising from research where humans are involved. The Belmont Report results from the National Research Act of 1974 made to address these ethical issues. Miracle

(2016) outlined three core principles as part of the Belmont Report and from that, my role as the researcher uses human subjects. Researchers must adhere to the core principles outlined in the Belmont Report (Nicolaides, 2016). Specifically, with respect for persons, I obtained voluntary, informed consent from each participant. Additionally, I advised the participants that the data retained was kept in a safe for 5 years to protect their confidentiality using the informed consent form (see Appendix B). I stored printed transcripts and notes in a locked fireproof safe. I also stored digital documents on a password-protected flash drive that will also be locked in the fireproof safe. As the researcher, I was the only person with access. The Walden IRB approval number is 10-07-22-0998229.

To assist protecting my participants and the organization they represent, I have coded participant and organization names. Providing protection allows participants to be open and feel protected in their responses (Kamanzi & Romania, 2019). Participant names were designated as P1 through P5. I did not identify the organization’s name in the final study; “the Company” served as the code name for the organization.

Data Collection Instruments

My study aims to explore strategies used by call center managers to engage their employees to mitigate turnover. I was the primary data collection instrument for this proposed study. The researcher uses semistructured interviews to create an open and authentic dialogue with participants (Brown & Danaher, 2019). Interviews allow in-depth exploration of a phenomenon and allow for indirect questions as I engaged in conversation. Interviews provide insights into triggers or areas of particular interest from the respondent’s experience to create an open dialogue with participants to achieve honest and open responses. Semistructured interviews are a means for the researcher to allow the participant to hear the ethical treatment and create confidentiality that they may not feel with other data collection methods (Tingaz, 2020). The primary data collection instrument was a virtual meeting room interview. I also collected the analysis of the organization’s policies, procedures, and personnel handbook to explore strategies that business leaders use to reduce turnover and contrast the data with the interview content. The additional collection of documentation allows the researcher to create a good connection with the source (Adhabi & Anozie, 2017). I enhanced the reliability and validity by using member-checking through follow-up after data analysis from the initial a semistructured interview.

Semistructured interviews consisted of an audio recording of my open-ended questions. Researchers use data collection instruments to ensure the reliability and credibility of the responses or data collected. I used the interview protocol. The interview protocol (see Appendix A) includes (a) interview preparation, (b), informed consent (c) executing the interview, and (d) procedures for post-interview contact in member checking. I sent the participants my interpretation of their responses so that if I misinterpreted a participant’s response, I was able to clarify the response and revise as needed.

Data Collection Technique

The data collection technique for this study was video interviews and explore company documents. Data collection is essential in every study and interviews specifically give participants the freedom to describe a phenomenon (Yeong et al., 2018). Before meeting the participants, I coordinated the time, date, and participants' designated video conference login. With the calendar meeting invites, I provided the participant a copy of the consent form (Appendix B) and received their consent before our interview. Before the meetings began, I checked system application functionality such as the recording feature and sound quality to ensure a successful interview. I conducted the session using the interview protocol (Appendix A) to ensure uniformity. Components of my interview protocol included greeting, a questioning period, and then follow-up for the ensuing next steps. Before interviewing, I obtained permission to record the sessions. The participants engaged in the video conference session from the comfort of their own home or office while I attended from my home in a quiet room. In this exchange, I also allowed time for the participant to ask questions. After recording, I transcribed each interview.

Conducting interviews via video conference allowed me to physically observe the participant as they answer questions. An advantage of a video conference interview is video conference responses are direct (Langer et al., 2017). This method allows the ability to be flexible, engage in thoughtful reaction and action. Video conferencing also allows participants the ability to see the researcher and respond to physical cues, which is a critical aspect of establishing rapport and building interpersonal connection (Archibald, 2019). There are also disadvantages to video interviews. One disadvantage is the inability to note whole body language from the participants because researchers cannot observe their entire body. Another disadvantage to video conferencing is distractions such as pausing to attend to a matter outside the interview. After identifying the advantages and disadvantages, a video conference is the most appropriate means to conduct the interviews for this study because of the simplicity of attendance and accessibility for the participants.

The other form of data collection was conducting a document review. I requested a digital copy of the employee handbook via email from an identified Human Resource Director. The employee handbook supported triangulating responses related to corporate constraints and obligations for client engagement and employee behavioral coaching. The advantage of collecting multiple forms of data, as in methodological triangulation, is to promote the collection of rich and in-depth data (Dzwigol, 2020). Data sources that enable methodological triangulation may include comparing organizational documents and transcribed interview data (Natow, 2020). An advantage of document review is to enrich research as it offers a dataset to explain various aspects of a phenomenon. Disadvantages of document review include outdated or irrelevant information, lack of origin, bias, lack of scope, and irrelevance to interview questions (Cardno, 2019). The advantages of document review outweigh the disadvantages by establishing or supporting creditability and validity.

I conducted member checking to confirm understanding of participant responses. I sent the participants my interpretation of their interview responses and any sections of their employee handbook that I documented as supporting documentation. Member checking is an integral part of creating trustworthiness in qualitative research (Candela, 2019). Member checking is done to confirm the data's credibility and verify the accuracy of my interpretations. Allowing participants to review my understandings ensured I did not misinterpret a participant's response or policy and allowed me the potential to revise my interpretation.

Data Organization Technique

After the data is collected, researchers must organize the data for analysis and storage. One way to organize participant data and their responses is by data cleaning to exclude data that is not relevant to the study (Krishnan et al., 2016). Irrelevant data would include responses by the participant that is unrelated to the research question. Using a catalog system is beneficial to organize the research and identify relevant data through patterns of how often words or topics are spoken (Groom et al., 2019). The catalog system was held within Voice Recorder and provides for entry of the transcribed responses, allowing to search and highlight duplicate words. I organized the data to include participant codes and stored in a secure drive. Secure memory drives protect the identity of participants and companies (Williams & Moser, 2019).

Generic codes allow a researcher to protect the participants' identity and organize the data. Qualitative researchers assign a generic code to each participant (Kamanzi & Romania, 2019). For this study, participant names have been stored in a file and all documentation and recordings are labelled with P1, P2, P3, P4, and P5. The file included a checklist for each participant that included acceptance, informed consent, interview appointment, interview completion, transcriptions, and member checking. Neither participant identities nor the name of the organization is included in the final study. I use "the Company" as the code name for the organization.

I transcribed the interview using Voice Recorder software after each interview and stored the electronic data on a password-protected flash drive. Storing the data in an electronic form protected by a password is essential for privacy in research (Irawan, 2018). I used Excel to store interview data and relevant information from the company documents. After 5 years, I will delete the electronic data from the password-protected flash drive and shred the written paper data to comply with the IRB requirements and protect the participants' privacy and confidentiality.

Data Analysis

The purpose of data analysis is to evaluate information collected in interviews to answer the general research inquiry. Qualitative researchers use data analysis because it provides perspective and knowledge of the phenomenon (Frenzel & Smaltz, 2017). I analyzed the data to explore strategies of call center managers used to improve employee retention. Data came from semistructured interviews and additional documents provided by the identified Human Resources Director for the call center and participants who wish to offer specific documents to support their responses. I organized the data to analyze the responses using Yin's (2018) five-step data analysis method: (a) compiling the data in Excel, (b) disassembling the data by finding common themes, (c) reassembling the data by grouping common themes, (d) interpreting the meaning of the data, and (e) concluding the data.

I organized the data to analyze the responses using Yin's (2018) five-step data analysis method: (a) compiling the data, (b) disassembling the data, (c) reassembling the data, (d) interpreting the meaning of the data, and (e) concluding the data. The first step of data analysis was compiling or collecting the data, completed through conducting semistructured interviews and document review. During the interview process, I recorded each session and saved the recording to a password-protected flash drive. For backup, I used a cellphone with a digital recorder app. I used Voice Recorder software to transcribe the voice recording from interview sessions. To meet Yin’s (2018) 5-step process, I used Excel to detect and organize common ideas or responses and then identify patterns. Next, I translated those patterns into common themes by creating a word bubble that identified common words. Identifying common words will begin to show which topics managers focus on to engage and retain their call center employees and answer the research question of which strategies are used to retain call center employees.

To compile, disassemble, and reassemble data, researchers rely on qualitative analysis software. I used Excel and word bubble because it is most familiar to me and will allow me to interpret the data more efficiently and was visually appealing. While interpreting the data, I identified participants’ practices, ideas, and themes about retention strategies that correlate to the constructs of transformational leadership and Herzberg et al.’s (1959) two-factory theory. The goal was to identify patterns within the transcripts through frequency and similarity to understand the phenomenon and conclude the data analysis.

Methodical triangulation is how researchers attempt to validate data through observations, theories, and empirical materials to overcome biases from a single data acquisition method. The use of methodological triangulation aids in data saturation. Data saturation increases credibility of study results (Aldiabat & Le Navenec, 2018). I used the employee handbooks to support methodological triangulation for rich and in-depth data. I also asked identical semistructured interview questions to each participant to support data saturation and credibility.

Reliability and Validity

Reliability

Reliability addresses the dependability of the study. In qualitative research, the reliability of the study can reach dependability though trustworthiness (Kyngäs, Kääriäinen & Elo, 2019). I followed four common steps in qualitative research to achieve reliability through dependability. I promoted reliability in my study through data saturation. Reaching data saturation occurs when the researcher no longer has new evidence and begins to see replicated responses (Aldiabat & Le Navenec, 2018). To reach data saturation, researchers use the same interview questions in each interview with participants (Belotto, 2018). I also created reliability through consistency by structuring the interviews for all participants in the same manner with video conferencing and applying the interview protocol (Appendix A).

Dependability is the accuracy of the findings (Abdalla et al., 2018). I promoted data accuracy by sharing my findings with the participants through member checking (Candela, 2019). To demonstrate dependability in my study, I recorded each interview to capture all discussion as well as took notes and document observations. Once I transcribed the interviews, I provided a synopsis of the interview transcript to the participants to review and to ensure that I accurately captured their responses.

Validity

The study's validity is the suitability of data collection methods, the data collected, and the analysis utilized by the researcher (Hayashi et al., 2019). A thorough validation process will rely on the meanings of theoretical constructs being constant during a study (Anderson et al., 2018). Consistency includes being recognized by scholars in the research community.

Credibility was created through aligning theory, evidence, and research questions (Thomas, 2017). Researchers can demonstrate credibility through rich data achieved from lengthy and persistent examination, triangulation, peer examination, and member checks (Shufutinsky, 2020). I included rich data by recording my interviews, taking notes to precisely reflect participant experiences, and using purposeful sampling. Purposeful sampling seeks to answer the research objectives based on the participants ability to provide the required information and therefore enhances credibility (Marasan, 2021). Consistency will address transferability to the reader and future research by allowing other researchers to trust the accuracy of the data through demonstrated legitimacy and the confirmability of the study is established when the researcher reports the findings of the study based on the participants' experiences and not the researcher's viewpoints (Sinclair et al., 2018).

Confirmability means continuing impartiality in data collection and analysis so others can corroborate results. To accomplish confirmability, I used methodical triangulation and member checking. Using methodological triangulation can increase validity using multiple data collection methods (Hayashi et al., 2019). One way to achieve rigor through confirmability is to take notes on personal opinions, biases, and insights immediately after an interview (Hayashi et al., 2019). I recorded my observations and any potential predisposition of my understandings in my interview notes. In addition to confirmability, using clear, rich, and detailed descriptions to provide transferability is important for future researchers.

Researchers have a responsibility to offer extensive descriptions of their participants and robust data on the research process to help the reader understand the transferable nature of the study results (Marasan, 2021). To adhere to transferability, I documented all study processes and procedures to increase the potential of replication through consistent descriptions. Additionally, I included the interview protocol used for this study to provide an example that other researchers can use.

Data saturation is essential to establish validity in qualitative studies (Aldiabat & Le Navenec, 2018). A researcher must continue to collect data until no new themes or information occurs. I established data saturation through methodological triangulation. I relied on two forms of data: interviews and archival documents. To achieve data saturation, I compared interview data with my initial interpretation and other interview data through member checking to identify strategies used. Triangulation is essential to create a union of data from various sources (Dzwigol, 2020). In my study, I utilized methodical triangulation through conducting interviews as well as reviewing and analyzing the employee handbook.

Transition and Summary

In this qualitative single case study, I explored the strategies managers used to reduce employee turnover in the call center. In Section 2, I described the methodology of my study to ensure research rigor. I explained the sampling strategy, discussed measures to ensure ethical research and explained data collection, organization, and analysis processes. I listed the strategies to enhance the reliability and validity of the study process and results. Section 3 will introduce the study, provide the purpose statement, and research questions, show data collection information, describe the study findings, provide conclusions and recommendations for business practice and future research as well as research reflection.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study is to explore the strategies managers of call centers use to reduce employee turnover. I conducted video conferencing interviews to acquire data from five call center managers with a total of 53 years of experience implementing strategies to reduce turnover on their teams. I reviewed the employee handbook to confirm rewards, recognition, and time off data. The participants responded to eight open-ended questions about their leadership strategies used to reduce employee turnover. Additionally, I used methodical triangulation to compare information from the data sources, ultimately discovering that the literature and conceptual framework two-factory theory of motivation developed by Herzberg et al. (1959) aligned with the participants' strategies. I identified four common themes that managers of call centers could use to decrease voluntary turnover, at points where the themes aligned with Herzberg's hygiene factors and motivational factors (Herzberg, 1968).

Section 3 includes a presentation of the findings, application to professional practice, and the implications for social change. Additionally, Section 3 includes recommendations for further action, a recommendation for further research, and reflection. Section 3 also ends with the conclusion of the study.

Presentation of the Findings

I reviewed the employee handbook and conducted video conferencing interviews to understand the participants' strategies to decrease voluntary turnover. Reviewing the employee handbook allowed me to understand the guidelines and established policies managers must reinforce in their role as team managers. The overarching research question for this single case study was as follows: what strategies do managers of call centers use to reduce employee turnover? I adhered to the interview protocol (see Appendix A) as a guide to answering the overarching research question. Participants in the study were five managers from a single call center in Omaha, Nebraska. Each participant met the following criteria: (a) must be a manager in a financial service call center, (b) must have applied strategies to reduce employee turnover, and (c) must have at least 1 year of team leadership experience.

The five call center managers responded to eight open-ended interview questions. I assigned each participant a generic P1, P2, P3, P4, and P5 code to keep the participants' identity confidential. After receiving permission from each participant, I recorded the interviews. Each manager shared their experiences and strategies to retain employees on team. I utilized the employee handbook as an additional data source to help meet methodical triangulation. I transcribed each interview immediately and completed member checking by emailing each participant direct quotes, asking if I had captured their responses and interpreted their statements correctly. After this, I thanked each participant for their participation.

Once the data were confirmed with each participant through member checking, I uploaded the responses in Excel to organize the data and analyze the responses using Yin's (2018) five-step data analysis method: (a) compiling the data, (b) disassembling the data by finding common themes, (c) reassembling the data by common grouping themes,

(d) interpreting the meaning of the data, and (e) concluding the data. In doing so, the following themes emerged that aligned with Herzberg's (1968) hygiene factors and motivational factors (Herzberg, 1968). Words frequently used in interviews and identified in transcripts included communication, feedback, culture, motivation, expectations, feel, and coach. To capture these frequently used words, I transferred all the transcriptions to a word bubble to emphasize the words that were used most (See Figure 1). Table 1 shows the percentage of themes covered throughout the interview questions (See Table 1). The table's purpose was to identify from the interviews how frequently a specific theme came up in the interview question. The interview questions were slightly different in terms of topic; some were strategies while others were obstacles, but I wanted to see if the main theme was still relevant in the responses and, if so, where.

Figure 1

Words Most Frequently Identified in Interview Transcripts

Note: Developed with Free Word Cloud Generator

Table 1

Percentage of Coverage Of Themes Found Throughout Interview Questions

Theme	P1	P2	P3	P4	P5
Communication	62%	87%	75%	87%	87%
Motivation	75%	12%	12%	37%	25%
Culture	25%	12%	25%	12%	37%
Personal Relationships	87%	62%	62%	87%	87%

Theme 1: Communication

Communication was the most common strategy mentioned by the participants during the interviews. The theme of communication and transparency through communication came up with every participant and in multiple responses to interview questions. Communication was noted as the most critical strategy used to retain talent for the team and the firm by other company leaders. Prior research has shown that communication can help motivate and retain employees (Martinez & Martinez, 2019). Employees who had regular communication with their managers could comprehend any performance issues directly and address them through coaching to resolve the performance paradox through awareness (Clark et al., 2019). The coaching sessions, when held with a regular cadence, allowed the managers to continue reinforcing expectations, which were stressed as a strategy by all five participants in this study.

P3 and P5 indicated that regular one-on-one sessions allowed them to meet with their team members to see how they felt about their performance in a safe and open environment. P3 stated, “I use a coaching template that utilizes standing questions for each one-on-one to help the team feel more comfortable with what to expect." P5 said that in one-on-ones, "[they] make a conscious effort to ask about what success looks like, where they want to go, and how they plan to get there, or how can I help them get there?" All five participants also noted that in their one-on-one sessions, they would be vulnerable in asking for feedback on their performance as a manager, communicator, and support system. By doing so, the manager exhibits mindfulness, a psychological process of paying attention to the present and accepting one's current experiences without judgment. Employees and managers can take a mindful approach to build a working relationship and allow for open feedback by observing and accepting potential negative results open-mindedly and without judgment, so that a thoughtful choice about how to respond (Neville & Havercamp, 2019) and grow can happen.

Communication strategies were not only noted between the managers and their teams but also the managers and their senior leaders as advocates for their teams, and what their teams are hearing from the clients they serve. Prior research stated that it is essential to have good communication between call centers and corporate or senior leaders (Sato, 2018). Companies can consider effectively using information gathered by call center employees when considering their organizational structure or process improvements. Call centers are the connection points through which companies can know customers' impressions of the organizations. P1 and P2 stated that their firm could gauge employee concerns through a yearly employee engagement survey. P1 stated that "the survey is taken by all employees in the firm and then analyzed at many levels. Great managers will then drill down to their teams and use that survey to strategize specific to their current team’s needs.” The participants stated that their firm has historically spent dedicated meetings and communications with their front-line employees to ensure they hear what their employees say. This was pointed out in past research that companies need to keep them engaged by allowing them to voice their concerns and act on them, and, in turn, keep employees at the firm and keep them productive (Drissi et al., 2021). It was pointed out in existing studies that survey tools similar to what the participants described address the multifaceted aspects of engagement, not only of the individual’s engagement, but also their intentions to stay with the firm (Burnett & Lisk, 2019).

Theme 2: Motivation

Motivation was a common theme but was less commonly identified by the managers in the interview than communication. Communication and motivation met similar needs, but the communication itself summoned the motivation instead of it being naturally realized by the team. The managers had to communicate with their employees to meet their motivational needs. Motivational factors that are part of the two-factory theory include achievement, career advancement, recognition, level of responsibility, the job itself, and growth (Herzberg, 1968).

P3 highlighted the strategy they used to create a pathway for their team. It began with working with them to create goals and check back in on those goals with hopes of them achieving them and eventually gaining a promotion if they worked hard and grew within their role. Previous research shows that job satisfaction positively affects employee performance and retention (Shaikh et al., 2019). Therefore, their strategy was to outline a path for self-efficacy directed intrinsic motivation factors for engagement.

This infers that the key to improving employee engagement is maintaining motivation factors (Miao et al., 2020) which he did by creating a career path and reinforcing with goal setting in regular touchpoints.

P2, P3, and P4 also highlighted a similar strategy by stating that they would ensure their teams have an awareness of being more than “just a phone representative” by understanding their motivators, and then working towards them. It was important for P2 to “directly ask what motivated each team member most and then coach those motivators.” Some professionals on the participants’ teams were content being on the phones but had goals of making more money, generating more bonuses, or moving a specialized or high net-worth style team, which all participants discussed. Attrition is okay when the professional leaves their team to go to another specialized team within the organization. If promotions to specialized teams were their motivation, they would help the professional set goals to get to that next level.

Another motivational strategy used by P2 was ensuring that he takes time to surprise the team with gift cards and recognition in team huddles or department meetings. A manager’s ability to recognize and utilize these motivation factors as a tool can lead to the retention of their current employees. Managers should be proactive in recognition strategies, as this has been recognized and valued by employees in corporate organizations (Marinakou & Giousmpasoglou, 2019). Prior research describes motivation as a factor affecting job satisfaction and a means for managers looking to retain employees. Therefore, job satisfaction positively affects employee performance and retention (Shaikh et al., 2019).

Theme 3: Culture

People-oriented leadership is one of the four leadership orientations consistent with the competing values framework of organizational culture. Managers with people-oriented leadership were associated with the reduced turnover intention of their team and high productivity (León & Morales, 2018). There was a common theme that all participants acknowledged, and that was the culture of the company itself. All participants pointed out that they are encouraged by their senior leaders to calibrate with each other, share best practices, and in turn, create a culture that allows the managers themselves to be encouraged to promote the themes and strategies they outlined during the interview. P3 stated, “my peers and I get together every quarter with our director to ensure we are sharing best practices and moving in the same direction.” Calibration of leadership strengthens engagement and offsets low ethical leadership by individualized management styles where peer accountability is not in place (Joplin et al., 2021). Hygiene factors impacted by this theme include company policy and administration or supervision.

Another common theme identified by P1, P2, P4, and P5 was that their company’s culture was to assist the professional with getting to where they want to be, not where the manager wants them to be or stay. P1’s strategy was to create a culture within their departments to retain them through internal promotions or job titles and more responsibility. “As a leadership team, we created promotions within our department to create a sense of purpose and a road map to get there.” P5, on the other hand, had a less specialized team where the internal department promotion was not an option and, therefore, worked to have ongoing conversations through corporate encouraged a culture of bi-weekly coaching. In these coaching sessions, they would discuss their current performance and goals, revisit measurable goals, and then eventually celebrate that success together for those that desired promotion to a specialty team. “The culture advocated within the firm is that you may not stay on the same entry-level team, but instead, if you desire, you can be promoted into a role with more responsibility, different job title, and more pay.”

Theme 4: Personal Relationships

Personal relationships were the second most mentioned theme in the interviews. Communication, again, was essential to get to a personal relationship, but all participants stressed the importance of authenticity and honesty in communication with their teams to build personal relationships. P4 stated, “it takes time to build a relationship, but it is important that my team knows that I genuinely care about them.” Due to COVID protocols, a more recent strategy was moving to work from home, which created more complex environments for managers. They wanted to ensure they were still coming across as authentic, genuine, and caring toward their team, but as P4 pointed out, “it was much harder to get to know my team personally when I cannot see nonverbal cues.” P2 agreed that “hybrid work environments have added some complexities for the manager, but from a personal standpoint, it has been a huge engager for the team.” Two-factor theory includes motivators of interpersonal relations and personal life that confirm this strategy’s effectiveness in retaining organizational talent (Kelley, 2021).

A strategy that P2, P3, and P4 took was building personal relationships and showing their own humanity. Personal relations are significant to society and there are many relationships of a particular type. There is uniformity among those of a certain type and their effects on their members and environments (Kelley, 2021), including in business. They may be the team's manager, but they still have a life outside the office. P2 said, "I make it a point to attempt to correlate work coaching to life skills. Overall, that creates success both inside and outside of work. Being able to see how success inside the company helps them outside the firm continues to motivate them to do great work."
P2 stated that this strategy of personal relationships is not naturally easy for him as an introvert. P2 said, "I see the importance of going outside my comfort zone for the betterment of the employee and the firm."

One strategy that P3 utilizes to create personal relationships is to be responsive no matter the time of day or need. Making their team members a priority and sometimes putting themselves out there and being vulnerable by asking questions that put the employee in the driver's seat. For instance, the participant stated, "if someone on my team comes to me with a problem, I will ask them what they would do if they were the manager; how would they solve the situation?" Prioritization allows them to not only see the participant as a person making a similar decision at a manager level. However, it can also allow employees to put themselves in the manager's shoes. Maslow's Hierarchy of Needs continues to be meaningful and even more important in current environments. Organizations like this company have been moved to a hybrid work-from-home environment and cannot always see their manager in person. Therefore, they rely on technology to connect with their manager (Dalai, 2022).

Hygiene factors include company policy and administration, supervision, relationship with supervisor, working conditions, salary, relationship with peers, personal relationship, relationship with subordinates, status, and security. Additional considerations should be considered, such as work factors when the participant is in an organization (Chiat & Panatik, 2019). In addition to personal relationships with their direct employees, all participants acknowledged a personal relationship with their peers to assist them with their growth and development. Two participants had been in people management roles for 18 years and had much experience to share, but they also agreed that they learned a lot from their newer peers as the workforce changed.

I could tie findings to the conceptual framework proving that unmotivated, dissatisfied employees tend to leave a company at far higher rates than motivated, satisfied employees (Saxena et al., 2018). The participants pointed out in multiple responses the importance and emphasis they put on motivating their teams, which matched Herzberg's two-factor theory. I discovered that the literature and conceptual framework two-factory theory of motivation developed by Herzberg et al. (1959) aligned with the participant's strategies through common themes in the interview. Four common themes that managers of call centers used to decrease voluntary turnover where the themes aligned with Herzberg's hygiene factors and motivational factors (Herzberg, 1968). Including effective business practices that included a relationship with a supervisor through a regular one-on-one session and personal relationships with their manager as each participant noted their goal was always to get to know their team on a personal level and be vulnerable.

In addition to being able to tie Herberg's theory of motivation to the participant's success, Vroom's expectancy theory of motivation was also confirmed. With Vroom's expectancy theory, individuals make decisions based on the option that will lead to the most desirable personal outcome that optimizes pleasure and minimizes pain (Zboja et al., 2020) can be tied to the findings. Managers in this participant group specifically asked questions to their team in one-on-one sessions to help identify goals for motivation. In turn, one participant created a career path to assist in motivating their team for a more desirable personal outcome of an exciting new job title and more pay. Promotions and pay reflect personal relationships because the manager takes time to identify their personal goals, act on them, and eventually reward them and motivate them for a more prosperous life outside the firm due to more pay.

Applications to Professional Practice

This qualitative case study was meaningful for understanding strong leadership strategies managers of call centers use to reduce employee turnover. In this study, I explored the strategies managers of call centers used to reduce turnover through communication, culture, motivation, and personal relationships. The study will assist in cutting down the cost to replace one call center employee, estimated to be over $6,000, due to recruiting, hiring, training, and additional supervisory time.

Managers must understand the importance of strategies they can use to maintain and engage employees in their firm because ineffective management in call centers disrupts associates' motivation and engagement, leading to excessive employee turnover (Dhanpat et al., 2018). According to Herzberg's two-factor motivation theory, the presence of hygiene factors does not increase motivation, but a lack of hygiene factors leads to dissatisfaction (Ozsoy, 2019). If managers understand hygiene factors and how a lack of them can cause a turnover, they can assist their company in retention.

Successful strategies in the call center industry identified in this study are crucial to professional practice. Managers can impact their firm's overall success through the strategies they use every day with their teams. The strategies may help decrease voluntary turnover from their firm, increase productivity, increase engagement, and increase overall motivation allowing the employees to serve their clients better.

Implications for Social Change

The implications for positive social change include the potential for managers of call centers to create increased financial stability for their employees, improve local economic conditions, and reduce the unemployment rates in their communities. Managers and leaders of call centers can improve community prosperity by reducing employee turnover (Saxena et al., 2018). Business managers who experience low employee turnover can provide the societal benefits of reduced local unemployment rates, excellent stability of their local economies, and improved financial stability for their employees and families (Stephan et al., 2016).

In addition to economics, capturing and understanding the different ways to reform social stigma or norms in the workplace will help change personal experiences in organizations. The most significant social division among American employees is the gender division of labor and the social stigma behind the divide vs. the actual work at hand (Purcell, 2018). Unemployment itself is a product of this divide socially, leading to employment or, in turn, unemployment based solely on social aspects instead of the entire body of knowledge, skill, and motivation (Boyd, 2021). Understanding these social impacts and strategies leaders use to retain talent will provide stable employment in our communities.

Recommendations for Action

Call center managers could utilize the findings of my research to decrease turnover. Spending money on recruiting, training, and efficiencies or knowledge lost through turnover can cause firms to miss out on revenue. This study indicates four strategies to assist team managers of a call center in retaining employees by communicating effectively with their team, peers, and corporate leaders. Managers can motivate their team members based on their individual goals. Managers can create a culture where employees want to come to work.

Moreover, managers can create personal relationships with their team through regular touchpoints and authenticity. Implementing these strategies could directly impact employee satisfaction and retention in the firm. Herzberg et al.'s two-factor theory of motivation is an effective lens for this strategy because managers will recognize that motivation and hygiene factors affect the rate of employee turnover.

Call centers have a reputation for generating high-pressure work environments with high turnover rates (Baek & Lee, 2018). I recommend that managers in call centers first identify why employees leave a call center or, more specifically, leave their firm.

Herzberg et al. (1959) provided a two-factor theory to offer additional research for understanding the reasons for employee satisfaction and dissatisfaction. Unmotivated, dissatisfied employees tend to leave a company at far higher rates than motivated, satisfied employees (Saxena et al., 2018). If companies adopt and implement the understanding of motivation through education to create satisfaction in their team, they will begin to see less turnover. My second recommendation is for managers to understand the importance of employee satisfaction and create a plan to measure or evaluate the satisfaction of their team. Managers can identify how well this is going by conducting satisfaction surveys regularly or providing an avenue for employees to provide feedback on how to promote satisfaction in the workplace (Ceblano et al., 2019). Managers in call centers should create an environment where employees enjoy coming to work and servicing their clients (Ro & Lee, 2017). Lastly, I recommend that managers focus on the themes from this study which include communication, motivation, culture, and building personal relationships.

Recommendations for Further Research

The purpose of this qualitative single case study is to explore the strategies managers of call centers use to reduce employee turnover. One limitation of this study was the small sample size from a single region in the United States with a limited scope of data that determined the quality of the research. Another limitation is that participants needed to fully recall past experiences or, through lapses in memory or judgment, may have contributed to less than comprehensive data.

The participants for this study were all from a single firm in Omaha, Nebraska. Different regions of the country may present different findings based on culture, diversity, and work ethic. All participants also came from the same firm where culture tends to be similar across peer groups due to day-to-day interactions with each other. Although the sample size was five and allowed for in-depth research, additional managers could also have offered unique strategies not identified by the selected participants.

Participants who may not have entirely recalled their experience or had a lapse of memory may have benefited from additional participants who did recall their experiences that were similar or different. Writing case studies that allow managers more time to recall an experience or identify examples may allow for more in-depth case studies. Although managers were provided with the questions ahead of time to prepare, allowing them the time to think through and write down their answers might allow for more particular situations.

Reflections

The motivation for my research topic was based on my experience as an aspiring manager program consultant and new manager onboarding consultant. In that program, aspiring managers were often eager to lead teams but needed more strategies and experience to retain them long-term. I was determined to identify strategies to help future call center team managers on what to expect and prepare them through education. Most employees in the aspiring manager program had no experience as call center managers but aspired to be one. Therefore, they needed a complete understanding of the strategies and why call center engagement and retention are crucial for a successful company. They play a large, if not the largest, role in that success. The new manager onboarding was much the same, but they had landed a manager role and needed a toolbox of knowledge to prepare them for what they will encounter almost immediately in their new role.

My doctoral business administration journey was difficult. I would be dishonest if I said I had not given up many times but did not allow myself to quit the program. I would take a few days off and then think about the end goal and what it would mean to the people cheering me on for so long. Since the program's start, I have helped my mother and grandmother through breast cancer. I went through a pandemic where I homeschooled my 3rd grader and middle school student for 1 ½ years. During the pandemic, I lost a cousin to COVID and my grandmother. This program allowed me to see my strength, and for that, I am grateful.

Once I received approval to begin my study, I knew I could see the light and would see the program through. The participants themselves renewed my desire to keep going. I started on this phenomenon by hearing about their experiences, analyzing their responses, and seeing the big picture of people management. I am incredibly thankful for them taking the time to meet with me and help me on my journey, especially during a hectic time. I utilized their time and experience after setting up the interview, completing triangulation, and following the interview protocol. They continued to support my study through the interview and during member checking.

Completing this study and the doctorate program has given me more self-esteem to realize I can do anything I want. It motivates me to think about what comes next and where I can take what I have learned here and in my own 15 years of experience in business to share my knowledge and expertise. The strategies and this study will help call center managers in their goal to retain employees in their firm if they take the time to invest in their employees through the strategies I have outlined.

Conclusion

Ineffective management in call centers disrupts associates' motivation and engagement, leading to excessive employee turnover (Dhanpat et al., 2018). Managers who develop and implement strategies to reduce employee turnover are critical for the success of any company, size, and call center worldwide. This qualitative single case study aimed to explore the strategies managers of call centers use to reduce employee turnover. Moreover, to answer the research question, what strategies do managers of call centers use to reduce employee turnover?

Managers from a single call center in Omaha, Nebraska, participated in a semistructured virtual meeting interview. I also reviewed the company employee handbook to enhance the manager's experience responses. Four themes emerged from the interview after collecting and analyzing the data: communication, motivation, culture, and personal relationships. This research study's findings indicated that leaders who purposefully create retention strategies successfully retain knowledge in their firms. They are also successful at saving the company from unnecessary spending to recruit and train new employees. Lastly, there are positive impacts on their communities through employment and prosperity.

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Appendix A: Interview Protocol

Interview preparation. To prepare for the interview I have received current call center manager names and phone numbers from Laura Rogers, the Human Resources business partner within TD Ameritrade. I will reach out to the five managers requesting their participation. If agreed, I will send the consent form within a video conference meeting request.

Interview

"Welcome to the interview process for this research study. The goal of this research study is to understand strategies used by call center leadership to engage their employees. The main goal of this study is to gain an in-depth understanding of call center leadership's role in enhancing employee satisfaction and its impact on the financial success of the organization through retention.

I will be asking open-ended questions to allow you to talk about your experience. Please feel free to add your reflections and additional comments. I may ask additional probing questions for more detail. You can address the question and add additional information as we move forward through the interview. While we speak, I will be recording your responses for transcription. I will also be writing down notes about our interactions. You will receive a copy of all the materials for your review and agreement."

Questions include:

1. What strategies have you found most effective in reducing employee turnover?
2. How do you measure the effectiveness of strategies to reduce employee turnover?
3. What were the principal issues in your workplace considered for developing the strategies to reduce employee turnover?
4. How did your employees react to your strategies to reduce employee turnover?
5. What key challenges did you encounter in implementing the strategies to reduce employee turnover?
6. How did you overcome the challenges associated with implementing the strategies to reduce employee turnover?

7. How do you promote the strategies to reduce employee turnover in the organization?
8. What additional information can you offer about the strategies you use to reduce employee turnover?

Conclusion:

Thank the participant for their time and openness.

Describe the next steps:

- Deletion of the interview recording immediately after transcription
- Request for documents:

Examples of the documents that may be useful:

- Coaching documentation
- Examples of service level requirements in the call center
- Employee handbook sections

Schedule follow up call.

Q&A

Thank the participant and close the interview.