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Strategies for Reducing Employee Turnover of Hotel Frontline Employees

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Walden University

College of Management and Human Potential

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Nathaniel D. Holland Jr

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

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Walden University
2024

Abstract

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by

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MS, Baker College Center of Graduate Studies, 2013

BS, University of Baltimore, 2007

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

July 2024

Abstract

Employee turnover in the hotel industry is an ongoing problem affecting hotel operational capacity, increasing operating costs to train and onboard new employees. For this reason, hotel managers need advanced motivational strategies to reduce employee turnover. Grounded in the expectancy theory of motivation, the purpose of this qualitative single case study was to explore strategies hotel managers in Baltimore, Maryland, use to reduce employee turnover. The participants were six hotel managers who successfully reduced employee turnover. Data were collected from semistructured audio-recorded interviews through Zoom and a digital voice recorder as a backup source, documents shared by the hotel managers, and note-taking during the interview process. Through thematic analysis, four themes were identified: (a) open communication, (b) training and development, (c) employee recognition and reward, and (d) career advancement opportunities. A key recommendation is that hotel managers collaborate with their employees to create their employees' career advancement plans. The implication for positive social change includes the potential to provide detailed motivational strategies that may help hotel managers generate employee longevity and enhance customer satisfaction, leading to increased financial sustainability in the community.

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Dedication

I dedicate my research to my late parents Albertha Holland and Nathaniel Holland Sr, my lovely sisters, Natalie Lockett, Nadine Fleming, and Nelda Wells, and my brother, Nicholas Holland. The encouragement, love, and support from family, friends, and church members have provided me with the confidence to develop a professional research study.

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Section 1: Foundation of the Study

Human resources (HR) leaders working in the hotel industry must develop strategies to reduce employee turnover by creating employee retention strategies that increase organizational commitment (Soenanta et al., 2020). To this end, these leaders must find a way to retain their employees by implementing various workplace strategies that increase employee job satisfaction (Kong et al., 2018). General manager leaders in the hospitality industry face several challenges in retaining employees due to a shrinking workforce. Many people who are actively seeking employment look for a career that is not associated with the hotel industry (Brien et al., 2019). Hotel leaders may benefit from using strategies that enhance employee work engagement, leading to motivating employees, increasing productivity, and reducing employee turnovers (Lee et al., 2019). My goal in this qualitative single case study was to explore strategies that may be used to minimize hotel frontline employee turnover.

Background of the Problem

Employee turnover is a significant and expensive issue in the hotel industry across the world (Abo-Murad & Abdullah, 2019). In 2019, the U.S. Bureau of Labor Statistics reported that the hotel industry's annual employee turnover rate was 74.9%. The United Nations World Tourism Organization (2020) reported that international tourism has declined by 72% in January through October 2020 from the previous year since the government was unable to decelerate the spread of COVID-19, and restrictions on travel were still in place due to the pandemic. Tam and Khoa (2018) identified factors on the employers' end that affected employee turnover within the hotel industry, namely

employee advance training, physical working environment, low salaries, and career opportunities in the organization. These factors may affect company recruitment costs, as companies pay from \$2,000 to \$11,000 for hiring an hourly employee and \$40,000 for hiring a manager (Tam & Khoa, 2018). Employee turnover is a severe issue in the hotel industry and creates a toxic or unhealthy work environment. Pula et al. (2020) stated that the management team must provide leadership that enhances employee motivation and productivity, which is vital in minimizing employee turnover. This helps employees achieve the goals set by the company and increases employee retention in the organization.

Problem Statement

In the United States, employee turnover in the hotel industry is an ongoing problem that affects operational costs for training and new employees (Stamolampros et al., 2019, P.130, Para 1). The U. S. Bureau of Labor Statistics (2021) reported 4.4 million total employee separations increased due to voluntary resignations, layoffs, and termination. The general business problem was that high employee turnover in the hotel industry adversely impacts operational labor costs. The specific business problem was that some hotel managers lack motivational strategies to reduce employee turnover.

Purpose Statement

The purpose of this qualitative single case study was to explore motivational strategies used by some hotel managers to reduce employee turnover. The target population comprised six hotel managers in Baltimore, Maryland, with successful experience in utilizing motivational strategies to reduce employee turnover. This study's

implications for positive social change include an opportunity to update business practices by developing motivational strategies for hotel managers that might lead to a decrease in employee turnover. Positive social change might also cause an increase in customer satisfaction, which may further lead to retention of existing customers and attracting new customers.

Nature of the Study

The three research methods I considered for this study are quantitative, qualitative, and mixed. I selected a qualitative method for this research study as I wanted to explore the motivational strategies employed by some hotel managers to reduce employee turnover. The qualitative research method is valuable in implementation research to identify and explore phenomena for addressing specific business problems through interviews and observations (Hamilton & Finley, 2019). The qualitative method was appropriate for this study since I used how and what questions to explore the motivational strategies that some hotel managers used to reduce employee turnover.

Researchers use the quantitative method to examine the validity of hypotheses that describe relationships or differences among variables (Edmonds & Kennedy, 2017). The quantitative method was not appropriate for the study because I was not sampling and testing models for describing the relationships or differences among variables in my research. The mixed method methodology is used by researchers to broaden the depth of their investigation through combining quantitative and qualitative methods in the same study (Morse, 2016). Therefore, for this study, the mixed method was not suitable as there was no quantitative component in this research. As the researcher in this single case

study, I used the qualitative method to interview six hotel managers with three years of experience in Baltimore, Maryland. The managers answered open-ended questions about various motivational strategies they implemented that reduced employee turnover in the organization.

The qualitative research method has several research designs, which include case study, phenomenology, ethnography, narrative research, and grounded theory (Lewis, 2015). The case study design involves research on how and why companies implement policies and procedures (Yin, 2017). The phenomenology design involves describing the lived experiences of people experiencing a common phenomenon in their lives (Lewis, 2015), which was not applicable for this research, since I was not seeking to describe the meanings of participants' experiences. Another ill-suited research design for this study was ethnography, which includes exploring one or more group of individuals in a culture who share patterns and behaviors (Swain, 2016). A narrative research design involves using a variety of social and humanities stories told by persons experiencing the events (Bruce et al., 2016). This design was inappropriate for this study because I was not using social and humanities stories in the research study. Grounded theory research includes developing or discovering a theory for explaining a phenomenon including participants' response or actions (Glaser, 2017). Since this study did not require participants' responses to develop a conceptual framework or theory, grounded theory design was not selected.

Hence, for this study, I chose a single-case study design as the focus for the study is on the strategies that may help in the reduction of frontline hotel employees' turnover.

Research Question

What motivational strategies do some hotel managers use to reduce employee turnover?

Interview Questions

1. How do you determine the effectiveness of your motivational strategies to reduce employee turnover?
2. How do you promote policies and values that align with motivational strategies to reduce employee turnover in your organization?
3. How are motivational strategies to reduce employee turnover effectively communicated throughout the organizational ranks and among stakeholders in your organization?
4. Which motivational strategies that you used to reduce employee turnover in your organization were the least effective?
5. What role does leadership play in the implementation of successful motivational strategies to reduce employee turnover in your organization?
6. In your experience, what are some of the consequences of not having motivational strategies for the reduction of employee turnover in your organization?
7. What else would like to discuss about the strategies and processes your organization uses to reduce employee turnover?

Conceptual Framework

Vroom (1964) developed the expectancy theory of motivation. Researchers use this theory in organizations to understand employee motivation (De Simone, 2015).

Vroom posited that employee motivation is necessary for businesses in which employees

need inspiration for achieving their objectives and goals (De Simone, 2015). He based the expectancy theory on three beliefs: (a) valence, emotional orientations; (b) expectancy, different expectations that may occur; and (c) instrumentality perception.

Some business leaders use the expectancy theory of motivation as a roadmap to develop training strategies that motivate their employees for increased productivity and job satisfaction (R. Singh, 2016). As applied to this study, I chose the expectancy theory as a lens through which I explored motivational strategies used by some hotel managers to reduce employee turnover.

Operational Definitions

Employee turnover: A voluntary job termination by a company employee in which management agrees that the employee has the physical opportunity to continue employment with the company at the time of termination (Han, 2020).

Frontline employees: Employees who are the primary company communicators that provide valuable information and deliver the company brand promises to its customers (Edinger-Schons et al., 2019).

Hospitality industry: A service industry that offers lodging accommodations for individuals and various amenities (Prakash & Jhavar, 2018).

Incentives: Monetary rewards that organizations use to reinforce employees' behaviors as a means to recognize their outstanding performance and productivity (Klindžić & Galetić, 2020).

Motivational strategies: A type of strategy that has tactics, techniques, or approaches to encourage, initiate, guide, and maintain goal-oriented behaviors in individuals (Zepeda et al., 2020).

Assumptions, Limitations, and Delimitations

Researchers openly and extensively address assumptions, limitations, and delimitations by acknowledging biases, personal ideologies, and information constraints with evidence that may affect the study (Tadesse & Abebe, 2018). A summary of the assumptions, limitations, and delimitations for the current study is presented as follows.

Assumptions

Perry et al. (2018) defined an *assumption* as a belief studied by a researcher. An assumption is information that a researcher believes to be true, albeit not proven (Perry et al., 2018). My first assumption in this study was that the managers chosen for the interviews would answer the questions honestly. My second assumption was that a qualitative research method was the best way to research motivational strategies that some hotel managers use to reduce employee turnover. My third assumption was that the participants chosen would answer open-end research questions by providing valuable insight for this research to meet the requirements of this doctoral study.

Limitations

Limitations are the factors that may affect the study results, which are generally beyond the researcher's control (Perry et al., 2018). The limitation of this study was that the participants' motivational strategies may minimize the richness of the data, since it only represents a local area. If the research is duplicated, it may result in different

findings. An additional limitation to consider in this research study was the short time frame allowed to conduct the research study.

Delimitations

Perry et al. (2018) defined *delimitations* as the setting of boundaries that define the characteristics of the research including a brief description of the scope of the study. This study's boundary was relevant a full-service hotel in Baltimore, Maryland. The study participants include six hotel managers who used motivational strategies to reduce employee turnover. However, this study did not include other hotel employees as participants.

Significance of the Study

In this qualitative, single case study, I sought to contribute to effective business leadership by exploring motivational strategies used for reducing employee turnover. Furthermore, this study was significant as business leaders may use the results to develop and motivate their managers to promote employee retention and improve operational costs, which, in turn, may cause an increase in financial performance, potentially benefiting employee and their families.

Contribution to Business Practice

Hotel employees use their knowledge and experiences in providing excellent customer service that would contribute to improving business performance in the hotel industry (Cetin & Walls, 2016). Hotel managers could reduce employee turnover through motivational strategies and employee incentives (Jung & Yoon, 2015). The findings from this study may contribute to business practice by providing information that brings

awareness to managers on employee retention programs. Managers used these strategies to develop new skills and innovative ideas to form positive changes in the hotel industry's financial performance.

Implications for Social Change

A business leader having the opportunity to drive sustainability that challenge the capabilities of the social/human world (Stephan et al., 2016). The implication for positive social change includes providing information on motivational strategies that could help generate employment and improve customer satisfaction in the hotel industry. Hotel managers may use the findings of the study to explore procedures in the hotel that are essential in gaining a competitive edge for reducing employee turnover in the organization and generating financial sustainability within the community.

A Review of the Professional and Academic Literature

A literature review is essential for the development of a research study. My intent for this study was to explore motivational strategies some hotel managers use to motivate their employees in reducing employee turnover. The databases that I used in the literature search included ABI/INFORM, Emerald Insight, Journals, Google Scholar, Hospitality & Tourism Journals, ProQuest, EBSCOhost, ScienceDirect Journals, LexisNexis Academic, and other relevant government databases. As indicated in Table 1, I also assessed peer-reviewed articles, books, dissertations, websites, other articles, and government sources on motivational strategies. The key search words included *employee turnover*, *frontline employees*, *hospitality industry*, *incentives*, *leadership strategies*, *employee retention*, and

motivational strategies. I found 168 literature sources for this section of the research study.

Table 1

Literature Review Source Content

Literature Review Source Content	Total no.	No. of sources < five years old at graduation date	Total peer- reviewed less than five years old at graduation date (%)
Peer-reviewed Articles	168	143	85.11%
Books	5	3	1.6%
Non-peer reviewed Journals	5	0	0
Government Sources	4	3	1.6%
Dissertations	3	0	0
Websites	3	0	0
Other Articles	5	0	0
Total	193	149	88.31%

Out of the total sources, 143 (85.11%) were peer-reviewed that were published less than 5 years before the anticipated date of the chief academic officer's approval. These sources include the expanded description of Vroom's (1964) expectancy theory of motivation and Vroom's relationship with the expectancy theory. Vroom (1964) emphasized employee motivation as of utmost importance in organizations where self-driven employees perform well with the inspiration to achieve their objectives and goals (Moodley & Hove, 2018). Vroom's (1964) expectancy theory of motivation focused on three relationships: effort–performance relationship, performance–reward relationship,

and rewards–personal goals relationship. Ultimately, Vroom (1964) wished to explore the motivation effect by understanding why people gain maximum pleasure with the least amount of pain. As Vroom (1964) believed happy employees have a positive effect on the organization, he asserted that employees should receive an award for their performance. This concept explains that an employee’s excellent performance leads to a beneficial reward (Gulyani & Sharma, 2018). The literature review includes three sections: the expansion of the expectancy theory of motivation describing chronologically how theories that support and contrast the expectancy theory of motivation expanded Vroom’s work. This section of the literature review further includes an in-depth analysis of five topics, namely (a) motivation, (b) types of motivation, (c) motivational factors, (d) leadership style for motivation, and (e) ethical leadership for motivating employees; they culminate with five suborder issues that align with the study on strategies for reducing the employee turnover of hotel frontline employees.

Expectancy Theory

Vroom explained the expectancy theory as the process individuals use to make decisions on various behavioral alternatives (Vroom, 1964). Employees are recognized and rewarded for their positive actions in a diverse workforce, whereby managers implement various strategies to continually encourage employees across numerous sectors and cultures (Lloyd & Mertens, 2018). Lloyd and Mertens (2018) stated that Vroom’s expectancy theory was developed during the golden year of motivation theories and was intended to become the focus of cognitive antecedents that were derived from personal motivation. Vroom based his expectancy theory on three fundamental ideas: (a)

expectancy or employees' beliefs whose increased efforts lead to improved performance, (b) instrumentality or an employee's belief that performing well in the workplace leads to a valuable outcome, and (c) valence or the notion that an employee may prefer to attain or not attain the outcomes presented to them (Rehman et al., 2019). For this study, I selected Vroom's expectancy theory as a lens to explore how some hotel managers use their motivational strategies to reduce employee turnover.

Chopra (2019) applied the Vroom expectancy theory in the academic library user's area to gain an understanding of motivation. Chopra's (2019) categorized his researching findings using the data generated from the application of Vroom's theory on motivation, expectancy, instrumentality, and valence. The motivation relevant to the research related to visits to the academic library was described as an intrinsic motivation (Chopra, 2019). Expectancy with respect to the research of academic libraries was described, for example, as a person having difficulty in accessing the library location or obtaining remote access (Chopra, 2019). Instrumentality refers to employee service and promotion, whereby valence refers to employee's pleasure and satisfaction (Chopra, 2019).

Pearson and Hui (2001) used the Vroom expectancy theory in their study of the beauty care industry to explore the differences in the attitudes of Australian and Malaysian employees who receive potential rewards. The findings revealed that the Australian and Malaysian employees in similar beauty care professions had differences in attitudes regarding task investment and work-related achievements. According to

Vroom's expectancy theory, an Australian employee's job motivation was higher than that of a Malaysian.

In contrast, Chiang and Jang (2008) applied Vroom's expectancy theory in the hotel industry to model employee motivation. The findings revealed that the validity modified expectancy theory model depicted employee beliefs: if they worked hard, their performance would improve, and they would receive a reward for doing a good job, which motivated them to work well. Sen and Bhattacharya (2019) found that as a manager in the hotel industry with a challenging job, it was essential that the manager develop motivational strategies to ensure that employees felt productive and motivated to perform their roles. Tirta and Erika (2020) conducted research to examine rewards, recognition, work-life balance, and their effects on Indonesian millennial employees' retention, using job satisfaction as a variable. The researchers found rewards and recognition were notable for boosting employee performance as employees expect something in return for their efforts, and hence, they found rewards and recognition as conduits to job satisfaction and retention (Tirta & Erika, 2020).

The expectancy theory represents valuable information for employers, in helping them learn how to motivate their employees through monetary and non-monetary rewards, to recognize their work performance. Researchers in the 1960s and 1970s implemented two types of motivational theories, (i.e., content theories and process theories), which managers used to develop strategies that motivated employees to achieve their goals, and complete tasks and objectives in the company (Adams, 1963; Alderfer, 1969; Herzberg, 1974; Maslow, 1964; McClelland, 1967). These motivational theories

(i.e., Maslow's hierarchy of needs, equity, existence, relatedness, and growth two-factor, and acquired needs) support and contrast the expectancy theory in varying ways.

Supportive and Contrasting Theories

Several researchers presented their perspectives and knowledge on the theories of motivation (Cote, 2019; Graham, 2020; Mansaray, 2019; Scheffer & Heckhausen, 2008). These researchers used various motivation theories to conduct in-depth analyses in their studies in order to share their perspectives. Cote (2019) found that organizations faced many challenges in motivating employees working in a multigenerational workforce.

Graham (2020) used the attribution theory to review the main principles of the theory, both antecedents and consequences of perceived causality. In his study, Graham (2020) discussed teachers' behaviors from the focal point of praise and blame, and their impact on motivation in light of three critical areas: focus, stability, and controllability. Graham (2020) found that the attribution theory addressed how an individual perceived self and others. Interestingly, Graham (2020) recommended using the attribution theory to conduct future research concerning an innovative method for studying attributes, by incorporating race and ethnicity into the model.

The motivation theories that relate to the Vroom's theory include Maslow's theory, equity theory, ERG theory, acquired needs theory, and two-factor theory. These theories are notably used by managers to motivate employees in pursuit of achieving organizational goals (Cote, 2019). Furthermore, these motivation theories offer a unique approach, as described by the researchers Adams (1963), Maslow (1964), McClelland (1967), Alderfer (1969) and Herzberg (1974). The researchers studied the motivation

theories and identified strategies focusing on specific motivations that used scientific challenges, which stimulate individuals to attain their expectations (Mansaray, 2019). Researchers found that these theories of motivation research showed that individuals' everyday experiences contradicted, in which individuals could act more or less consistently while dealing with various situations (Scheffer & Heckhausen, 2008).

In summary, Hattie et al. (2020) mentioned the theories of motivation and identified four significant aspects of motivation (i.e., task, goals, costs, and benefits), that a manager can implement in motivating their employees, hence leading to an increase in productivity. The theories of motivation provide an in-depth analysis of reason. The researcher Maslow (1964) discussed his theory on motivation via the Maslow's hierarchy of needs theory that included five basic needs.

Maslow's Hierarchy

Maslow (1943) identified five levels of human needs and displayed them in the form of a pyramid, from the lowest level to the highest, which included the following needs: (a) physiological, (b) safety, (c) social, (d) self-esteem, and (e) self-actualization (Maslow, 1943, as cited in White, 2020). Maslow (1943) stated that people want to satisfy their physiological needs first. Food and water are basic physiological needs essential to people for their survival (White, 2020). Hence, physiological needs are the driving force in the motivational theory. Once a person's physiological needs are satisfied, no other action is required to motivate this condition. Thus, once the physiological needs are met, individuals turn their attention to needs concerning safety

and security and onwards until they reach the level of self-actualization in Maslow's hierarchy of needs pyramid (Alajmi & Alasousi, 2019).

Ghatak and Singh (2019) specifically indicated that the Maslow's hierarchy of needs theory is a roadmap for individuals to satisfy their basic human needs. If frontline employees were motivated, they would be able to optimize their performance to their full potential or self-actualization level. They further found that although employee self-esteem came from within, receiving compliments and positive feedback from their manager brought in a positive feeling, which in turn further increased employee self-esteem in the workplace (Ghatak & Singh, 2019). The five stages of Maslow's hierarchy of needs theory were important and motivated employees, because it enabled the employees to enhance their work performance and acquire new positions; and when applied it helped in building resiliency, survival, and growth (Stewart et al., 2018). As a result, sufficient fulfillment of these basic human needs may help employees exceed their expectations, leading to an increase in their productivity. Augmenting Maslow's hierarchy of needs is the equity theory.

Equity Theory

Adams' (1963) equity theory focused on the inputs employees brought into the workplace and the outcomes received from their employer, which would be beneficial to both the employee and the employer. The key characteristics of the equity theory included the fair balance between hard work, enthusiasm, expertise and acceptance (Adams, 1963). Nguyen and Do (2020) through their research emphasized the need for equity as an essential component when dealing with physical and mental issues, as

inequity in the organization created stress and pressure situations for managers and employees. Employees needed to feel appreciated by their managers for efforts, time, and energy they were willing to put into the company. Nguyen and Do (2020) also found that to maintain an organization's integrity, it was essential for managers to deal with potentially damaging employee issues when building employee confidence, thereby helping the company grow. Similarly, Cheng et al. (2020) found when an employee felt their manager was mistreating them in the organization, their performance decreased. Although employees received a salary from their employer, they also wished to be treated fairly by their employer (Cheng et al., 2020).

Additionally, Wang and Seifert (2020) recommended that managers use their authority to implement equality in the workplace as they found it to motivate employees. Pradeepa et al. (2018) found that employers know that their employees' sense of justice and fairness play significant roles in motivation, which leads to organizational commitment, trust, and satisfaction for an employee in the workplace. Likewise, Abaker et al., (2019) found that leaders that valued their employees from different cultures and backgrounds and provided opportunities to benefit from equality increased their productivity and employee retention. The equity theory has emphasis on equity it aligns with the expectancy theory in that the employee has expectations for the fair treatment of hard work and their expertise. Another motivation theory founded in the 1960's evolving from the expectancy theory and directly associated with Maslow's hierarchy of needs is the ERG theory.

ERG Theory

Alderfer's (1969) ERG theory was a modification of Maslow's hierarchy of needs theory, focusing specifically on individual needs. In the hierarchy of needs theory, Maslow outlined five categories of basic human needs (Snow, 2019). However, ERG theory, a refinement of Maslow's theory, is classified into three categories: (a) existence needs, (b) relatedness needs, and (c) growth needs. These outline three needs that motivated individuals (Snow, 2019).

In an organizational context, Mansaray (2019) found "existence" as a need that satisfied human physiological desires and security requirements, which played a significant role in ensuring the safety and protection of all individuals using the company's privacy measure. In contrast, relatedness needs involved an employee being recognized and feeling secure in gaining attention. Lastly, growth needs focused on an employee's need for personal growth and professional development (Koch et al., 2019). Although the ERG theory supports the expectancy theory and Maslow's hierarchy of needs theory, its premise is that employees respond to expectations and the three human necessities differently and tend to follow a path that satisfies them.

Understanding employee existence needs, relatedness needs, and the personal growth needs, in which the personal nature of these necessities is critical to the practical application of the ERG theory's key constructs, can be useful in motivating employees. Hong (2019) found that if managers understood their employees' needs and respected them, it may have reduced employee turnover. ERG theory helps to support Vroom's

expectancy theory as both theories are similar and significant in helping individuals meet their expectations and needs.

Acquired Needs Theory

McClelland (1967) proposed the acquired needs theory, which involves motivating employees through organization-wide strategies. The acquired needs theory comprises three theories of motivation: achievement motivation, affiliation motivation, and power motivation. Managers may utilize this theory to motivate their employees, by helping their employees build on their personal growth and professional development. Kirmani et al. (2019) Used this theory during research and found the manager enhanced frontline employee performance by viewing various employee needs that align with the three categories of the acquired needs theory.

Bhattacharya and Mittal (2020) stated that McClelland (1967) described these three theories of motivation as achievement motivation, affiliation motivation, and power motion, which could motivate employees. Achievement and affiliation motivation are for employees who need to gain success, strive to enhance their performance, wish to be liked and recognized, and prefer interacting with other employees to strike a friendly work relationship. In contrast, power motivation is a type of reason that managers may use to influence their employees to do their job correctly in an organization (Onputtha & Chienwattanasook, 2019). However, some employees with a high level of achievement motivate themselves to remain focused and productive in accomplishing the company's goals.

Maslow et al. (1958) stated that some employees may need to be motivated through affiliation, in which case they develop a friendly work relationship with their manager. This may pose a disadvantage to managers when it comes to providing employees with constructive feedback and disciplining them in case of poor performance (Makki et al., 2018). An effective manager in the organization knows how to empower, mentor, and provide feedback to their employees. Such a manager utilizes their great need for power motivation to help their employees succeed in the tasks (London et al., 2019).

In summary, an employer should understand the importance of fair treatment toward their employees in the organization as a tool to motivate and to create a culture that fosters positive attitudes, thereby helping the company achieve its mission and goals.

Two-Factor Theory

Herzberg (1974) presented the two-factor theory, in which job satisfaction and job dissatisfaction for employees play a vital role as motivational factors in the organization (Kotni & Karumuri, 2018). The authors stated that Herzberg's two-factor theory is classified into two groups, known as hygiene factors and motivators. Hygiene factors emerge with employee dissatisfaction concerning the working conditions. Motivators arise from employee job satisfaction with working conditions. Dissatisfied employees promote a negative culture within the organization, which leads to low productivity among other employees. Employers must create a workforce that increases work motivation among employees, by generating an atmosphere that boosts employee morale

and employee productivity and prevents employees from becoming dissatisfied, stressed, and depressed at work (Hur, 2018).

Ann and Blum (2020) found that job satisfaction is a crucial strategy managers use since it positively motivates employees such that employees receive recognition and achievement in the organization. Herzberg's two-factor theory can be used as a motivational factor that recognizes employees for their accomplishment, which, in turn, improves employee performance, leading to increased job satisfaction, employee productivity, and organizational commitment (Gbededo & Liyanage, 2018).

In summary, effective managers efficiently comprehend the importance of creating a motivating work environment where employees receive recognition for their performance and work on their personal growth in excellent working conditions.

Motivation

Some hotel managers can ensure that choosing the appropriate techniques or strategies could increase employee performance, which builds a positive working environment (Ciobanu et al., 2019). Employees' expectations play a key role in the workplace. Managers who identify their employees' expectations, needs, and requirements by providing them with a healthy working environment could increase employee morale and productivity and reduce employees' intention to quit (M. R. Khan & Wajidi, 2019), and motivation plays a crucial role in minimizing such intentions. Lorincová et al. (2018) found that motivation initiates and sustains positive employee behavior in the workplace. Therefore, a manager's role is to find ways to inspire, excite, and motivate their employees to increase or sustain high-level performance. Employees

want to be appreciated and valued at work, where managers are responsible to create an environment through which employees can recognize their work performance.

Leaders seeking ways to motivate their employees may benefit from the research findings of various researchers (Holmes & Parker, 2018; Krajeskák, 2019; Linge & Sikalich, 2019; Tadesse & Abebe, 2018). Holmes and Parker (2018), Linge and Sikalich (2019), and Tadesse and Abebe (2018) emphasized the importance of recognition, using various ways such as incentives and rewards, inspiration, empowerment, and commitment from leadership. Holmes and Parker (2018) accentuated the need for affirmation from administration, and Krajeskák (2019) stated that guidance motivates employees and leads to organizational commitment. A manager's positive communication can motivate some employees and increase organizational outcomes. The researchers found that when an employee receives constructive feedback from the manager in real-time, it allows them to define their expectations and discuss their goals (Holmes & Parker, 2018). Saleem et al. (2019) found that leaders demonstrate an effective and influential leadership style to enhance their employees' commitment and provide incentives, inspiration, empowerment, and rewards, increasing employees' job performance.

Empowering leaders develop various ways to foster employee motivation, promoting employee involvement in the workplace by implementing selective strategies that increase employee productivity and organizational commitment that led to empowering employees, which can reduce employee turnover intentions (M. Kim & Beehr, 2020). In summary, leaders understand motivating employees leads to an increase

in employee performance such that they feel confident in getting their work done.

Although employees receive bonuses, money, and travel perks for doing their job assignments, receiving encouraging feedback from their manager motivates employees' morale, leading to organizational commitment.

Types of Motivation

Extrinsic and intrinsic motivation are types of motivation through which some employees perform various job assignments for success, achievement, and self-actualization. Yasmineen et al. (2019) found that intrinsic motivation, employees are motivated to complete the same job assignments and learn new job assignments because that helps improve job knowledge and skills. Employees are encouraged to work for an organization where they feel appreciated, valued, and can receive mentorship to help them enhance their skills. Mitchell et al. (2020) found that extrinsic motivation is the external motivation that arises when an employee is motivated to work hard and take on additional organizational assignments.

Hotel managers encourage employees to share their knowledge in the workplace, which empowers employees and increases their performance, leading to them receiving a bonus, a company car, or promotion for their work in the company (Matošková, 2019). Hotel leaders may consider using rewards, bonuses, appreciation, advertising, and respect as extrinsic and intrinsic factors to motivate employees in the workplace. Successful managers emphasize learning different ways to motivate their employees and then utilize the best strategy for doing so (Dindar, 2018).

Some unmotivated employees affect organizational competitiveness, although extrinsic and intrinsic motivation influencers might have been implemented in the workplace. As some employees feel that their managers are not playing an active role in their growth and development, their performance is drastically affected, eventually leading to their termination from the company (Abner & Samuel, 2019). However, promotion, salary achievements, and enjoyment are examples of extrinsic and intrinsic motivation, which help motivate employees by increasing employee productivity in assisting them in building on their growth and development. Influential leaders understand that motivational techniques are essential in contributing to the employee's success (Klopota et al., 2018). Motivational factors, such as salary, working conditions, and career advancement opportunities, can help build employees' confidence in their work performance.

Motivational Factors

Managers can develop the type of motivational factors they intend to employ by sharing this information with their workers. Hussain and Soroya (2019) and Míkva et al., (2020) both found that various motivational factors, including pay, job structure, job rotation, job expansion, promotion, education, and in-service training, are influential motivational factors to be considered by managers. Hussain and Soroya (2019) also found that although many employees liked their job, some were not satisfied with the salary, promotion, and working environment. Some employees felt the management team should focus on redesigning their jobs and implementing equity and staff development as

motivational strategies to foster employee commitment and increase productivity and profitability (Hussain & Soroya, 2019).

In addition to employing motivational factors, managers can develop a working relationship with their employees, which leads to higher employee performance; however, some managers do not recognize that their employees' performance could impact the organization's success in maintaining profitability which can lead to building a positive working environment (Sweis et al., 2019). Motivational factors empower employees to increase their performance at work, which, in turn, allows them to receive recognition and rewards for their performance in the workplace.

Noureen et al. (2019) found that managers have discovered that some motivational factors empower and increase employee performance to help build employee growth, ensuring employees stay productive. Managers understand that their leadership style plays an essential role in implementing various motivational factors for employees that create a culture of transparency with open communication between employees and managers, leading to successful work relationships inside the organization (Ann & Blum, 2020; Rebull, 2019).

Leadership Style for Motivation

A manager's leadership style in a diverse workforce can motivate employees to share their knowledge, theoretical perspectives, and articulate their clear understanding of the leader's goals (Li et al., 2018). Effective leaders encourage their employees to adopt their ideas and leadership principles. Similarly, leaders often provide informational materials about their foresight and goals to help employees understand the overall

organizational vision, which can help employees in their contributions to the achievement of company goals (M. R. Khan & Wajidi, 2019).

A manager's leadership style is developed through mentoring, coaching, and on-the-job training with other leaders in the company. The leadership style is vital in strengthening the performance of employees, in creating a culture that influences employee motivation, job satisfaction, and teamwork in the workplace (Musinguzi et al., 2018). Li et al. (2018) found that five types of leaders know how to motivate their employees: managerial, relational, motivational, inspirational, and transformational. These leaders play a vital role in enhancing employees' performance and productivity.

Managerial leaders are those who have benefited from observing real-world situations and have learned, through these situations, how to negotiate employee conflicts, train employees, and help emerging leaders enhance their knowledge, abilities, and effectiveness at managing employees in the organization (Kerns, 2019). Managerial leadership style plays a vital role in managing and teaching employees who look for guidance from their manager in helping them develop and grow within their organizations (Tuffour et al., 2019). Tuffour et al. (2019) stated that the transactional leadership style contributes only 4.8% to employee commitment, whereas transformational leadership style contributes 51% in generating employee organizational commitment. Managerial leadership plays an essential role in the workplace while communicating a clear and positive vision to employees, leading to a positive working environment that helps in motivating, empowering, and encouraging employees by building a trust relationship between them and the manager (Javed et al., 2020).

Zhang & Yao (2019) stated that relational leadership is a style where the manager introduces a series of measures to new employees that focus on care, tolerance, authorization, and fairness to employees; it creates an atmosphere among employees to help them build effective communication and good working relationships with their manager.

The application of relational leadership by managers plays a crucial role in the workplace. Managers play the role of a mentor for employees by building a relationship with a strong commitment from management that is needed in strengthening employee's performance in the company (Cleary et al., 2018).

By following the motivational leadership style, managers develop leadership strategies for their employees who can effectively influence, direct, and guide employees, which lead to increasing employee performance in helping the company operate smoothly (Machmud, 2020). Mitchell & Boyle (2019) found that inspirational leadership styles have been known to reinforce employee innovation in the workplace. Managers use this style to inspire, motivate, and provide a clear vision to their employees, bringing a positive effect among employees in the organization. Motivational and inspirational leaders demonstrate their deep commitment and passion to their work by encouraging, inspiring, motivating, and challenging their employees to use their creativity and imagination in their work (Jiang et al., 2018).

Transformational leadership style helps employees build trust and respectful working relationships with their manager. Transformational leadership consists of four core dimensions: idealized influence, inspirational motivation, intellectual stimulation,

and individual consideration; these factors motivate employees in helping their manager succeed in accomplishing the organization's goals (Boamah et al., 2018). Managers use the transformational leadership style to motivate, encourage, and empower their employees to move beyond expectations. The manager then outlines the organizational needs by creating a detailed plan with a clear vision that helps motivate and empower their employees (Muchiri et al., 2019; Vignoli et al., 2018). Managers apply several types of leadership styles in organizations to interact with their employees, encouraging, inspiring, and motivating them to use their creativity and innovative ideas in the workplace, which leads to helping the company achieve its goals.

Ethical Leadership for Motivating Employees

Ethical leadership plays a crucial role in the workplace as it enhances employee behavior by increasing their performance and motivation. Kie et al., (2019) argued that ethical leadership might affect employee performance in the workplace. However, it is essential that managers understand the role of service climate, ethical climate, organizational identification, and customer orientation, which are critical in the banking industry, if they wish to build trust with employees, customers, and the community. Managers could consider developing specific skills and leadership practices that help their employees respond to transformation challenges (Bhana & Suknunan, 2019). A manager's ethical leadership style is essential, as it allows them to create a positive work environment.

Additionally, a manager's ethics and moral responsibility are crucial in creating a culture in which managers treat their employees fairly and ethically, as can be found

through the results of a survey by (Ahn et al., 2018). In this researcher study, the survey results of 255 employees and their managers indicated that core self-evaluation and ethical leadership build a positive relationship between the leaders and employees. Zeng & Xu (2020) stated that managers can use their moral leadership style to reduce employee turnover, by openly communicating ideas, suggestions, and work-related issues.

Managers can create and communicate ethical standards at the workplace by developing a list that highlights acceptable behavior standards, hence creating an ethical culture that employees must always adhere to (Fleischman et al., 2019). A manager's leadership behavior is essential in building employee trust to create the ethical climate that enhances employee work and organizational commitment. Using this model, both employee and leader engage in open and effective communication that leads to a mutually trusting relationship (T. Y. Kim et al., 2018). Since a manager's ethical leadership plays a crucial role in helping employees embrace the manager's honest leadership, managers should work to build characteristics that foster honesty, integrity, and loyalty. In turn, this culture will motivate the employee, create a harmonious relationship between leader and employees, and reduce employee turnover.

Build Trust Within the Work Environment

One way in which managers build trust with employees is creating a healthy work environment that empowers and inspires employees, ensuring mutual respect and knowledge such that working together will accomplish the company goals (Alkaabi & Wong, 2019). If managers and frontline employees build a relationship that promotes

trust, it can positively affect teamwork, communication, job satisfaction, and employee motivation, leading to an increase in employee performance and productivity (Komodromos et al., 2019). Trust in an organization demonstrates an employee's ability to develop a working relationship. Through trust between employees and managers, both parties acquire crucial knowledge about the organization (Ozyilmaz et al., 2018).

Here are three types of trust: dispositional, dyadic, and impersonal. Dispositional trust states a sense of confidence whose premise is that all individuals are reasonable people and dependable in which they rely on personal and economic situations. (Mohy-Ul-Din et al., 2019). The dyadic trust focuses more on interactions between partners you have known for over twenty years (L. Campbell & Stanton, 2019). Impersonal trust refers to a level of trust employee's trust in his or her co-workers, supervisor, or manager that serves as a mediator for both parties and has no knowledge about either party (Vanhala, 2019). Managers may consider using these types of trust to motivate and inspire employees (V. Cui et al., 2018). Trust between a manager and employees is essential in the workplace, allowing both parties to create a healthy working relationship, resulting in the positive reputation of the organization (Yadav et al., 2018).

In summary, the manager must focus on creating a culture that promotes a trusting working environment. In turn, such trust can motivate employees, increasing their performance and productivity as well as helping the company to be successful and profitable.

Respect for Others

Managers' positive leadership behavior toward their frontline employees is essential in creating a positive working environment that values employees' respectful treatment (Walsh et al., 2018). Walsh et al. (2018) found that charismatic and ethical leadership represent two similar leader behaviors. Charismatic leaders challenge their employees to go beyond their expectations, while ethical leaders show their employees how to interact with others. Both of these leadership styles play a vital role in connecting with their employees.

Boafo (2018) mentions that respect is a moral principle involving another person's dignity, and it should be valued in all cultures. Managers who treat their employees fairly and respectfully in a diverse workplace can ensure their employees are motivated, satisfied, and committed to achieving their respective organizational goals (Boafo, 2018; Schroth, 2019).

Furthermore, when managers establish a line of communication and show respect toward employees, they build a culture in the workplace that encourages the employees to share their opinions and ideas in the company (Abid et al., 2018). In short, the importance of respect in any company among managers and employees is valuable. It helps both parties to form a working relationship that encourages, empowers, and motivates employees in assisting the company to achieve its goals.

Honesty

A manager's goal is to create an open and honest workplace for other employees; this demonstrates the manager's integrity that aligns with their values, beliefs, and

principles to promote a healthy work environment (Macomber, 2019). Employees who are connected would consider work for the company long term ensure the company is transparent when a problem arises in the organization (Bogard & Bradley, 2018). The manager understands the importance of operating a company in which creating a working relationship is vital between manager and employees. Sharma et al. (2019) found through their synthesis of literature related to ethical leadership that when leaders help their employees understand the importance of honesty and consideration of others, it can promote productivity, employee motivation, and organizational success. Integrity in the workplace is essential where the manager plays a significant role in reinforcing ethical behavior standards to their employees, creating a professional culture, and communicating the codes of conduct for the workplace (Macomber, 2019).

Alamo et al. (2018) mentioned that integrity is a vital component in helping the company build trust and develop a mutual relationship that is respectful between managers and employees in the organization. Companies understand the importance of creating a workplace environment for their managers and employees with resources that focus on organizational integrity (Alam et al., 2018). According to Peng and Wei (2018), managers' honesty with employees in the workplace is critical as the manager's moral integrity and reliability motivate employees, increase their performance, and build mutual trust and respect between managers and employees.

Ultimately, managers use various strategies that continue to reinforce ethical behavior standards in the workplace. This is done by demonstrating the importance of the

code of conduct with their employees. Thus, demonstrating the code of conduct builds integrity and honesty between both parties in developing a positive working environment.

Empowerment

The empowerment of employees in the workplace often creates an environment that is positive, enabling employees to be confident, hopeful, and more productive with new ideas that allow them to grow (Shahid & Marchuri, 2019). Empowered employees know how to confront challenges in the organization where employee have control over their assignments as well as the opportunity to make a decision that would be beneficial to the company; thus, an empowered employee is recognized for their accomplishment and treated fairly (Nayak et al., 2018). Empowering leadership among employees in the organization would motivate employees to create a workplace culture leading to organizational commitment and team-oriented performance, which motivates employees to engage in the workplace (Islam et al., 2018).

Furthermore, employee empowerment in the workplace could lead to numerous benefits for the employees. Employee empowerment may provide them flexibility, freedom, and the power to make decisions and solve problems. Employee empowerment plays a significant role in an organization and through empowerment the manager may support employees' growth by providing opportunities to develop leadership skills. Along with job-related knowledge and authority employees are able to create an environment that promotes employee empowerment, leading to increased employee productivity, responsibility, and organizational commitment (Potnuru et al., 2019). The manager understands the importance of finding ways to implement employee

empowerment; it builds confidence with employees at the lower level in doing the job, which creates an environment where managers increase responsibility and form a positive relationship with employees (Sadq et al., 2019).

To summarize, although researchers (Islam et al., 2018; Nayak et al., 2018; Potnuru et al., 2019; Sadq et al., 2019; Shahid & Marchuri, 2019) discussed empowerment for different purposes, each found employee empowerment a vital asset in the workplace, and helpful for building employees' confidence. Additionally, empowerment allows employees to develop decision-making skills. These skills can contribute to their ability to perform efficiently and effectively.

Leadership's Role in Motivating Employees

Leaders motivate their employees by providing adequate training and creating an organizational climate where employees feel motivated to work hard in achieving company goals (Paais & Pattiruhu, 2020). No leader can force their employees to become successful. However, they can motivate the employees through fair treatment, proper incentives, and adequate compensation. Motivating employees in the workplace is driven by their managers' behaviors. The manager's leadership style affects and encourages the employees to complete various tasks in the company (Slemp et al., 2018).

Lin et al. (2019) found that humble leaders are motivated for the benefit of their employees. They treat their employees fairly in listening to their concerns. The leader has a positive influence on motivating their employee in increasing their performance. Leaders set standards that inspire and motivate their employees' performance in the

workplace, which builds confidence and helps employees enhance their creativity and achieve their vision and goals (Shafi et al., 2020).

The leadership style is vital in motivating employees, building commitment, and empowering employees to reach their full potential, which leads to help the organization reduce burnout, job stress, and turnover intention while creating a positive working environment inside the company (Ohunakin et al., 2019). To conclude, the leader understands that fair treatment, proper incentives, and adequate compensation play a significant role in motivating employees, thus creating a culture that promotes a healthy workplace.

Manager Strategies to Reduce Employee Turnover

Managers use a variety of ways to motivate their employees. Managers employed in the hotel use employee recognition and awards to motivate their employees (Asaari et al., 2019). Although managers use several ways to ensure that their employees are motivated and satisfied, some employees still leave the organization for various reasons (Chin et al., 2019). In October 2018, The Society for Human Resource Management reported that 2.3% of workers quit their job for reasons such as seeking better-paying employment, employer benefits, and relationship problems with managers (Society for Human Resource Management, 2019). Additionally, employees feel that having a positive relationship with their managers would allow them to learn valuable information that can eventually help their growth and development in the workplace (Schroth, 2019). Employees want to be appreciated as they work as it enhances their abilities. They prefer working at an

organization where the management offers growth opportunities and fair compensation, hence motivating employees to stay committed to organizational goals (Frye et al., 2020). Managers could consider developing various creative ideas to manage employee turnover by identifying the barriers to leaving the workplace. Implementing a variety of specific tools, such as bonuses, personal development, and growth opportunities motivate employees, thereby enhancing employee retention and organizational commitment (T. W. Lee et al., 2018).

A major concern in organizations today is employee turnover. If the employees do not meet the employer's expectations set forth by the organization, they could be released by the organization. One of the manager's significant concerns is educating their employees about employee retention, which is vital in building a workforce that plays a critical role in grooming their employees with the training that led to helping the company achieve its goals (Rakhra, 2018).

Employers notice that employee retention is a significant issue, and therefore, they spend large amounts of money on reducing employee turnover costs, which fails in helping the company meet objectives. Nevertheless, hotel managers must create an environment that motivates employees to increase their productivity, empowering employees to enhance their skills, knowledge, and career, leading to improved employee retention results (Khalid & Nawab, 2018).

Employee Leadership Training

Leaders use various strategies in the workplace for enhance employees' skills, fostering professional growth. They design and implement employee development

programs focusing on employee actions, mindsets, attitudes, and behaviors to help employees do their job with a competitive advantage (Davis, 2019). Leaders use their leadership skills to develop their employees' skills by teaching them how to cultivate leadership by building on their professional growth and enhancing their creativity, knowledge, skills, and abilities (Chahar et al., 2019). Employee leadership in the workplace plays a crucial role in motivating other employees who promote innovative ideas, creating an organizational culture that renew employee attitude to devolving creative ideas, leading to increased employee performance and productivity (Chahar et al., 2019).

Employee training is vital for increasing their knowledge, skills, and abilities in the workplace. Managers understand the importance of training and developing their employees; it enables employees to achieve organizational goals and meet expectations, which improves their quality of work. This improvement increases employee commitment, which helps the company remain profitable in competitive markets (Malek et al., 2018). Employee leadership, inculcated by their manager, plays a crucial role in instilling job engagement and productivity in helping employees understand the basics of leadership by selecting the best method to increase their skills and build on the information acquired from their manager (M. R. Khan & Wajidi, 2019). Thus, the employees continue to improve their performance and quality of work in the workplace. Employee leadership training administered by the employer plays an essential role in the training and development in which employees learn how to fulfill their full potential, make suitable decisions, and do their job well in the workplace (Mazzetti et al., 2019).

Managers should allow their employees to enroll in the company leadership training program to enhance their skills, knowledge, and capabilities when promoted to their new position,

Through research studies, organizations realize the importance of employee training as employees receive updated training information that boosts employee productivity, creating a productive workforce (Halawi & Haydar, 2018). These researchers (Chahar et al., 2019; Davis, 2019; Halawi & Haydar, 2018; Malek et al., 2018) found that employees assimilate knowledge and skills from the training provided by their managers. Other evidence found from an organizational perspective is that leadership training is conducive to profitability and improves employee performance. Leadership training helps enhance skills, encourage empowerment, and often motivates employees.

Employee Benefits

Employee benefits constitute a critical aspect for the employees in a company, which benefit both employers and employees (Galanaki, 2020). Employee benefits form a valuable tool in the workplace, as employers provide their employees with goods and services such as private insurance, gym membership, and discounted prices on personal products to help them balance their work-life with a healthy personal lifestyle (Galanaki, 2020). Several companies understand the importance of developing a website section that provides employees with information on the types of benefits they can expect. Several companies have recruitment sections on their website, where 77% of them claim that they are the best company to work for (Tato-Jiménez et al., 2019). Moreover, 85% of Fortune

500 companies had a section on their website named “Benefits Offered to Employees”. Company websites offer valuable information that may attract curious prospective employees who wish to become a part of the workforce (Tato-Jiménez et al., 2019).

For prospective employees, employee benefits are a vital aspect of the company they seek to join. The human resources manager suggests using a variety of employee benefits in the workplace to motivate employees and increase employee productivity. Managers have realized that employee benefits are less costly than financial rewards, especially in cases where the company limits pay increases for its employees (Laundon et al., 2019).

Therefore, it can be asserted that employee benefits play a crucial role in attracting and retaining employees. Employees and employers understand that employees' salaries and healthcare benefits are essential aspects for employees in any company. Other employee benefits include gym membership, local store discounts, tickets to events, and gift cards, which boost employee satisfaction and engagement in the workplace and foster a positive and healthy working environment.

Employee Recognition and Incentives

Employee recognition is a type of strategy that managers use to motivate their employees by appreciating them. As the workforce changes, employers aim to attract employees who motivate and inspire others in helping the company achieve its goals. Bussin et al. (2019) placed emphasis on the idea that companies try to retain their competitive advantage by hiring a multigenerational workforce. They also stressed the importance of employee recognition and incentives in motivating, rewarding, and

energizing employees. However, some incentives fail to fit the lifestyle needs of employees in the present-day workforce. Many employees are looking for incentives that offer flexible work arrangements and work-life balance in order to help them improve their quality of life.

Employers found that monetary rewards can play a crucial role in impacting their employee's behavior and performance in the workplace. Moreover, managers understand that setting clear goals that align with company strategies is essential for employees to help the company achieve these goals. Consequently, employees are compensated with bonuses, rewards, and cash gifts, which are motivation tools that increase employee performance (Shang et al., 2018). Over the years, managers have learned that managing their employees in a diverse workforce is quite challenging.

Managers have, thus, developed strategies that reward employees with recognition, bonuses, and promotion for their work. This enhances employee performance and helps the company achieve its goals (Cote, 2019). A motivated workforce is vital for any company to remain profitable and provide quality customer service. Employers understand that employee compensation plays a crucial role in motivating employee performance, thereby increasing employee commitment and productivity in the company (Kefay & Kero, 2019).

Ultimately, the research summarizes the importance of creating an employee leadership program that helps employees build on their leadership abilities and promote innovative ideas in the company. In the present day, employers have realized that awarding bonuses, rewards, cash gifts, and recognition effectively motivates their

employees. They have further learned the importance of valuing their employees and appreciating their commitment. This helps the company accomplish its mission and goals.

Employee Reward Programs

The employee reward program plays a vital role in the organization in motivating employees, which enhances the employees' creativity and advances innovative ideas in the workplace (S. Khan & Mohiya, 2020). The importance of companies adopting an employee reward management system is valuable so that managers can reward their employees fairly and regularly. Data collected from 403 employees indicated that having a reward management system positively affected employee performance in the workplace (Martono et al., 2018). Managers found by researching employee reward programs that choosing the right kind of rewards for their employees is suitable for the workplace, as employee rewards motivate employees and improve their performance at work (Kaur et al., 2019).

Employee reward and recognition program created by the employer plays a valuable role in recognizing their employees for their contribution in helping them grow in their career. The manager provides their employees with financial and non-financial rewards for their performance, thereby motivating employees and increasing productivity (Kumari, 2019). Employee reward programs in the company can energize employees and elevate their performance as they learn new skills and propose innovative ideas to implement in the organization. It is essential for employers to develop employee reward systems that meet organizational and employee needs. To do so, the management must

create fair employee reward systems that provide financial and non-financial rewards to motivate and encourage employees by increasing employee productivity and commitment (Abdin et al., 2019).

To summarize, employee reward programs play a vital role in an organization. The management identifies a selection of rewards that fits their employees' needs, is suitable for the workplace, and acknowledges employees for their performance. Consequently, this acknowledgment inspires and motivates employees as they continue to improve their knowledge, skills, and abilities.

Employee Career and Professional Development

Employee career and professional development programs are valuable programs learned in the workplace, which benefit the employees by helping them in enhancing their skills, knowledge, and creativity in the company. However, 71% of the same employees were unhappy with how the company was expanding their leadership skills and would consider leaving the company in the next two years (Wong & Rasdi, 2019; Zaharee et al., 2018). An employee career development program is essential in assisting employees to land their desired job at several organizations. Employees must be flexible in managing the changes they may experience to succeed in this ever-changing and competitive working environment (Wong & Rasdi, 2019).

Employee career and professional development allow employees to develop their workplace skills, knowledge, and abilities. Organizations face challenges in employee growth due to globalization changes in technology and political and economic environments. Employers understand that they must identify the different types of

trainings that may aid their employees and help them in utilizing the skills learned to succeed in the working environment (Al Karim, 2019). In the workplace, employees are responsible for developing their careers, in which the employer plays a vital role in training their employees about their career planning. Employees gain valuable information they learn with their manager as a mentor, which equips them with the knowledge and skills needed to secure that job and help the company achieve its mission and goals (Erasmus, 2020).

The research concludes that employee career and professional development play a vital role in the workplace, since employees learn valuable information on how to develop their skills, dimensions of knowledge, and abilities for their career and professional development. Therefore, employers must have their managers train, teach, and develop their employees with the knowledge needed to succeed, leading them to achieve success in their professional careers.

Transition

Section 1 of the single case study provided information on strategies for reducing hotel frontline employee's turnover. It explained the background of the study, problem and purpose statements, nature of the study, research and interview questions, a conceptual framework based on Vroom (1964) expectancy theory of motivation and definition of terms. Other contents of Section 1 include assumptions, limitation, delimitations, the significance of the study, and a review of the professional and academic literature.

In Section 2, I restate the purpose statement, provide narratives on the role of the researcher, participants, research method and design, population and sampling, and ethical research. Other areas I discuss in Section 2 include data collection instruments and technique, data organization technique, data analysis, and reliability and validity of the study.

Section 3 includes an introduction, presentation of the findings, applications to professional practice, implications for social change. Section 3 includes recommendations for additional research, action recommendations, and a personal reflection and concluding statement.

Section 2: The Project

I conducted this study to explore the motivational strategies some hotel managers use to reduce the turnover rate among hotel frontline employees. In Section 2, I restate the purpose statement, provide a description of the role of the researcher and my role as the researcher, describe the participants of the study, delineate the research method and design, and explain the population, sampling, and ethical research needed to conduct the study. Other areas I discuss in Section 2 include the data collection instruments and technique, data organization technique, data analysis, and the reliability and validity of the study.

Purpose Statement

The purpose of this qualitative single-case study was to explore motivational strategies that some hotel managers use to reduce employee turnover. For this purpose, the target population included six hotel managers within a single hotel located in Baltimore, Maryland, with successful experience in using motivational strategies to reduce employee turnover. The implication for positive social change includes an opportunity to update business practices by developing motivational strategies for hotel managers that may lead to a decrease in employee turnover and an increase in customer satisfaction. In return, this would enable the hotel to retain existing customers as well as attract new customers.

Role of the Researcher

The researcher's role in a qualitative research case study is to serve as the instrument of data collection for the study (Archibald et al., 2019; Moser & Korstjens,

2018). As the researcher, my key role in this research was to collect the data, protect the participants and ensure the integrity of the study. Other functions of a qualitative researcher in a case study include (a) gathering information through an extensive review of the literature, (b) identifying research participants for the study, (c) conducting qualitative interviews, then organizing and analyzing the data, and (d) generating data interpretation of research findings and results (Phoenix et al., 2018; Zahle, 2019). The researcher's study must be well-founded and credible so that the data is collected in an honest and fair-minded manner (Shaw & Satalkar, 2018). Accordingly, as the researcher, the information I collected was traced back to various sources that were valid and relevant to the topic for this study.

I was familiar with the research topic because I was a frontline employee who worked in the hotel industry, the geographic region was the Baltimore metropolitan area where I live, and I have professional experience of over 15 years. I took steps to ensure the data collection process was accurate and avoided interview bias. The researcher's role is to establish a research study that is transparent and is an in-depth examination of specific phenomena that limit personal biases (Aguinis & Solarino, 2019; Fàbregues & Fetters, 2019). As the researcher, I was the primary data collection instrument.

Researchers follow the research ethics as outlined in the *Belmont Report* of 1979. According to the National Institutes of Health (NIH, 2021), the *Belmont Report* aims to protect the participants in a research study from risk. The principles of the *Belmont Report* include (a) justice, (b) beneficence, and (c) respect for participants. In this regard, Brothers et al. (2019) mention that the *Belmont Report* is used by researchers to respect

the participants, minimize risks, maximize study benefits, and avoid bias selection. I followed the principles outlined in the *Belmont Report* by respecting the participants during the collection of data, and avoided the biased selection of participants, observed ethical issues, minimized personal bias, and maximized the study benefits toward participants. I mitigated bias and avoided viewing data through a unique lens or perspective through journaling and member checking as suggested by Yin (2018).

I interpreted each participants' responses to the interview questions and emailed their responses to them. Using member checking, each participant reviewed my interpretation of their responses for accuracy. There were no incorrect interpretations, I did not have to make changes and did not have to send interpretations back because there was no new information shared. An essential step in qualitative research is member checking in which the researcher verifies the accuracy and analysis of the data collection in the study (Naidu & Prose, 2018). Additionally, the interview questions aligned with the research study questions to mitigate personal bias in the research, and the interview protocol (Appendix A) was used in the data collection to maintain consistency during the interview process.

The researcher conducts member checking in which the data collected from the participants during the interview process was analyzed and validated to reach data saturation (B. Saunders et al., 2018). By using an interview protocol, researchers collect accurate data, analyze and validate the data obtained from the participants while limiting personal bias, and explore more profound insights into the specific phenomena under study (McGrath et al., 2019). During the interview process, I asked the participants

probing questions. The researcher asks the participants open-ended interview questions that align with the research questions on specific topics for more insight (Yin, 2018). Interviewing and observing participants are essential components in a research case study.

I obtained proper approval from each participant and followed the interview protocols to conduct the interviews. Additionally, I ensured the protection of the participants during the interview by using a coding system to protect the participants' identities. During the face-to-face interviews and data collection, I made every effort to be confidential and adopted a trustworthy manner to mitigate bias. Researchers use a face-to-face interview to collect data and observe the participants' tone of voice, body language, and facial expression during the interview process (Barrett & Twycross, 2018). I used the interview protocol (Appendix A) to ask open-ended interview questions based on the literature resources that align with the research question and ensure the process's consistency. Each participant was reminded that they may withdraw from the study at any time and that all data would remain confidential.

Participants

As the researcher of this study, I recruited hotel managers who used motivational strategies to reduce employee turnover. Participants who met the requirements were deemed eligible to participate in the study and received informed consent forms that explained the purpose of the study. I interviewed six hotel managers working at one hotel located in Baltimore and used the following criteria: (a) The manager had worked in the hotel industry for the past 2 years, (b) the manager had implemented several strategies to

reduce employee turnover, and (c) the manager was over 18 years old. The researcher in a qualitative study chooses participants based on the data they provide, and this data must be credible and accurate and align with the study's research question (M. N. Saunders & Townsend, 2018).

Furthermore, researchers develop various strategies to gain access to the participants for the study. These strategies include personal contacts, telephone calls, social media, text messaging, zoom video calls, and email (Moser & Korstjens, 2018). Upon approval from the Walden University IRB, I sent the informed consent form and a letter of invitation to potential participants via email. After the hotel managers contacted me, I introduced myself via email and zoom video conference. Then, I explained to the hotel managers why they were contacted and answered any concerns or questions they had in regard to participating in this research study. I informed the hotel managers they could withdraw their participation in the study without any consequences. Moreover, a researcher must establish a good working relationship with the participants to build rapport between both parties before the interview (McGrath et al., 2019). I developed a professional and a working relationship with the participants through continuous communication via a Zoom video conference and email. Additionally, I emailed a consent form to the participants in the research study. The researcher should ensure the participants understand their roles in conducting an ethical research study (Liabo et al., 2018). As the researcher, I built a trusting relationship with the participants and prevented conflict by establishing boundaries and open communication. The potential participants who wished to participate in the research study read, signed, and emailed the consent

forms back to me. On this note, the researcher should protect the confidentiality identity of all the participants who volunteer to participate in the research study (Turcotte-Tremblay & Mc Sween-Cadieux, 2018). To protect the participants' identities, I developed a coding system in which each participant was identified as P1, P2, P3, P4, P5, P6. For this study, the participants were six managers who worked in Baltimore's hotel industry and who used their strategies to reduce hotel frontline employee turnover.

Research Method and Design

For this study, I chose a qualitative research approach after considering the following three research approaches the qualitative, quantitative, and the mixed method. Additionally, I selected a case study design since I wanted to explore motivational strategies some hotel managers used to reduce employee turnover. For this purpose, the research method and design reveal the results and determines the conclusion for the research study (Silberzahn et al., 2018). As the researcher, I used qualitative research to explore managers' motivational strategies to reduce employee turnovers.

Research Method

In this research study, I select a qualitative single case study method and design. The purpose of this qualitative single case study was to explore motivational strategies some hotel managers used to reduce employee turnover in the Baltimore, Maryland area. On this note, researchers use a case study design to investigate specific phenomena within a real-life situation (Yin, 2018). Accordingly, I used the case study design because I wanted to explore a particular phenomenon regarding the types of motivational strategies that some hotel managers used to reduce employee turnover within a real-life

situation inside the hotel. I used a single case to collect data from hotel managers who have experience using such strategies. Stockemer et al. (2019) stated that the quantitative method allows the researcher to examine by sampling or test theories using statistical analysis; thus, the quantitative approach was not appropriate for this study because I was not planning to conduct any sampling or test theories using statistical analysis.

Researchers use mixed methods to broaden in-depth research on specific phenomena in a research study using qualitative and quantitative methods (Täuscher & Laudien, 2018); however, the mixed-method research methodology was also not suitable for this study because I used a qualitative approach to address the purpose of this research study.

Research Design

In a qualitative research study, options for research design include an ethnographic, phenomenological, or case study design. In particular, an ethnographic design is used to study the cultures of individuals through observation to gain perceptions using a self-report measure (Ahlstedt et al., 2019). However, I did not use the ethnographic design because there were no cultural aspects to observe in the hotel organization within this study's boundaries. Teskereci and Boz (2019) stated that the phenomenological design is used to study participants on specific phenomena relying on real-life experiences; conversely, I did not use the phenomenological design due to its focus on real-life experiences, whereas I wanted to look beyond lived experiences and explore strategies and view documentation related to understanding a business problem of employee turnover in the hotel industry. Yin (2018) stated that the case study design involves using various sources of information to investigate a contemporary phenomenon

within a real-life context. Therefore, a case study design was appropriate for this research study because I used various sources to explore a specific phenomenon. In particular, case study designs are suitable when the researcher plans to interview and observe the participant's behavior (Paddock et al., 2019). Some researchers use a single case study when only one business atmosphere is necessary to answer a specific problem by exploring strategies from multiple sources in addressing a particular business problem (Paddock et al., 2019). A single case study was suitable for this research study because I selected managers who worked in the hotel industry to determine their strategies for reducing employee turnover.

Population and Sampling

Researchers use purposive sampling in a research study by selecting a group of participants who are experts and can answer the research questions (Farrugia, 2019). In case study research, researchers use a sampling approach related to particular populations (Ames et al., 2019). The sample population for this research study was six managers from the hotel industry in Baltimore, Maryland. Selecting an appropriate population ensures transparency and accountability of evidence collected for the research study (Thomson et al., 2020). To be eligible to participate in this study, the hotel managers were required to have a minimum of 2 years of experience with responsibilities such as supervising, training, hiring, and firing, and they should have incorporated a variety of strategies that focused on reducing employee turnover. In a qualitative research study, sample size plays an essential role in keeping the research study's reliability with supported data that aligns with the research question and conceptual framework (Kökalan, 2019). S. Campbell et al.

(2020) found purposeful sampling most suitable because it allowed them to use the expertise of the hotel industry's managers to answer their research questions adequately. Hence, I used purposeful sampling in this research study. Additionally, purposeful sampling is ideal because this study aims to interview the hotel managers who discuss their managerial experiences and opinions clearly and freely.

In a single case study, data saturation is vital in determining whether the sample size is suitable for the research study because for a sample size to be relevant, the researcher must gather an acceptable amount of data that answer the central research question (Guest et al., 2020). The researchers cannot estimate data saturation even though the method is draining during the research process. Weller et al. (2018) noted that data saturation is obtained when the number of participants or focus groups ranges from 2 to 40 groups. I reached data saturation in this research study after using participant interviews, document analysis and the accuracy of my interpretation of participants' responses through member checking. I was sure there was no new information shared. Furthermore, the participants in a research study should have knowledge and experience about the research topic (Yin, 2018). The participants in this research did have knowledge and experience about the topic, met the eligibility criteria, and had experience in implementing strategies for reducing employee turnover in the hotel industry in the Baltimore area.

Ethical Research

The purpose of this qualitative single case study was to explore motivational strategies used by some hotel managers to reduce employee turnover. Researchers need

permission from the university research ethics committee to obtain approval before collecting any data for the research study (Alter et al., 2020). I received permission from Walden University IRB, and my number is 08-22-22-0575383, which protects the participants before conducting any research for the study.

After receiving approval from Walden University IRB, I identified hotel managers in the Baltimore area who used motivational strategies to reduce employee turnover. According to Biros (2018) before commencing the interview process, researchers must obtain informed consent from each participant. After the participants reviewed the informed consent form, they were asked to sign it to confirm their participation in the study. By signing the informed consent form, the participants agree that they understand their roles in the study and the minimal risk involved (Biros, 2018). Additionally, the participants were notified about the confidentiality and the secure collection of data during the interview process. The confidentiality of the data collected in the interview process is crucial, as it protects the participants from damaging effects and also protects the company from being subjected to lawsuits filed by any individual (Lobe et al., 2020). I hold a meeting with the participants to explain to them that they are not required to participate in the interview and can withdraw from the study at any point. The participants did not receive compensation or benefits from participating in the study. I wanted this to be an ethical research study. Moreover, I let the participants know they would receive a summary of the final research study once the research was completed.

Additionally, researchers must guarantee confidentiality as it is vital to a research study (Surmiak, 2020). For this purpose, no participants' personally identifiable

information was collected in this study. The first participant was coded as P1, the second P2, the third P3, the fourth P4, the fifth P5, and the sixth P6. All confidential data collected from the participants was stored on an encrypted USB flash drive and locked in the safety deposit box. After five years, I will destroy all the data collected from the participants.

Data Collection Instruments

A researcher uses a variety of tools for data collection. In qualitative single case study research, the researcher is the primary instrument for data collection (Heath et al., 2018). As such, I was the primary data collection instrument in this single case study. For this purpose, I used semistructured interviews, asking each manager open-ended questions about reducing employee turnover during the interview protocol (see Appendix A). The interviews took place via Zoom and Microsoft Team, which allowed me to communicate via telephone or computer. In this regard, I used my computer and tape recorder as recording devices for each interview after receiving permission from the managers. Using both devices was helpful for data collection and analysis by ensuring that my interpretation of the participants' responses was accurate.

To enhance the reliability and validity of the data collection process in this study, I used triangulation. For various reasons, the triangulation of data from various sources enhances the reliability and validity of the researcher's data collection process (Natow, 2020). To achieve data triangulation, I collected data from the participants using semistructured interviews, documents shared by the hotel managers, and note-taking during the interview process. On this note, researchers share interview transcripts with

the participants to verify the information, and they use member checking as a transformative process that ensures the reliability and validity of the qualitative research study (Brear, 2019). To sum up, I used interviews and member checking to ensure the reliability and validity of the data collected for this research study.

Data Collection Technique

When conducting single qualitative case studies, the researcher uses several data techniques to collect data, and among these techniques are semistructured interviews, direct observation, and archival data (Yin, 2018). Researchers use short or long discussions as a tool in the collection of data in a qualitative research study (Young et al., 2018). Regarding this single case study, the primary data collection technique was semistructured interviews, during which I asked each manager open-ended questions from the interview protocol the motivational strategies used to reduce employee turnover (Appendix A). Semi-structured interviews, documents shared from the hotel managers, and personal notetaking were critical data collection techniques and valuable tools employed in this research study.

Moreover, other data collection techniques researchers use include electronic media (e.g., Zoom, Microsoft Teams, and audio recording), direct observations, researcher-written documentation, and interviews (Abutabenjeh & Jaradat, 2018). When collecting data some qualitative researchers use electronic media to record participants during the interview process (Wood et al., 2019). I used my computer to conduct the Zoom audio recorded interviews and a tape recorder as backup to record each participants' responses to ensure data accuracy.

Researchers understand that semistructured interview questions have both advantages and disadvantages. One advantage of a researcher using semistructured interview questions is to allow the participants to respond openly and honestly with their thoughts in a way that aligns with the study's research questions (Mukumbang et al., 2020). Semi-structured interview questions are vital in helping the researcher prepare the research questions before beginning the interview session (Allen & Becker, 2019). I used semistructured interviews to obtain accurate, clear, and reliable data from the participants for the research study.

The disadvantages that researchers experience with a face-to-face semistructured interview include some participants feeling hesitant and disengaging from the interview (DeJonckheere & Vaughn, 2019). Some researchers learned that face-to-face interviews can be a lengthy process, but they found that one can collect valuable data for the research study (Moser & Korstjens, 2018). I did not conduct a pilot study in this single case study because I followed the advice received from the Walden University committee chairperson as the instrument for validating the interview questions contained in the interview protocol (Appendix A).

Member-checking is a tool in which the researcher interviews the participants by collecting data and sharing it with them to check data accuracy during the interview session (Busetto et al., 2020). Researchers employ member-checking by collecting the participants' information and then transcribing each recording from the interview session (Iivari, 2018). Accordingly, to ensure the accuracy of the data in the research study, I used the member-checking method to collect data. All the interview participants reviewed

my interpretation of their responses to the interview questions as part of the member checking process to ensure that the participant's interview data were understandable, and accurate for the research study. If there was no misinterpretation, I did not make any changes, did not send my interpretation back more than once to the participant for validation and because there was no new information, and their responses were accurately interpreted.

Data Organization Technique

Researchers use a research log and tools as they are data organization techniques to ensure information is easily located (Akinyode & Khan, 2018). In this regard, I kept track of all data collected through research logs, Zotero research assistant, participant labeling systems, and Microsoft Excel to ensure that the data collected aligned with the participant's interview transcripts and audio recordings for the research study. In this qualitative research study, all the participants were labeled as P1, P2, P3, P4, and P5 to protect their identities, maintain the confidentiality of their names, and respect their privacy. I used Microsoft Word to document notes of my experiences during each interview session.

In qualitative research studies, several researchers implement the NVivo 12 software for labeling and coding themes from the interview of each participant (Maher et al., 2018). Similarly, I used NVivo 12 to code the emergent theme. NVivo 12 is a software that allowed me to organize the interview data from each participant, and I was able to layout themes in an organized manner. All the data from the interview sessions were recorded on an electronic device and used in the NVivo 12 software stored on an

encrypted USB flash drive that was locked in a safe deposit at the bank for five years to protect the participants' privacy. After five years have passed, all the data will be destroyed using a paper shredder, and all electronic data will be erased.

Data Analysis

The data analysis requires the researcher to analyze several data preparation sections, including writing summaries and revising, transforming, and organizing data to conclude qualitative research (Raskind et al., 2019). In this single case study, the data analysis provided a foundation for learning the motivational strategies that some hotel managers used to reduce employee turnover. As the researcher, I collect all the data for this research study, and the data were analyzed using Yin's (2018) data analysis process that consists of the following five steps: (a) compile the data, (b) disassemble the data, (c) reassemble the data, (d) interpret the meaning of the data, and (e) conclude the data. As the researcher, I developed open-ended questions and used semistructured interviews to create themes from the data collected by analyzing the answers from the participants (Vaismoradi & Snelgrove, 2019). The research focuses on the motivational strategies that managers used to reduce employee turnover. For this purpose, open-ended questions with semistructured interviews that align with the central research question are used to enhance the reliability and validity of data collection from the participants. Then, the answer from each participant is reviewed and analyzed. The semistructured interviews allow the researcher to analyze open-ended questions answers obtained from participants by exploring specific themes in further detail (Vaismoradi & Snelgrove, 2019). I asked each participant seven open-ended interview questions during the interview process. All

the participants' answers were combined and then grouped into specific themes. Using semistructured interviews, member checking, and note-taking helped to reach data triangulation in this research study.

In this research study, a transcription service called Scribie.com was not used to transcribe the interview conducted with each participant. The researcher codes all the data that will be collected, reviewed, and analyzed (Gibbs, 2018). Afterward, all the data received from each participant was managed, studied, and verified. Furthermore, I used NVivo 12 software to arrange all the data for coding and developing themes present in an organized format. Coding and developing themes in qualitative research allow the researcher to thematically assemble and categorized the data collected from the different databases used in the study, assigning a label to the code from the participants used from the interview (Williams & Moser, 2019). I verified the selected themes by analyzing the data aligned with the central research questions. The participants' interview answers helped connect the appropriate themes with motivational topics suitable for this research study. The focus of this single case study was to explore motivational strategies some managers use to reduce employee turnover through the lens of Vroom's expectancy theory.

Reliability and Validity

A researcher in a qualitative research study uses various verification strategies to ensure reliability and validity (Spiers et al., 2018). On one hand, reliability refers to the strength of the study in which the suitable methods selected by the researcher are utilized and implemented. On the other hand, validity refers to determining the truthfulness of the

findings present in the research study (Rose & Johnson, 2020). A researcher's responsibility is to provide valuable information on dependability, credibility, confirmability, and transferability in the study, ensuring the research study's reliability and validity. In this section, I review the methods necessary for mitigating personal bias and to achieve the reliability and validity of the findings in this research study.

Dependability

As the researcher, addressing the dependability, credibility, confirmability, and transferability in the research study ensures reliability and validity (Fusch et al., 2018). Dependability in qualitative research requires the researchers to examine the quality of the research process using data collection and data analysis (Boucerredj & Debbache, 2018), and it was achieved through member checking. Researchers use a research tool to validate the accuracy of the data collected from the participants (FitzPatrick, 2019). Member checking can be achieved by using the following methods to ensure reliability and validity: (a) conduct the initial interview of research participants, (b) interpret the data the participants shared during the interview, and (c) share with the participants the data interpretation from the interview by validating the data and confirming the results (Brear, 2019). Therefore, I implemented the appropriate steps to assure dependability by using member checking, and analysis for validating the data to ensure reliability in this research study.

Credibility

In a research study, credibility refers to the researchers providing collected data that is accurate and trustworthy (Liao & Hitchcock, 2018). If the researcher's research

data is not credible, then the research is not correct, reliable, or valid (Shufutinsky, 2020). As the researcher, attaining credibility is essential since authentic data provides in-depth insights into the researcher's study (Pasi et al., 2019). During the interviews with the participants, the researcher can collect extensive information beneficial to the research study (Pessoa et al., 2019). Note-taking and transcribing all data obtained from the participants during the interview process enhances the research study's transparency, credibility, and accuracy (Timsit et al., 2019). All the data collected from the participants during the interview was recorded word by word and interpreted to ensure reliability and validity.

Confirmability

In qualitative research, confirmability refers to how other researchers can validate the outcome in a single research study (Gill et al., 2018). Confirmability happens in qualitative studies when the researcher reviews and analyzes the data collected, and it is vital to ensure the confirmability of the study with in-depth information and not the researcher's personal bias (Eldh et al., 2020). Moreover, confirmability ensures that the results of the study are verifiable and accurate (Chung et al., 2020). In this research study, I documented the participants' responses to the interview questions during the interview process. I asked follow-up questions when necessary to ensure the accuracy of the data collected, which enhances the confirmability of the researcher's findings in the study.

Transferability

Transferability refers to the strength of the researcher's qualitative study results that can be discovered or transferred into another form or setting (Munthe-Kaas et al.,

2020). The researcher who does the generalizing is responsible for providing transferability (B. Smith, 2018). On this note, Daniel (2019) mentioned that transferability provides evidence supporting the research study. Furthermore, the integrity of the researcher's findings can apply to other content, settings, or individuals in a qualitative research study. Providing accurate data with detailed information from start to finish during the research process can help other researchers in qualitative research studies consider the study's findings transferable into another context or setting (Korstjens & Moser, 2018). Some strategies that researchers use to secure transferability are member checking, triangulation, location and sampling, and population of data collection (Forero et al., 2018). Hence, I provided accurate and truthful information throughout the research process by identifying the location, participants, sampling, and population and by collecting data that motivational strategies some hotel managers use to reduce employee turnover.

Transition and Summary

In section 2, I discussed the following points: the narratives on the purpose statement, the role of the researcher, participants, research method and design, population and sampling, and ethical research. Additionally, other areas I discussed in section 2 included data collection instruments, data collection technique, data organization technique, data analysis, and reliability and validity of the study. In principle, the purpose of this qualitative single case study is to explore strategies that help managers reduce employee turnover. Furthermore, section 3 will include an introduction, presentation of the findings, applications to professional practice, implications for social change,

recommendations for further research, recommendations for action, personal reflection, and the conclusion statement.

Section 3: Application to Professional Practice and Implications for Change

This section includes a discussion of the study's purpose and my findings on strategies for reducing hotel frontline employee turnover. Information from the participants and the conceptual framework of the expectancy theory of motivation are included. The applications to professional practice, implications for social change, recommendations for action and future research, reflections, summary, and conclusions are also discussed.

Introduction

The purpose of this qualitative single-case study was to explore motivational strategies used by some hotel managers to reduce employee turnover. Based on the participants' responses to the interview questions, and the document review, the following themes emerged: (a) open communication, (b) training and development, (c) employee recognition and rewards, and (d) career advancement opportunities were included in the participants' strategies. Grounded in the expectancy theory of motivation, the study findings align with some of the key constructs of the expectancy theory.

Presentation of the Findings

The overarching research question for this study was: What motivational strategies do some hotel managers use to reduce employee turnover? The hotel industry's high employee turnover rate has been a challenging issue worldwide, affecting the service customers receive. Employees trust that their manager will enhance employee commitment and team performance (Yao et al., 2019). According to Han (2020), factors influencing hotel employee turnover include managerial support, work environment,

promotion, compensation, and benefits of other kinds. Hotel managers can use various strategies to reduce employee turnover, for instance, by demonstrating an upbeat leadership style among their employees (Albashiti et al., 2021) or motivating their employees and increasing employee productivity and organizational commitment (Yao et al., 2019).

Managers' effective leadership style plays a vital role in the organization's success in motivating employees and developing strategies that reduce employee turnover. Lin and Huang (2021) found that managers who implement a learning culture in the workplace tend to increase employee motivation, productivity, and morale, which could have a beneficial impact on employee turnover. Managers can develop various motivational strategies that effectively increase employee professional growth and organizational commitment and reduce turnover intentions (Bartz, 2020).

The four themes identified in this study were (a) open communication, (b) training and development, (c) employee recognition and reward, and (d) career advancement opportunities are displayed in Tables 2. Table 2 has the participants' responses to the four themes in the research study.

Table 2*The Role of Four Themes That Emerged from the Data Analysis*

Themes	Frequency	Percentage
Career Advancement Opportunities	17	41.06%
Employee Recognition and Reward	10	24.40%
Open Communication	7	17.07%
training and development	7	17.07%
Total	41	100%

Note. Frequency is the number of times theme was found in the data collected.

I will present these themes emerging from the analysis of the participants responses to the interview questions and describe how the participants' findings confirm, disconfirm, or extend knowledge related to the research. I will do this by comparing the literature review findings to the findings of the current study.

Theme 1: Open Communication

An effective approach managers can take to reduce employee turnover is to create a workplace atmosphere where employees are encouraged to use their creativity, voice, and knowledge (Kremer et al., 2019). Open communication between managers and employees is an effective strategy for building employee morale and commitment (Yue et al., 2019). Managers can use their strong interpersonal communication skills to motivate their employees to develop creativity and productivity (P. Singh, 2022). The theme of open communication was included in three of the participants' motivational strategies.

After careful analysis of the participants' responses, the theme of open communication was identified as a motivational strategy to reduce employee turnover,

with positive impact on employee performance. The participants' responses aligned with past studies (e.g., Ewing et al., 2019; Kalogiannidis, 2020; Men et al., 2020; Newnam & Goode, 2019). Managers' open and honest interactions with their employees create an environment that empowers employees to ask questions, which builds employee trust and plays a critical role in promoting a safe and healthy workplace (Newnam & Goode, 2019). Ewing et al. (2019) found that internal communication among employees achieves long-term organizational goals that empower employees to voice their opinions. Effective communication builds employee teamwork in creating a culture that enhances employee performance and confidence, helping to reduce employee turnover in the organization (Kalogiannidis, 2020). Managers use effective open communication in collaborating with their employees by implementing various motivational strategies that reduce employee turnover. Communication between managers and employees in the organization is vital because it improves employee commitment and reduces employee turnover. Some managers use their communication and leadership skills to create an environment that motivates their employees by building trust, which discourages employee turnover (Men et al., 2020).

Open Communication and the Literature

Open communication between managers and their employees in an organization plays an essential role in motivating employees; it builds trust among both parties and eventually helps the company reduce employee turnover. Building a high level of trust in the organization through open communication between managers and their employees is also essential in improving employee job satisfaction, performance, and commitment

(Vokić et al., 2020). Majeed et al. (2021) found that after conducting a sampling technique, data were collected through an online survey because of the COVID-19 pandemic. The researchers confirmed that managers needed to develop communication and trust among their employees, which, in turn, created a workplace culture that built trust and commitment in both parties, leading to organizational success.

In my initial literature, the researchers discussed employee trust. They found that employee trust creates a healthy work environment that empowers and inspires employees and ensures mutual respect and knowledge such that working together will accomplish the company's goals (Alkaabi & Wong, 2019). All the participants in this research used various open communication approaches to motivate their employees, building their confidence and creating a positive work environment. Y. Lee and Kim (2021) found through surveying 405 full-time employees in the organization that manager leadership played a vital role in communicating with their employees, which lead to enhanced employee creativity, which made their employees feel empowered and appreciate the manager's supervision. The researchers also stated that managers are responsible for communicating and collaborating with their employees by allowing them to contribute to company decision-making, use their voice, share their opinions, and learn how to manage conflicts among themselves. P1 said, "In my organization, I use open communication as a motivational strategy for communicating with my employees in the organization." P3 stated, "I learned that being transparent and asking employees for feedback in using various open communication in the workplace for communicating with my employees can motivate them to do their job well." Indeed, open communication in

the workplace is a motivational strategy, managers often use to communicate with their employees to establish a relationship between both parties and attain organizational success (Vokić et al., 2020). Vokić et al. (2020) also found that sampling 289 employees in the organization using a quantitative questionnaire revealed that managers' internal communication among employees can effectively build employee trust with their employer. Manager's also use open communication with their employees as a motivational strategy in building employee loyalty and commitment, which leads to reduced employee turnover and improves employee performance.

The hotel managers interviewed found that using open communication in the workplace as a motivational strategy motivates employees to create a positive working environment. The hotel managers also found open communication helped them reduce employee turnover. Additionally, they found training and development a strategy to reduce employee turnover.

Theme 2: Training and Development

Managers develop various training and development strategies for their employees to help employees improve their knowledge, skills, and abilities and allow them to build on their careers, which leads to preventing employee turnover (Aburumman et al., 2020; Rusdiyanto et al., 2021). Managers can introduce effective training programs as a motivational strategy in the organization with on-the-job training that motivates and empowers employees directly in reducing employee turnover and continuing to build on employee job performance (Kumar et al., 2021).

The participants considered training and development as a motivational strategy to reduce employee turnover. Managers' practical training and development with their employees are vital in the employees' professional growth, which reduces employee turnover intentions. Training and development play an essential role in educating employees, which helps the employees improve their job performance, visualize their career prospects, and remain employable with the company (Susomrith et al., 2019).

Training and Development and the Literature

Managers' training and development programs play a vital role in the organization. Managers teach employee leadership training classes that help motivate employees by allowing them to develop leadership skills and hone other essential skills that can improve their job performance. Managers use effective employee leadership training to use creative and critical thinking to help motivate their employees and enhance employee productivity, commitment, and decision-making skills in the company (Misra & Mohanty, 2021).

In my initial literature review, the researchers discussed employee leadership training and each researcher found in various ways leadership training enhances and, in some cases, creates employee commitment to their job responsibilities and their organization, decision making skills, and boosts employee productivity (Chahar et al., 2019; Davis, 2019; Halawi & Haydar, 2018; Malek et al., 2018). Since the gathering of the initial literature, the extant literature has a global focus emphasizing training and development. Elkhedr and Kanbur (2022) conducted a study of employees within an Arabian Gulf Oil Company using a questionnaire to gather their data. The authors

distributed the questionnaire with the support of the director of human resources. The authors used the literature to identify prosocial organizational behaviors, while also examining employee training programs in terms of motivation for training, benefits of the training, and support for the training programs. The authors defined prosocial behaviors as those that related to good citizenship and having an extra-role attitude in the workplace. The authors found that motivation for training, benefits of training, and support for training all had a positive impact on the employees of Arabian Gulf Oil Company and their prosocial organizational behaviors. The authors recommended organizations encourage and even promote prosocial organizational behaviors. The topic of prosocial organizational behaviors was not within the discourse of topics during my initial literature review nor included in the discussion of the participants. However, because this article has an international focus the actual vernacular used having a “extra-role attitude” does have some relevancy training and development boosting employee productivity. However, good citizen and extra-role attitude may be an area for possible future research.

Another article I found since the writing of the initial literature review was that of Kumar et al. (2021). Kumar et al. conducted a quantitative research study in Delhi to examine the on-the-job methods used by public, private and MNC organizations. Data were collected from 100 working employees 66 men and 34 women from the public, private and MNC in Delhi. The authors found that the public sector was ahead of private and MNC in giving their on-the-job training and enhancing their employees’ competencies, self-esteem, and overall production of the company. They found training

in the public sector such as job instructions training, job rotation, apprenticeships coaching/mentoring and vestibule training in the public sectors was prominent. The authors recommended that in order to improve employees' work efficiency, potential, performance, and skills leaders will find on-the-job training and development programs may improve organization and employee success. Although the study was conducted in Delhi, it aligns with the participant's on-the-job training strategies.

Similarly, P1 claimed, "I would communicate with my employees in the workplace in defining the training and development expectations for employees." P2 stated, "I implement several monthly training programs as a motivational strategy that has educated my employees in motivating them in helping to reduce employee turnover."

The manager's impact on employee training and development in the workplace is essential in creating an environment that motivates employees by empowering them to continually improve their job performance, which reduces employee turnover intentions (Urbancová et al., 2021). A third theme identified was employee recognition and reward. These elements were identified as motivators that also reduced employee turnover.

Theme 3: Employee Recognition and Reward

Managers use employee recognition and reward as a motivational strategy that encourages them to stay employed in the organization (Kumari, 2019; Tirta & Erika, 2020). The participants agree that using employee recognition and reward is a motivational strategy to motivate employees and help reduce employee turnover. Managers use monetary and nonmonetary forms of reward and recognition for their employees, which motivate, empower, and improve employees' job performance and

reduce employee turnover (Rathore & Chouhan, 2021). Employee recognition and reward play a vital role in raising employee commitment, performance, and productivity. In many companies today, managers use employee recognition and reward as a vital motivational strategy to help them build on their knowledge, skills, and creativity and enhance their growth in the company, which leads to improved job performance. Managers' employee recognition and reward programs that show appreciation for employees' contributions extends the growth of the organization, and boost employees' morale, productivity, and job performance (Tirta & Enrika, 2020).

Employee Recognition and Reward and the Literature

Managers of various companies give out recognition and reward to their employees for their contribution, commitment, and job performance that they bring to the company and for helping the company remain profitable and thriving. Managers use various employee rewards to motivate their employees for their commitment and dedication, which make them feel valued as they continue to help the company operate efficiently and competitively by boosting employees' morale and improving performance and productivity (Victor & Hoole, 2021). Victor and Hoole (2021) found when interviewing 47 South African employees who participated in focus group sessions using a phenomenological research approach to analyze employee rewards that motivate employees in the organization. The researchers categorized employee rewards into three groups: (1) extrinsic financial rewards (consisting of the total remuneration package), (2) extrinsic non-financial rewards (inclusive of good relationships, learning and

development opportunities), (3) intrinsic-psychological rewards (encapsulating autonomy, meaningful work, felt competence).

In my initial literature review, the researchers discussed employee benefits and the researchers found that employee benefits from a valuable tool in the workplace, as employers provide their employees with goods and services such as private insurance, gym membership, and discounted prices on personal products to help them balance their work-life with a healthy, unique lifestyle (Galanaki, 2020). Tirta and Enrika (2020) found that Indonesian millennials dominate 50% of the global workforce as the researchers explore the impact of rewards and recognition. The researchers collected data by a nonprobability sampling method, and the results showed that rewards and recognition positively affected employee retention in their organization. All the participants in this research study used various employee recognition and reward programs to motivate their employees by helping them develop their knowledge and skills, which led to enhanced employee performance, allowing the company to remain successful in the community. Opoku et al. (2022) found this after testing healthcare employees in a large Southern rural hospital in the United States. The researcher's data showed from regression-based moderated path analysis that managers can implement employee rewards to motivate employees by encouraging them to use their creativity and innovation skills. P5 said, "My leadership experience plays an important role in motivating my employees in the unit. Therefore, I use employee recognition and reward as a motivational strategy to recognize my employees for their contributions and encourage them to keep up the good working performance." P2 said, "I use employee recognition and reward as a

motivational strategy for thanking my employees for the outstanding service they deliver to our guests who stay at the hotel.

The hotel managers in this case study also suggested that using employee rewards and recognition as an incentive could reduce employee turnover and improve employee performance and commitment. A final theme identified in the case study was career advancement opportunities. This element was found to motivate employees and reduce employee turnover.

Theme 4: Career Advancement Opportunities

Managers can introduce career advancement opportunities to their employees during employee meetings, allowing their employees to learn by developing their skills, which leads to improving employee job performance and a positive atmosphere in the company (Liu et al., 2020). Brites da Silva et al. (2021) found that female employees in the Asian hotel industry are under-represented in management positions. The researchers surveyed hotel employees in Asia, receiving 386 respondents. The researchers result show that both male and female education and work experience had a direct impact on career advancement in which male employees had a passion for working on career advancement. In contrast, females were open to receiving a promotion on career advancement opportunities in the organization.

In some companies, managers notify their employees about career advancement opportunities during monthly meetings, and this encourages employees to start focusing on their career paths, whether it is remaining at their current organization or considering working for a new organization in a unique position. Either way, employee career goals

are vital in the organization. Hence, companies need to continue to invest in their employees by creating a working environment that motivates employees and helps them to hone their knowledge, skills, and abilities by exploring new job responsibilities (Kamna & Ilkhanizadeh, 2022).

Career Advancement Opportunities and the Literature

Managers implement career development opportunities in the workplace as a process that allows employees to enhance their work experience by developing their abilities and career paths that increase employee commitment, performance, and productivity, which managers help their employees prepare for future careers and goals (Niati et al., 2021).

In my initial literature review, the researchers discussed employee career and professional development, and the researchers found that employee career and professional development programs are valuable programs learned in the workplace, which benefit the employees by helping them enhance their skills, knowledge, and creativity in the company. However, 71% of the same employees were unhappy with how the company was expanding their leadership skills and would consider leaving the company in the next two years (Wong & Rasdi, 2019; Zaharee et al., 2018) All the participants in this research study used career advancement opportunities as an opportunity to motivate and notify their employees, helping them to develop their career path for future positions in the company using various skills that allowed them to continue to build on their growth and development by outlining their successful career plans. Dachner et al. (2021) found that employee career and professional development

programs play an essential role in helping employees enhance their skills, knowledge, and creativity, which is vital for managers to teach their employees how to perform effectively in their current positions by allowing them employees the opportunity to develop their future career path using formal education and job experiences, that leads to enhance the employee's career advancement opportunities in the organization. P4 said, “As a part of my daily routine, I would email all my employees in the department about the various career advancement opportunities here in the company.” P5 shared, “I would use career advancement opportunities as a motivational strategy in motivating my employees in helping them create their future career path inside the company.”

Liu et al. (2020) found this when exploring female employees' influence on career advancement, career expectations, and work–family balance in the hospitality industry in China. The researchers used a questionnaire to collect data from 525 female hotel employees in China. The researcher's findings stated that female employees' career expectations and work–family balance positively influenced organizational commitment and career advancement. Furthermore, managers notify their employees about career advancement opportunities within the company, which plays a significant role in building their employee's growth in helping them create their career path that reduces employee turnover and makes a talented workforce.

The participants in this research study's responses to the theme of career advancement opportunities reveal that career advancement opportunities managers use as a motivational strategy allow their employees to create career paths in which they gain valuable information with new skills that help them succeed in their new position in the

organization. As applied in this study, the hotel managers confirmed that using career advancement opportunities as a motivational strategy motivates employees to help them develop their career path and goals, which helps to reduce employee turnover.

Application to Professional Practice

Employee turnover in the hotel is a challenging issue for human resources managers, and the cost to replace employees is a considerable shortcoming that could result in financial losses for the company (Datta, 2020). The study's findings can be applied to professional practice to reduce employee turnover by instituting: (a) open communication, (b) training and development, (c) employee recognition and rewards, and (d) career advancement opportunities. Managers can motivate their employees through open communication, which strengthens relationships between both parties and ensures we are all on the same page. Managers can educate their employees by encouraging training and development that can improve their employees' lives by helping them work on their personal or professional growth. Managers' communication in the workplace is also vital in building trust with their employees and empowering them to increase their learning, morale, motivation, and cooperation, which would benefit the company and society (Y. Cui, 2021; Johnson et al., 2020). Managers can acknowledge their employees in the workplace with recognition and reward for their contribution to the company's success. Managers can notify their employees about career advancement opportunities, where their employees may satisfactorily plan their career paths within the organization. The study's results may benefit managers by encouraging them to be determined, dedicated, and disciplined in supporting their employees.

Managers can benefit from motivating their employees by building strong relationship with their employees and helping them enhance their knowledge, skills, and abilities in developing a career path for their personal or professional growth. Managers' transformational leadership style plays an essential role here in creating a vision with changes that motivate employees, leading to increased employee performance, commitment, and employee satisfaction in the organization (Top et al., 2020). Managers may also benefit from understanding how their leadership style could impact their employees because they will contribute to creating a positive environment where employees feel empowered, motivated, and committed in doing their job within the company. Moreover, managers' mindsets reflect their decision and various strategies used to reduce employee turnover in the workplace.

Implications for Social Change

The findings of the study could make a significant contribution to positive social change by equipping hotel managers with motivational strategies to reduce employee turnover and improve the organization's performance. By implementing various motivational strategies, hotel managers can enhance the performance of their organization by reducing employee turnover. This, in turn, can have a positive impact on the community by creating career opportunities for its residents. Vetráková et al. (2019) stated that employees are an expensive resource for hotels in the hotel industry. Therefore, it is essential for management to ensure the strength and sustainability of the company. As indicated in my research study, implementing various motivational strategies may help hotel managers reduce employee turnover, ultimately resulting in

increased economic growth for the surrounding communities. Reducing employee turnover would improve the company's performance and profits. This, in turn, would lead to the company paying more in taxes, which would benefit state or local governments by providing social amenities to their citizens.

This study has implications for promoting positive social change by helping hotel managers understand the various motivational strategies that can reduce employee turnover, leading to improved company performance and profits. Therefore, it is essential for hotel managers to educate themselves with the knowledge needed to develop effective motivational leadership strategies. Effective leadership by managers plays a crucial role in building strong relationships among employees, creating an environment that improves employee performance, and helping the company achieve its long-term success and remain competitive (Budur, 2020). By reducing employee turnover, the hotel company could save money, retain talented employees, and allocate funds towards social programs for community residents.

The hotel managers could use the information from this research study to implement various motivational strategies that would foster a solid working relationship between both parties and reduce employee turnover by improving company performance and financial growth. As stated in my research study, implementing various motivational strategies used in the workplace can help hotel managers improve company performance and drive economic development.

Recommendations for Action

Implementing an effective motivational strategy is essential for hotel managers to reduce employee turnover, which in turn improves company performance. In the hotel industry, employee satisfaction plays a significant role in reducing employee turnover, which enhances business performance and leads to long-term organizational success (Appiah, 2019). Employee commitment plays a vital role in reducing employee turnover, which in turn leads to the retention of talented employees (J. S. Kim et al., 2020). Implementing an effective motivational strategy for employees can help managers reduce employee turnover, retain talented employees, and improve company performance, profitability, and competitiveness (Andrews & Mohammed, 2020). A key recommendation is that hotel managers implement a variety of effective motivational strategies to reduce employee turnover, which in turn improves organizational performance and profits, leading to long-term success.

My first recommendation for managers to implement as a motivational strategy to reduce employee turnover is to provide training and development opportunities. Training programs help employees acquire new skills and knowledge about the company's latest technologies, thereby enhancing their experience and motivation to contribute towards accomplishing the company's long-term goals (Alrazehi & Amirah, 2020). Implementing a practical training and development program in the workplace can help managers improve their employees' job performance, boost employee morale, and enable them to overcome obstacles that help employees continue to build on their knowledge, skills, and abilities within the organization.

My second recommendation that managers should implement as a motivational strategy to reduce employee turnover is employee recognition and rewards. Younies and Na (2020) suggest that managers should invest in a cost-effective employee reward and recognition system to motivate employees to recognize and reward outstanding work performance. Managers can use employee rewards and recognition as motivational strategies to encourage employees and help reduce employee turnover. Employees want to know that they are appreciated and valued for their work. Recognizing their efforts goes a long way toward boosting morale and productivity.

My third recommendation that managers should implement as a motivational strategy to reduce employee turnover is employee career advancement opportunities. Employee career advancement opportunities offer employees within an organization the chance to be promoted from an entry-level position to a management position. Through these opportunities, employees can acquire various skills, knowledge, and experiences that will help them succeed in their new roles (Brites da Silva et al., 2021). Managers within an organization can cultivate a culture that implements employee career advancement opportunities as a motivational strategy. By helping employees develop a career path within the organization that leads to promotion, companies can reduce employee turnover and retain talented employees.

Managers within an organization can adopt certain recommendations as motivational strategies for their employees. These strategies can lead to improved employee performance, commitment, and morale, ultimately helping the company reduce employee turnover. Managers can communicate with their employees on a weekly basis

to ensure that they are updated with all the company policies and procedures by motivating their employees with the knowledge and skills needed to help the company remain profitable as well as reduce employee turnover in the organization. The results of this study will be disseminated in various ways. My research study will be published in the ProQuest database. I would like to present my research findings on motivational strategies that reduce employee turnover at conferences, workshops, webinars, and podcasts hosted by hotels.

Recommendations for Further Research

The purpose of this single qualitative case study was to explore motivational strategies implemented by hotel managers to mitigate employee turnover. Managers' effective organizational and motivational strategies play an essential role in reducing employee turnover within a company. By utilizing various motivational techniques, managers can improve employee performance and build their employee's skills, knowledge, and commitment to the organization (Ruiz-Palomo et al., 2020). This research study involved six hotel managers in Baltimore, Maryland, who utilized various motivational strategies in the workplace to reduce employee turnover. A recommendation for further research is to conduct a multiple qualitative case study with a small sample size of participants. This involves three managers from other hotels in the state of Maryland sharing strategies they have implemented with their employees that have resulted in the same outcomes and events in reducing employee turnover in the organization.

Further research could involve obtaining employee feedback, including their suggestions on the types of motivational strategies that would be effective. Employees can share with their managers the types of motivational strategies that can be used to reduce employee turnover. This can lead to increased employee morale, improved performance, and greater commitment to the organization. Further research could be conducted on employee intentions and engagement to explore the motivational strategies that some hotel managers use to reduce employee turnover.

Reflections

The journey of completing the Doctor of Business Administration (DBA) doctoral study at Walden University was intense, challenging, and rewarding. Completing this research study required me to make many sacrifices, including balancing my job, small business, family obligations, and research study responsibilities. Despite the challenges, I was determined, dedicated, and disciplined enough to conduct a research study on the motivational strategies employed by hotel managers to reduce employee turnover. I chose Walden University to pursue a Doctorate in Business Administration because the school offers online classes. According to the university's website, it is accredited by the Higher Learning Commission, which is a recognized accrediting body. The website clearly states the university's accreditation status. The university hires academically qualified faculty operates with integrity, and offers programs that prioritize student learning, provide ample resources and support for student success, and maintain a graduation rate of 26%.

This doctoral journey pushed me to my limits. After attending three residencies, I have acquired the knowledge, skills, and abilities necessary to develop a professional

research study. Learning the APA 7 format was initially challenging for me, but attending a writing workshop, viewing multiple PowerPoint presentations on writing, and interacting with the staff at the writing center played a significant role in helping me develop my research study. Another major challenge I experienced during my doctoral journey was the IBR process, which was very intensive. Before I could start collecting data from participants in the study, I had to complete several forms. After receiving IBR approval, I conducted interviews with six hotel managers, in which each manager shared their knowledge and strategies for reducing employee turnover. Throughout my doctoral journey, I faced several challenges to ensure that my personal biases did not influence the results of my research study. Many thanks to all the participants who helped me develop a research study aimed at exploring motivational strategies that managers can use to reduce employee turnover. The knowledge and skills I learn during this doctoral journey will play a significant role in helping me develop a professional doctoral research study. This journey will provide me with a better understanding of the process involved in conducting research at the doctoral level.

Conclusion

Employee turnover has become a significant issue in the hotel industry. Hotel human resources managers spend an average of 25% to 33% of employees' annual salaries on hiring new employees when some employees leave the organization (Gordon et al., 2019). The aim of this qualitative single case research study was to explore the motivational strategies employed by hotel managers to reduce employee turnover. The central research question was: What motivational strategies do certain hotel managers use

to reduce employee turnover? Hotel managers who participated in this research study used various motivational strategies to reduce employee turnover. Effective leadership strategies employed by managers in the hotel industry play a significant role in motivating their employees. Employee turnover is a significant issue in the hotel industry. Therefore, managers need to create various strategies to motivate their employees. These efforts can lead to reduced employee turnover and help retain talented employees (Gan & Voon, 2021). In addition, the hotel managers in this research study have shared their insights on reducing employee turnover with their employees and have also received feedback from them. In this research study, hotel managers utilized employee feedback to implement various strategies for their employees. These strategies include holding employee open communication sessions, providing training programs, offering employee recognition and rewards, and providing career advancement opportunities. Hotel managers can use the recommendations from this research study to reduce employee turnover. The results of this research study align with Vroom's (1964) expectancy theory of motivation.

In hotels, managers must employ effective leadership strategies to motivate their employees and reduce turnover rates. Encouraging employee feedback provides a sense of accomplishment and enables managers to consider their suggestions, address inquiries, and strive to build stronger relationships with their employees. This fosters a positive work environment and promotes employee satisfaction.

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Appendix A: Interview Protocol

1. Identify my quiet place to conduct the interviews.
2. Introduce myself to my participants using the same wording in the invitation consent form (Appendix C).
3. Describe the purpose of the study.
4. Explain how they were selected for the research study using the criteria listed in the Invitation Consent Form (Appendix C)
5. Thank participants for accepting to participate in the research study.
6. Review the privacy statement as listed in Appendix C.
7. Obtain permission to record the interview and start the recording using the primary device and backup device.
8. Ask if they have questions before I begin the interview and be certain to answer all their questions.
9. Start interview with question 1 through to final question 7 (see below).
10. Share with the participants that their responses will be interpreted by me and sent via email for accuracy confirmation or corrections and that this should take them approximately 30 minutes to complete.
11. Conclude the interview by thanking the participant and reiterating that if they would like a summary of the research outcome, they can email me or state it during the interview.

Interview Questions

1. How do you determine the effectiveness of your motivational strategies to reduce employee turnover?
2. How do you promote policies and values that align with motivational strategies to reduce employee turnover in your organization?
3. How are motivational strategies to reduce employee turnover effectively communicated throughout the organizational ranks and among stakeholders in your organization?
4. Which motivational strategies that you used to reduce employee turnover in your organization were the least effective?
5. What role does leadership play in the implementation of successful motivational strategies to reduce employee turnover in your organization?
6. In your experience, what are some of the consequences of not having motivational strategies for the reduction of employee turnover in your organization?
7. What else would like to discuss about the strategies and processes your organization uses to reduce employee turnover?

Appendix B: Thank You Letter

Dear Participant

I wanted to take the opportunity to say thank you for participating in my research study on the success factors of small business owners. I recognize you are very busy and truly appreciate your time and effort. I am currently assembling and exploring the data and looking for themes. I will provide you with a summary of my findings upon completion of the research and final approval of the study. Thank you again for sharing your insights!

Sincerely,

Nathaniel Holland
Doctor of Business Administration Candidate
Walden University

Appendix C Participants'

Interview Questions

1. How do you determine the effectiveness of your motivational strategies to reduce employee turnover?

In response to Interview Question 1, P2 stated, "In our organization, I use training and development as a motivational strategy to teach my unit employees." P3 said, "I would hold monthly meetings with my employees to discuss training and development opportunities in the organization." P4 stated, "I would implement a customer service training program for my employees as a motivational strategy that helps employees build on their knowledge and skills." and P5 said, "I would discuss the types of training program that helps reduce employee turnover with my employees in the organization." Responding to Interview Question 4, P1 said, "I would allow my employees to provide feedback on the training programs used as a motivational strategy that was beneficial for them." P2 stated, "I would organize a training and development workshop that outlines various motivational strategies in helping to reduce employee turnover." P3 said, "I would provide my employees with various online training programs as a motivational strategy that helps create a positive working environment." P4 said, "I would use Zoom communication to communicate with my employees and teach them new strategies that can help reduce employees."

2. How do you promote policies and values that align with motivational strategies to reduce employee turnover in your organization?

In response to Interview Question 2, P1 said, "In my organization, I use open communication as a motivational strategy for communicating with my employees." P2 stated, "It is essential for us managers to meet with our employees to discuss motivational strategies that are working or not working for employees." P3 said, "I learned that using open communication in the workplace to communicate with my employees can motivate them to do their job well." P4 said, "Open communication between managers and their employees is vital in implementing strategies to reduce employee turnover. I successfully communicate with my employees daily in the organization." P5 said, "I would use various motivational strategies in communicating with my employees in defining employee's expectations and open-door policy." Moreover, P6 stated, "I use various motivational strategies during the pandemic to motivate my employees with a flexible work schedule in reducing employee turnover."

3. How are motivational strategies to reduce employee turnover effectively communicated throughout the organizational ranks and among stakeholders in your organization?

In response to Interview Question 3, P1 said, "I hold a monthly meeting with my employees in the department to notify them about the career advancement opportunities that direct their career path that leads to reducing employee turnover." P2 said, "I use career advancement opportunities to motivate my employees by training and to educate them about the various career opportunities in the company." P3 said, "I use career advancement opportunities as a motivational strategy to provide my employees with a list of job openings in the company." P4 said, "I would motivate my employees in my unit by encouraging them to apply to the various career advancement opportunities in the company." P5 said, "I tell my employees about the career advancement opportunities in the company, and my employees and I meet to discuss the various job openings." P6 said, "I use career advancement opportunities as a motivational strategy for teaching, training, and motivating my employees in my department."

4. Which motivational strategies that you used to reduce employee turnover in your organization were the least effective?

In response to Interview Question 4, P2 said, "In my organization, I use employee recognition and reward as a motivational strategy for rewarding my employees in providing outstanding customer service toward our hotel quest." P3 said, "I hold a monthly meeting with my employees in my department sharing the types of employee recognition and reward used as a motivational strategy that helps to reduce employee turnover." P3 said, "I use employee recognition and rewards for my employees by rewarding them for their commitment, contribution, and performance received from their annual review in the company." P4 said, "In communicating with my employees in the department. I like to seek their opinions on the types of employee recognition and reward they like to receive from their manager, which is a motivational strategy to help reduce employee turnover." P5 said, "I use employee recognition and reward to reward my employees for their hard work and community service outside the company." P6 said, "I would use employee recognition and reward as a motivational strategy that boosts my employee's morale and productivity in motivating them to continue to do their job at the highest level in the organization.

5. What role does leadership play in the implementation of successful motivational strategies to reduce employee turnover in your organization?

In response to Interview Question 5, P1 said, "As the leader in the organization, I ensure that the company operates smoothly, successfully, and effectively. I use employee recognition and reward to motivate my employees and then recognize them for performing their duties well." P5 said, "My leadership experience plays an important role in motivating my employees in the unit. Therefore, I use employee recognition and reward as a motivational strategy to recognize my employees' contributions and encourage them to keep up the good working performance." In response to Interview Question 6, P2 said, "I use employee recognition and reward as a motivational strategy for thanking my employees for the outstanding service they deliver to our guests who stay at the hotel." P3 said, "I would meet with other managers in the company to get their

feedback on employee recognition and reward as a motivational strategy and the types of incentives they present to the employees that motivate them and encourage them to continue to do better."

6. In your experience, what are some of the consequences of not having motivational strategies for the reduction of employee turnover in your organization?

In response to Interview Question 6, P2 said, "I use various motivational strategies in motivating my employees, but career advancement opportunities allow me to let my employees cross-train in another position in the company." P4 said, "As a part of my daily routine, I would email all my employees in the department about the various career advancement opportunities here in the company." In response to Interview Question 6, P5 said, "I would use career advancement opportunities as a motivational strategy in motivating my employees and helping them create their future career path inside the company." P6 said, "I would meet with other managers on how they use career advancement opportunities as a motivational strategy with their employees in helping them create their employees' future career paths and goals."

7. What else would like to discuss about the strategies and processes your organization uses to reduce employee turnover?

In response to Interview Question 7, P1 said, "I hold a monthly meeting with my employees in the department to notify them about the career advancement opportunities that direct their career path that leads to reducing employee turnover." P2 said, "I use career advancement opportunities to motivate my employees by training and to educate them about the various career opportunities in the company." P3 said, "I use career advancement opportunities as a motivational strategy to provide my employees with a list

of job openings in the company.” P4 said, “I would motivate my employees in my unit by encouraging them to apply to the various career advancement opportunities in the company.” P5 said, “I tell my employees about the career advancement opportunities in the company, and my employees and I meet to discuss the various job openings.” P6 said, “I use career advancement opportunities as a motivational strategy for teaching, training, and motivating my employees in my department.