

12-2-2024

Exploring Successful Employee Retention Strategies in the Distribution Warehouse Industry

Meriam Sunday
Walden University

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Walden University

College of Management and Human Potential

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Meriam Sunday

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Walden University
2024

Abstract

Exploring Successful Employee Retention Strategies in the Distribution Warehouse

Industry

by

Meriam Sunday

MPH, Walden University, 2017

BS, Texas Woman's University 2012

Research Project Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2024

Abstract

Low employee engagement often leads to employee dissatisfaction, reduced morale, and employee turnover. Frontline distribution warehouse managers who struggle to engage employees risk retention challenges. Grounded in Herzberg's two-factor theory and Maslow's hierarchy of needs theory, the purpose of this qualitative pragmatic inquiry was to explore employee engagement strategies frontline distribution warehouse managers use to increase retention. The participants were six frontline distribution warehouse managers who had successfully implemented employee engagement strategies and increased employee retention. Data were collected using semistructured interviews, public websites, public documents, current and archival. Using thematic analysis, four themes were identified: (a) effective leadership and engagement, (b) employee well-being and support, (c) autonomy empowerment and recognition, and (d) cultural inclusivity and communication. A key recommendation for frontline distribution warehouse managers is to prioritize transparent communication and relationship building through open-door policies, regular feedback, and a culture of trust, ensuring employees feel valued and engaged. Implications for social change include promoting job stability, enhancing employee well-being, and fostering sustainable business growth within manufacturing industries. By improving employee retention, organizations can contribute to their communities' economic prosperity and overall quality of life, thereby making a meaningful impact on the communities they serve.

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Dedication

I dedicate this doctoral degree to my late grandparents, Pu Khuang Sam and Pi Hniar Cer, and to Rev. LS Ngun Kam and Pi Ni Cia, founders of the United Pentecostal Church of Myanmar. Your remarkable legacy lives on in my mother, a devoted prayer warrior, and my father, a steadfast servant of God. How I wish you could be here to witness this moment with us; we miss you deeply. To my parents, Rev. Samuel Lian Hre and Pi Ruth Sung Zi, founders of the Chin Revival Church in Dallas, TX: your courage, resilience, and faith in the face of countless challenges in our immigrant journey have been my greatest sources of inspiration. Your integrity, perseverance, and unwavering devotion to family, faith, and community have shaped the person and scholar I am today. To my late father-in-law, U Yar Soe, whose kindness and patience are reflected so beautifully in my husband—we miss you dearly. And to my mother-in-law, Daw Paw Si, thank you for being the steadfast pillar for us.

I also dedicate this doctoral degree to my beloved aunts and uncles—Pi Dawt Tin Thluai & Pu Stanley Shwe Sang, Rev. Biak Lian Thawng, and Pi Dawt Hoi Zing—whose love, unwavering support, and prayers have guided me since childhood. I am profoundly grateful for all you have done, and I hope this achievement brings you joy. To my three best friends: my husband, Bawi Ming; my sister, Van Iang; and my brother, James Lian. Your love and support have carried me through every challenge and success. Finally, to my cherished nieces, Vanmi Iang and Par Remh Iang. You bring immense joy to my life, and I hope this achievement inspires you to pursue your dreams with passion. Always remember, you are deeply loved, and I am incredibly proud of you both!

Acknowledgments

First and foremost, to Jesus Christ, my Savior and God - I am grateful for Your unending love and guidance. Through Your strength, all things are possible, and Your grace has given me the courage, wisdom, and perseverance to complete this journey.

To my husband, Bawi Ming: Thank you for your steadfast support and for walking beside me on our shared journey toward our doctorates. Your encouragement has been my guiding light, reminding me of my strength with every challenge. Thank you for believing in me, always. To my family, relatives, and friends: I am grateful for your constant support. Your unwavering belief in me has provided the strength I needed along the way, and your prayers have been a source of comfort and encouragement during this journey.

My deepest thanks to my committee chair, Dr. Kim Critchlow, for your unwavering encouragement, guidance, and mentorship. You are not only the best teacher I've had but also an inspiration both personally and academically. I am incredibly grateful for your support and dedication in helping me grow as a researcher. Special thanks as well to Dr. Hyuik Kim, my second committee member, for your invaluable insights and guidance. To my incredible Scholar Mates, the Critchlow Scholars: thank you for fostering such a supportive academic environment! I will carry each of you with me always. My heartfelt gratitude also goes to my professors; my academic advisors, Luiz Maia (in my DBA journey) and Jonathan Cuellar (in my MPH journey); my enrollment advisor, Yolanda Criswell; and librarian Lynn VanLeer. Your support has been invaluable to my education—thank you all!

Table of Contents

List of Tables	iii
Section 1: Foundation of the Project.....	1
Background of the Problem	1
Business Problem Focus and Project Purpose	2
Research Question	3
Assumptions and Limitations	3
Assumptions.....	3
Limitations	3
Transition	4
Section 2: The Literature Review	5
A Review of the Professional and Academic Literature.....	5
Application to the Applied Business Problem	7
Conceptual Framework.....	7
Themes and Scholarly Perspectives on Employee Retention	9
Transition	25
Section 3: Research Project Methodology	27
Project Ethics	27
Nature of the Project	30
Population, Sampling, and Participants	30
Data Collection Activities.....	32
Interview Questions	34

Data Organization and Analysis Techniques	35
Reliability and Validity.....	37
Reliability.....	37
Validity	39
Transition and Summary.....	41
Section 4: Findings and Conclusions.....	42
Presentation of the Findings.....	42
Theme 1: Effective Leadership and Engagement	44
Theme 2: Employee Well-Being and Support	46
Theme 3: Autonomy, Empowerment, and Recognition	48
Theme 4: Cultural Inclusivity and Communication.....	50
Business Contributions and Recommendations for Professional Practice	52
Implications for Social Change.....	56
Recommendations for Further Research.....	57
Conclusion	58
References.....	61
Appendix: Interview Protocol.....	75

List of Tables

Table 1. Literature Review Sources	6
Table 2. Participants' Demographics	43
Table 3. References of Major Themes	43

Section 1: Foundation of the Project

Background of the Problem

Employee engagement has long been a critical concern for organizations worldwide and has remained a prevalent business problem for many years. Engaged employees are essential for achieving optimal performance and productivity, characterized by their active participation, enthusiasm, and commitment to their roles and the organization. Despite the evident advantages of maintaining a highly engaged workforce, many organizations continue to face significant challenges in this area.

According to Gallup's (2023) State of the Global Workplace 2023 report, disengaged employees have a profound economic impact, contributing to a 9% loss in global gross domestic product due to diminished productivity, which equates to \$8.8 trillion of lost economic value globally. To mitigate these issues, business management teams, particularly frontline distribution warehouse managers, must find ways to enhance efficiency and organizational success by understanding the importance of keeping employees engaged to also increase employee retention because employee disengagement is more likely to result in employee turnover (Gallup, 2023).

Leaders managing disengaged employees face significant challenges, including resistance to organizational change, decreased productivity, and heightened organizational stress (Gabriel & Aguinis, 2022). According to Govender and Bussin (2020), engaged employees are 20% more productive than their disengaged peers, contribute to increased efficiency and sustainability, become advocates for their organizations, and enhance team dynamics through their commitment and willingness to

support organizational goals. The financial impact of turnover is considerable, with costs ranging from 90% to 200% of an employee's annual salary (Hom et al., 2017). High turnover is detrimental to distribution warehouse efficiency and sustainability because disengaged employees contribute to decreased productivity and increased organizational stress.

Business Problem Focus and Project Purpose

The specific business problem was that some frontline distribution warehouse managers lack effective strategies for employee engagement, resulting in high turnover. Therefore, the purpose of this qualitative pragmatic inquiry project was to identify and explore effective strategies for employee engagement to increase employee retention. I purposive sampled six frontline distribution warehouse managers from the District of Columbia, Maryland, and Virginia (DMV) area in the United States. The eligibility criteria for participation in the project was that candidates had effective strategies for employee engagement to increase retention.

I recruited participants through LinkedIn, professional associations, and public directories that provided lists of frontline distribution warehouse managers. These were Walden University Institutional Review Board (IRB)-approved data sources for participant recruitment. The selected participants were directly aligned with the specific business problem and the purpose of this project.

The conceptual framework for this project was a combination of Herzberg's (1959) two-factor theory and Maslow's (1943) hierarchy of needs theory. I anticipated that the framework may provide a conceptual basis for understanding the factors that

influence employee engagement and retention within the context of frontline distribution warehouse management.

Research Question

What effective strategies do frontline distribution managers use for employee engagement to increase retention?

Assumptions and Limitations

Assumptions

Assumptions are unverified beliefs or inferences accepted as truth without evidence, which are not subject to examination within the scope of a research study (Alkadash & Aljileedi, 2020). I assumed that the participants possessed substantial knowledge regarding strategies to enhance employee retention through engagement practices. Another assumption was that the participants would provide truthful and accurate information in response to the interview questions. To mitigate the risks associated with these assumptions, I ensured that the participants were thoroughly briefed on the importance of their honest and knowledgeable input for the integrity of the research project. Additionally, I cross-verified their responses with available literature and organizational reports whenever possible.

Limitations

A limitation is a constraining factor that hinders the thorough accomplishment or evaluation of a particular situation (Ross & Bibler, 2019). A key limitation of this project was the potential difficulty in accessing up-to-date public data. Another limitation was elucidating the efficacy of warehouse distribution managers within the distribution

domain. The final limitation of the research project was the challenge of scheduling interviews with warehouse distribution managers due to their demanding schedules.

Transition

In Section 1, I provided the background of the problem, business problem focus, project purpose, research question guiding this project, and the associated assumptions and limitations. Section 2 will comprise a review of the professional and academic literature, and Section 3 will include discussions of the project ethics; nature of the project; population, sampling, and participants; data collection activities; data organization and analysis techniques; and reliability and validity. In Section 4, I will present the findings as well as discuss the business contributions, my recommendations for professional practice, the implications for social change, and my recommendations for future research before providing an overall conclusion to the study.

Section 2: The Literature Review

A Review of the Professional and Academic Literature

This professional and academic literature review was based on the project's overarching research question that aimed to identify and explore successful strategies frontline distribution warehouse managers used to engage employees to increase retention. I used the following keywords as part of an extensive search on the topic: *turnover, retention, employee engagement, multilingual, non-English speaking, English as a second language, leadership strategies, frontline supervisors, middle management, leadership, midlevel manager, satisfaction, employee fulfillment, employee engagement, human resource management, qualitative research, organizational effectiveness, work-life balance, cost of turnover, voluntary turnover, employee turnover, turnover intentions, retention strategies, organizational culture, strategic leadership, motivators, involuntary turnover, employee growth, pay, performance, job satisfaction, working conditions, job satisfaction, regulations in warehouse industry, workplace stress, training, profit, job dissatisfaction, attrition, opposition, change, organizational commitment, leadership skills, Herzberg's motivation-hygiene theory (two-factor theory), and Maslow's hierarchy of needs*. These keywords were used to search the following search engines and databases: Google Scholar, Sage Journals, EBSCOhost, ProQuest, ScienceDirect, Directory of Open Access Journals, JSTOR, Sage Premier, APA PsycINFO, EBSCO Primary, Emerald Management Academic Search, Business Source Complete, and Academic Search Complete. In the study, I reference 88 sources, 87 (93%) of which were peer-reviewed journal articles, books, and reports. Seventy-nine of the sources were

published within the last 5 years, and 14 were published more than 5 years ago. This ensured that the analysis was based on the most recent evidence in the literature, with 85% of the articles, books, and reports being published within the past 5 years.

Table 1

Literature Review Sources

	Total sources	Peer reviewed	Non-peer reviewed	< 5 years	> 5 years
Journal articles	82	81	1	73	9
Books	9	6	3	5	4
Reports	2	0	2	1	1
Total	93	87	6	79	14
Percentage	100%	93%	7%	85%	17%

The review of professional and scholarly literature began with an explanation of the process used to search the scholarly databases for relevant information on the business topic using specific keywords and databases, which is followed by a discussion of the application of the information to a practical business problem. The literature review process included a systematic examination of the literature’s main ideas and theories related to business problems, how different experts perceived the problem, and their proposed solutions. The process involved attentive reading to find common themes and essential insights as well as a comparison of different scholarly viewpoints to glean a clear understanding of the scholarly topic. I evaluated the scholarly information gathered from the current study and connected it to previous research to understand how it fit into what already existed in the scholarly databases.

Application to the Applied Business Problem

The purpose of this research project was to identify and explore successful strategies frontline distribution warehouse managers used to engage employees to increase retention.

Conceptual Framework

Herzberg's Two-Factor Theory

Herzberg et al. (1959) provided the foundation for understanding employee motivation with their two-factor theory, distinguishing between motivators and hygiene factors. Motivators, such as employee recognition and personal growth opportunities, fuel job satisfaction, while hygiene factors, like relationships and working conditions, are essential for preventing dissatisfaction. This theory has been instrumental in identifying factors that drive individuals to work, reduce job dissatisfaction, and enhance employee retention (Alshmemri et al., 2017).

Further elaborating on Herzberg's framework, Shaikh et al. (2019) emphasized the distinction between intrinsic (i.e., motivational) and extrinsic (i.e., hygiene) factors. Intrinsic motivators, such as personal achievements and a sense of fulfillment, satisfy inner needs, while extrinsic factors, including supervision and compensation, address external demands that impact job satisfaction and dissatisfaction (Garcia et al., 2019).

Recent research by Acquah et al. (2021) underscored the importance of bolstering hygiene factors to prevent dissatisfaction and promoting motivators to enhance employee job satisfaction. Both Herzberg et al. (1959) and Acquah et al. highlighted that dissatisfaction and satisfaction are not merely opposites but distinct states. Employees

may be motivated but only satisfied if they perceive their work environment as conducive.

Holmberg et al. (2015) noted that Herzberg's theory has significant implications for employee job satisfaction. Satisfiers, such as rewards for achievement and recognition, are essential motivators, while dissatisfaction relates to factors like supervision and company policies. These intrinsic motivational factors are crucial in shaping employee behavior and turnover intentions (Herzberg, 1966).

Understanding the interplay between motivators, hygiene factors, and employee satisfaction is vital for creating a positive work environment and ultimately retaining an employee. Organizations must address both aspects to cultivate a motivated and engaged workforce.

Maslow's Hierarchy of Needs Theory

As the second part of the conceptual framework for this qualitative pragmatic inquiry doctoral project, I used Maslow's (1943) hierarchy of needs theory. Maslow's theory offered a lens through which I could understand the effectiveness of the strategy implemented by warehouse supervisors in enhancing employee retention. In the hierarchy of needs theory, Maslow delineated how individuals seek to fulfill various personal needs within the workplace context. According to Maslow, human needs can be categorized into five levels: (a) physiological, (b) safety, (c) love and belongingness, (d) esteem, and (e) self-actualization. These needs form a hierarchical structure, with physiological needs occupying the foundational level and including basic survival requirements, such as air,

food, water, and shelter. Once physiological needs are met, individuals strive to fulfill safety and security needs, followed by the need for belongingness, love, and esteem.

In the theory, Maslow (1943) suggested that individuals progress through these levels sequentially, with each level building upon the satisfaction of the previous one. Fulfillment of lower-level needs is necessary before higher level needs become salient. For instance, once an individual's physiological needs are satisfied, they can focus on safety needs.

In the context of the warehouse supervisors' strategies, understanding Maslow's hierarchy of needs could provide insights into how the workplace environment addresses these fundamental human needs. By recognizing and catering to employees' needs at various levels of the hierarchy, supervisors can create a work environment conducive to employee satisfaction; engagement; and, ultimately, retention.

Themes and Scholarly Perspectives on Employee Retention

The Impact of Employee Engagement on Retention

Employee engagement is vital for organizational success. Engaged employees not only perform better but also exhibit greater organizational citizenship behaviors and are less likely to leave their organizations (Aboramadan & Dahleez, 2020; Mahmoud et al., 2021; Panda et al., 2022). Engagement is nurtured through meaningful work, supportive supervision, and a positive work environment. Organizations that invest in fostering such an environment can mitigate the high costs associated with disengagement and turnover, ultimately leading to sustained productivity and organizational growth (Panda et al., 2022).

Motivation plays a significant role in employee performance and is directly linked to the costs of disengagement and turnover. Addressing factors that contribute to motivation—such as providing challenging work, recognizing and rewarding achievements, and offering opportunities for growth—can enhance employee engagement, reduce turnover rates, and improve overall performance. This approach not only reduces both financial and psychological costs but also helps create a more productive and positive work environment (Upathissa, 2022).

Effective engagement practices—such as career development, recognition, and regular communication—are essential for retaining experienced staff, maintaining strong team cohesion, and ensuring better interactions with customers (Chanana & Sangeeta, 2021). By investing in these innovative and effective employee engagement practices, organizations can mitigate the risks of disengagement and turnover, leading to a more motivated, committed, and productive workforce.

A randomized field experiment conducted within South Africa's National School Nutrition Programme explored the impact of private rank incentives and public recognition on the motivation of school-feeding teams. The findings revealed that while private feedback and public awards were both effective on their own, performance feedback had a greater impact on increasing effort than public recognition. Additionally, the study showed that image motivation could sometimes overshadow intrinsic motivation, particularly in lower-ability teams. These findings emphasize the importance of providing performance feedback to leverage intrinsic motivation and improve service

delivery and engagement, offering valuable insights that can be applied to enhancing employee retention in warehouse environments (Delavallade, 2021).

Herzberg et al. (1959) examined the factors influencing worker motivation and job satisfaction, introducing the motivation-hygiene theory. Their research highlighted the critical role of intrinsic factors, such as challenging tasks and recognition, in fostering job satisfaction and motivation. These insights are particularly relevant to enhancing warehouse employee retention. Additionally, Maslow's hierarchy of needs (1943) suggests that individuals prioritize the satisfaction of lower-level needs before advancing to higher-level ones. This underscores the importance of understanding and addressing diverse employee needs to promote satisfaction, engagement, and retention among warehouse employees.

Motivation is a key factor in driving employee performance. Three main components of motivation have been identified: challenging and exciting work, recognition and rewards, and opportunities for growth and development (Upathissa, 2022). These components form the foundation of a study's conceptual framework, demonstrating how each factor contributes to employee motivation and overall performance. The findings indicated that a lack of motivation leads to several adverse outcomes, including increased stress, lower morale, and reduced performance, all of which contribute to disengagement and a higher turnover rate.

Disengagement and Its Financial Costs

Disengaged employees are less productive, which affects the overall performance of the organization and often results in higher absenteeism and presenteeism, further

increasing operational costs. Disengaged employees tend to exhibit lower productivity due to reduced commitment and enthusiasm for their work, leading to lower output and quality of work. This disengagement also correlates with higher rates of absenteeism, resulting in lost working days and increased workload for other employees (Upathissa, 2022).

Indirectly, disengagement significantly contributes to turnover, which incurs substantial costs related to recruitment, training, and onboarding. Employee turnover, closely linked to disengagement, incurs substantial costs that can significantly impact an organization's financial health and operational efficiency. High turnover rates necessitate continuous recruitment efforts, which are both time-consuming and expensive. The costs of replacing employees, particularly experienced ones, can be considerable, often ranging from 50% to 200% of an employee's annual salary, depending on the role and industry (Panda et al., 2022; Rahmadani et al., 2020). Furthermore, turnover results in the loss of institutional knowledge and expertise, depleting the continuity and efficiency that experienced employees bring to an organization.

Indirect effects of disengagement are seen through increased turnover rates, which incur significant costs related to recruiting, hiring, and training new employees. Additionally, turnover negatively affects the morale of remaining employees, potentially leading to further disengagement and turnover (Yanchus et al., 2020). High turnover can also demoralize remaining employees, potentially triggering a cycle of further disengagement and turnover (Saks, 2022). Voluntary employee turnover, is highly detrimental to organizations because it involves substantial recruitment costs, including

job postings, recruitment agency fees, and administrative expenses (Bonet et al., 2024; Rahmadani et al., 2020). Employee disengagement leads to several direct financial and operational consequences. Disengaged employees exhibit lower performance and more likely to exhibit absenteeism and presenteeism, which decreases organizational performance and increases costs.

Disengagement is also associated with higher levels of stress and burnout, leading to increased healthcare expenses (Yanchus et al., 2020). These direct effects highlight the immediate financial implications of disengagement, which can significantly impact an organization's bottom line. Furthermore, high turnover rates result in substantial recruitment, hiring, and training costs, along with the loss of institutional knowledge and decreased morale among remaining employees. The financial impact extends beyond the hiring process, as new employees require extensive training and onboarding before they can contribute fully, further straining resources.

Reduced productivity from disengaged employees also leads to lower output and work quality. The costs extend beyond recruitment, encompassing training and onboarding expenses. New employees require both time and resources to become fully productive, which further adds to the financial burden on the organization. Additionally, turnover causes the departure of experienced employees, which depletes institutional knowledge and disrupts continuity, further diminishing organizational efficiency. The loss of these employees often means losing valuable expertise and insights that are critical to maintaining smooth operations and fostering innovation (Panda et al., 2022;

Rahmadani et al., 2020). Executives who focus on employee growth and development help retain employees, thereby reducing these expenses (Yanchus et al., 2020).

Moreover, turnover leads to the loss of experienced employees, resulting in a significant depletion of institutional knowledge and continuity (Upathissa, 2022). The costs associated with employee disengagement and turnover are substantial. Financially, the expenses involved in recruiting and training new employees are considerable, and high turnover rates amplify these costs, straining the organization's budget. Disengaged employees also contribute less, leading to quantifiable losses in productivity and output quality. Psychologically and socially, a lack of motivation leads to increased stress and burnout, negatively impacting employees' mental health and job satisfaction. Disengagement erodes workplace culture, diminishing morale and collaboration among remaining employees (Upathissa, 2022).

In some nonmanufacturing sectors, the introduction of temporary workers has led to an unexpected consequence—higher turnover among permanent employees. Particularly in organizations with a large proportion of low-skilled workers, the presence of temporary staff created a sense of insecurity among permanent employees, driving them to leave voluntarily. This disruption not only affected job security but also highlighted the need for organizations to rethink their staffing strategies. To mitigate turnover and improve retention, especially among permanent warehouse staff, companies must develop approaches that foster stability and address the concerns of their core employees (Bonet et al., 2024). Employee motivation plays an important role in driving performance, particularly among non-managerial staff in tea factories in the Pelmadulla

divisional secretariat of the Ratnapura district. When motivation is lacking, it can lead to disengagement and higher turnover rates, which in turn result in significant costs for organizations. These costs include recruitment, training, and the loss of experienced employees, all of which can impact both organizational and industrial goals (Upathissa, 2022).

Employee engagement is crucial for maintaining productivity, morale, and overall organizational success, especially during challenging times, such as the COVID-19 pandemic. Chanana and Sangeeta (2021) highlighted various engagement practices employed by organizations to keep employees motivated and committed as well as discussed how employee disengagement and turnover can have significant financial and operational costs. Employee disengagement, characterized by a lack of emotional commitment and enthusiasm towards work, results in suboptimal performance and productivity. Disengaged employees are less productive, negatively impacting the organization's output, and are more likely to influence their peers, leading to a broader decline in team morale and motivation. Effective engagement practices can reduce absenteeism by fostering a sense of belonging and commitment, which is crucial because disengaged employees often take unplanned leave, disrupting workflow and increasing the workload for others. Additionally, disengagement leads to lower quality work due to reduced attention to detail and commitment to high performance and excellence (Chanana & Sangeeta, 2021).

Employee disengagement and turnover pose significant costs to organizations. Disengaged employees contribute less to the organization's goals, contribute to higher

absenteeism rates, and exhibit lower job satisfaction, which can lead to increased turnover intentions (Saleh et al., 2022). When employees do not find their work meaningful, they tend to show higher levels of disengagement and cynicism, negatively affecting their job performance and organizational commitment (Panda et al., 2022). This disengagement can manifest as reduced effort, minimal contribution to team goals, and a general lack of enthusiasm for organizational objectives, leading to a tangible decline in overall productivity.

Furthermore, disengaged employees are more likely to leave the organization, leading to increased turnover rates. High turnover disrupts team dynamics and cohesion, undermining efficiency and collaboration. It also results in the loss of valuable organizational knowledge, which can negatively impact performance. Moreover, turnover incurs significant costs related to recruitment, hiring, and training new employees (Panda et al., 2022; Rahmadani et al., 2020). Additionally, turnover affects customer relationships and satisfaction, as new employees require time to develop the same level of proficiency and rapport as their predecessors (Yanchus et al., 2020).

To mitigate these financial and operational costs, fostering a supportive work environment through engaging leadership is essential. Organizations that prioritize employee well-being through caring human resource management (HRM) practices can reduce absenteeism, presenteeism, and healthcare costs while promoting a more engaged workforce. By implementing strategies such as offering flexible work arrangements, providing recognition, and supporting career development, organizations can enhance retention rates and ensure a more productive workforce (Saks, 2022). Engaging

leadership practices can promote employee growth and satisfaction, which, in turn, reduces turnover, lowers recruitment and training costs, and improves organizational performance.

Leadership's Role in Fostering Engagement and Reducing Turnover

Employees' self-esteem and engagement are deeply influenced by how they perceive their treatment by others, particularly their leaders. When employees feel that their work and contributions are valued, their motivation, job satisfaction, and overall well-being are positively impacted. Leadership plays a pivotal role in shaping these perceptions. Effective leaders who engage positively with their teams create an environment of trust and support, which fosters employees' intrinsic motivation and strengthens their commitment to tasks. As a result, employees who feel genuinely cared for tend to show higher productivity, greater job satisfaction, and stronger loyalty to the organization (Song et al., 2022). Challenging the conventional model of affect-based trust, benevolence, and integrity within the supply chain context provides valuable insights into the factors influencing job and vocational fit among supply chain employees (Meurs et al., 2024). Understanding these trust dimensions can help warehouse management tailor leadership and organizational practices to improve job satisfaction and enhance retention rates.

When a candidate transitions to an employee, the hiring manager focuses on the skills they bring to the organization. However, once they transition into employees, it's the leaders at all levels who take on the responsibility of empowering and engaging them. Nu Ngoc Ton et al. (2021) highlighted that researchers and executive managers

emphasize the need to explore and identify strategies to improve employee engagement, which is crucial for enhancing organizational performance and maintaining strategic relevance. This is vital for enhancing both organizational performance and strategic relevance. Leaders play important role in this process, and as Chen et al. (2019) noted that a lack of supervisor trust within an organization can significantly diminish employee engagement and confidence, reducing productivity and performance. Therefore, fostering trust and engagement is essential for leaders to optimize their workforce's potential (Nu Ngoc Ton et al., 2021; Chen et al., 2019).

One of the most critical aspects of leadership is its impact on trust. Trust within the workplace influences how employees perceive their roles and responsibilities. Leaders who are transparent, ethical, and reliable inspire confidence among their team members. In sectors such as warehousing, where operational efficiency and employee well-being are essential, leadership practices prioritizing trust, development, and adaptability are crucial. Effective leadership in these environments often involves promoting open communication, encouraging teamwork, providing opportunities for skill development, and recognizing employees' contributions. These strategies create a positive and supportive work environment, encouraging employees to perform at their best (Moore et al., 2020). Leaders who foster a culture of ethical behavior and autonomy in decision-making further reduce turnover intention, contributing to a more stable and motivated workforce (Saleh et al., 2022).

In addition to fostering trust and communication, leaders in innovative organizations must also focus on encouraging employee-driven innovation. By

empowering employees to take ownership of new ideas and improvements, leaders create a sense of pride and involvement, which enhances both employee engagement and retention. When employees are given the opportunity to influence the direction of their work, they are more likely to remain committed to the organization and motivated to contribute to its success (Flocco et al., 2021). This kind of leadership not only boosts engagement but also strengthens employee loyalty, creating a more resilient workforce.

Research grounded in the job demands-resources model and self-determination theory further supports the importance of engaging leadership behaviors. Leaders who inspire, empower, and connect with their employees significantly improve work engagement (Rahmadani et al., 2020). By satisfying employees' psychological needs for autonomy, competence, and relatedness, leaders ensure high levels of sustained engagement. In turn, this reduces the financial impacts of disengagement and turnover, including recruitment, training, and onboarding costs. Employees who feel empowered and engaged are less likely to leave their jobs, saving the organization substantial resources while improving operational efficiency.

In organizations such as the Veterans Health Administration, where employee engagement is crucial to delivering high-quality care, executives play a critical role in shaping the work environment. Through effective leadership practices, such as utilizing workforce survey data and embracing servant leadership, executives can reduce the costs associated with disengagement and turnover (Yanchus et al., 2020). By focusing on employee involvement and satisfaction, these leaders create a work culture that values the

well-being of its employees and encourages long-term retention, leading to improved organizational outcomes.

Leadership's impact on engagement is further demonstrated by the significant role that executives play in driving organizational change. When executives prioritize key drivers of engagement—such as using workforce survey data, engaging in servant leadership, supporting employee-driven improvements, and offering growth opportunities—they mitigate the negative effects of disengagement and turnover (Yanchus et al., 2020). Creating a safe and supportive environment that fosters employee development can help reduce stress and burnout, leading to better mental health, job satisfaction, and retention. An engaged workforce is not only more collaborative but also fosters an innovative environment, which contributes to the overall performance of the organization. The direct impact of leadership on employee engagement can be further understood in terms of its financial and operational benefits.

Organizations that prioritize employee engagement through strategic leadership practices can minimize turnover and disengagement costs. By reducing absenteeism, presenteeism, and healthcare expenses, organizations can enhance productivity while lowering costs related to recruitment, training, and lost productivity. Moreover, leaders who create a positive organizational culture, centered on employee growth and well-being, contribute to a more satisfied, motivated, and committed workforce. By fostering a supportive and engaging work environment through effective leadership is essential to improving retention rates, minimizing disengagement costs, and enhancing overall organizational performance. By prioritizing employee well-being, career development,

and creating a culture of trust, organizations can cultivate a motivated and committed workforce that drives long-term success (Saks, 2022; Rahmadani et al., 2020).

Organizational Practices and Employee Retention

Illegitimate tasks—those that are unreasonable or outside an employee’s defined role—can have detrimental effects on employee satisfaction and retention. A study conducted on workers in China revealed that such tasks lead to decreased morale, lower job satisfaction, and ultimately higher turnover rates. This, in turn, negatively impacts organizational success and stability, especially in sectors like warehousing, where maintaining an experienced workforce is crucial. Addressing the root causes of illegitimate tasks is vital for creating a positive work environment that supports employee well-being. By doing so, organizations can improve retention rates, boost employee engagement and productivity, and achieve better organizational outcomes while reducing operational costs (Zeng et al., 2021).

Another important factor in employee retention is the relationship between work-life balance policies and employee engagement. Research has shown that work-life balance policies positively impact employee engagement and organizational effectiveness, with job satisfaction playing a central role. Strategies such as flexible work arrangements and supporting employees’ personal and professional well-being can significantly enhance retention (Yadav et al., 2022).

Caring human resource management (HRM) practices also play a crucial role in employee engagement. A comprehensive analysis of HRM practices highlighted their importance in reducing the costs associated with employee disengagement and turnover.

The study introduced a model that suggests HRM practices demonstrating care and concern for employees can create a highly engaged workforce, ultimately minimizing the negative effects of disengagement and turnover. Employee engagement was emphasized as a critical factor for organizational success, positively affecting employee attitudes, behaviors, performance, and overall well-being (Saks, 2022).

In another study, the impact of motivation on employee performance was explored within non-managerial staff in tea factories. It was found that low motivation, often caused by stress and low morale, was a key issue. Strategies such as recognition programs and opportunities for skill development were suggested to improve performance and enhance employee retention (Upathissa, 2022).

A study examining emotional dissonance among tour guides in Jordan found that, contrary to expectations, emotional dissonance did not significantly impact the quality of work life or life satisfaction. However, a positive correlation was found between the quality of work life and life satisfaction. This challenged assumptions about emotional dissonance in the tourism sector and emphasized the importance of prioritizing work life quality to improve overall life satisfaction, with implications for improving employee retention (Alrawadieh et al., 2020).

A clear link between performance management and employee engagement was found, emphasizing dissatisfaction with current practices and the need for improvement (Govender & Bussin, 2020). The research highlights the importance of aligning performance management practices with employee engagement to enhance organizational

performance. This alignment is especially crucial for warehouse employee retention, as it fosters a more motivated and engaged workforce.

A qualitative case study explored the reasons behind resignations among former Amazon employees and provided valuable insights into how turnover can be reduced and operational costs minimized in the warehouse environment. The study stressed the importance of aligning human resources practices with organizational goals to improve retention, particularly among warehouse staff (Silbernagel-Krohne & Moser, 2023; Singh et al., 2023).

In small and medium-sized enterprises (SMEs) in China, research explored factors influencing employee retention and identified the benefits of implementing tailored language training programs to enhance communication skills. This, in turn, can improve employee retention in the warehouse environment, particularly for back-of-the-house employees in the hospitality sector (Youngblood et al., 2021; Xuecheng et al., 2022).

Finally, caring HRM practices—such as job design, training and development, flexible work arrangements, work-life balance programs, health and safety initiatives, and career development opportunities—create a climate of care and concern for employees. This approach signals to employees that their well-being is valued, fostering higher engagement levels. When employees perceive that their organization genuinely cares about their needs and interests, they are more likely to reciprocate with increased engagement, leading to enhanced productivity and reduced turnover (Saks, 2022).

Psychological Capital and Its Role in Employee Engagement

Psychological capital (PSYCAP), encompassing key components such as self-efficacy, resilience, hope, and optimism, plays a pivotal role in fostering engagement across multiple dimensions—work engagement (WE), organizational engagement, and social engagement. This is especially crucial for knowledge-intensive workers, whose roles often require adaptability and the ability to navigate complex, dynamic environments. Research highlights that PSYCAP not only directly enhances work engagement but also positively influences organizational and social engagement, which are essential for maintaining high levels of motivation and commitment in today's ever-changing workplaces (Toth et al., 2023).

When employees are disengaged, the consequences can be severe and far-reaching. Disengagement manifests in various negative outcomes, such as diminished productivity, higher absenteeism rates, and overall operational inefficiencies. These outcomes lead to increased costs, particularly in areas such as recruitment, training, and lost productivity. Disengagement, if left unaddressed, can quickly spiral into greater financial burdens for organizations.

Moreover, disengaged employees are more likely to experience stress and burnout, which can further exacerbate health-related costs for organizations (Gabriel & Aguinis, 2022). These issues lead to higher healthcare expenses as employees may require additional support or time off to recover from work-induced stress. Compounding this is the issue of turnover, which can further inflate operational costs. High turnover rates demand continuous recruitment and training efforts, both of which are time-

consuming and expensive. The process of replacing employees is not only costly but also results in the loss of valuable institutional knowledge, which disrupts continuity and negatively impacts overall organizational performance.

To mitigate these escalating costs, it is crucial for organizations to focus on fostering PSYCAP. By improving employees' self-efficacy and resilience, organizations can empower their workforce to better cope with work challenges, thus ensuring that engagement remains high. Additionally, components like hope and optimism contribute to a positive outlook and persistence in achieving goals, which reinforces engagement and reduces turnover (Toth et al., 2023). Furthermore, investing in interventions that promote PSYCAP can enhance job satisfaction and engagement, which is particularly beneficial for improving retention rates among warehouse employees (Wen & Liu-Lastres, 2021).

These studies highlight the importance of addressing factors such as motivation, work-life balance, and leadership in enhancing employee engagement and retention. Implementing tailored strategies based on these insights can lead to a more engaged and satisfied workforce, ultimately benefiting organizational performance and success.

Transition

Section 2 comprised a critical analysis and synthesis of the literature pertaining to the conceptual framework, potential themes and phenomena, different points of scholarly view, and the relationship to previous research and findings.

Section 3 will include a discussion on project ethics, the nature of the project, the population, sampling and participants, data collection activities, interview questions, data organization and analysis techniques, and reliability and validity.

Section 4 will contain the presentation of the findings, business contributions, recommendations for professional practice, implications for social change, recommendations for further research, and the conclusion.

Section 3: Research Project Methodology

Project Ethics

My primary responsibilities as a qualitative researcher were collecting primary data through semistructured interviews and analyzing public documentation and artifacts. My main duty as a researcher was to oversee all aspects of the research to prevent methodological failures and ensure the quality of the research (see Busetto et al., 2020). This included recruiting potential participants, collecting data from these participants, and analyzing the collected data to answer to the study's research question (see Mwita, 2022).

The relationship had with the topic under study is my career experience in HRM in the warehouse industry. This background afforded me access to distribution managers who have implemented effective employee engagement strategies to increase retention. It is crucial for researchers to foster an environment where participants feel comfortable and willing to share their experiences candidly (Suwedi-Kapesa et al., 2023). I did not identify any issues related to positionality that might have affected the data collection process.

Researchers bear the crucial responsibility of adhering to ethical standards in their studies (Ghuri et al., 2020). *The Belmont Report* provided the essential framework for governing research involving human subjects, thereby ensuring ethical compliance (Marrone, 2016). This report mandated that participants are fully informed about the purpose of the project and are treated with the utmost respect. I gave participants adequate time to decide on their involvement and clearly instructed them on how to withdraw from the study at any point (see U.S. Department of Health and Human

Services, 2016). *The Belmont Report* is a seminal document that articulates ethical guidelines for researchers, emphasizing the principles of respect for persons, beneficence, and justice in the conduct of research involving human subjects (Pritchard, 2021). I committed to upholding the welfare and rights of all participants, ensuring that my research aligned with the ethical guidelines set forth in *the Belmont Report* and adhered to the regulations established by the Walden University IRB. The IRB approval number for this research study is 08-16-24-0574341.

Ensuring informed consent is paramount in recognizing participants' autonomy and demonstrating respect (Eeckhout et al., 2023). Effective communication between the researcher and the participant is essential for achieving proper informed consent (O'Shea, 2022). The procedures for obtaining informed consent in the current study were thorough and comprehensive. My approach to obtaining informed consent involved providing participants with comprehensive information about the study and their involvement. I ensured that participants fully understood the information presented, including the interview procedures, the voluntary nature of their participation, their right to withdraw at any time after consenting, the associated risks and benefits of the research, and issues of confidentiality.

Adhering to Walden University IRB protocols, I used the IRB-approved consent form and reviewed it with participants to ensure clarity. Given that informed consent is a fundamental ethical requirement in research, it is crucial that participants fully comprehend all aspects of the research project before agreeing to participate (O'Shea,

2022). Therefore, I secured informed consent prior to scheduling any interviews for data collection.

Participants retained the right to exit the project at any point without facing any penalties or negative consequences. The withdrawal procedures were communicated to participants during the informed consent process and reiterated in the interview protocol. I ensured that participants were fully informed of their ability to cease participation whenever they chose. Should they have decided to withdraw, they could do so by notifying me via email, which would prompt the immediate removal of their informed consent form and termination of their involvement in the project. Researchers must facilitate participants' comprehension of the study's participation components to uphold their autonomy and respect their decision to withdraw at any point without repercussions (O'Shea, 2022). I did not offer an incentive for participating in the project.

Confidentiality is a fundamental principle in ethical research practices, crucial for sustaining the trust and integrity of the research process through safeguarding participants' privacy, fostering a trustful environment, ensuring adherence to ethical and legal guidelines, and enhancing the overall quality and credibility of the research outcomes (O'Shea, 2022). By implementing stringent confidentiality protocols, researchers can maintain the highest standards of research integrity and responsibly contribute to advancing knowledge.

As a researcher, I committed to ensuring the ethical protection of all participants. To ensure the protection of participant identities and maintain confidentiality, I used coded identifiers, such as P1 for Participant Manager 1, P2 for Participant Manager 2,

etc., and referred to these codes instead of actual names. This coding system safeguarded the anonymity of the participants. Furthermore, I anonymized all data collected, removing or altering any identifying information about individuals and organizations to prevent easy identification. I also pledged that data will be stored securely in password-protected databases and encrypted storage systems for 5 years to protect participant confidentiality.

Nature of the Project

The qualitative research method is particularly effective for exploring and understanding real-life experiences. Because it allows for deeper exploration, description, and comprehension of contextual phenomena (Quintão et al., 2020). Given the aim of the current study was to explore the real-life experiences of managers who have effectively implemented employee engagement strategies, I employed the qualitative method and a pragmatic inquiry research design to address the overarching research question for the project.

Population, Sampling, and Participants

The targeted population for this study was distribution warehouse managers in the DMV area of the United States who had effective employee engagement strategies. The eligibility criteria for participants included: (a) the role of distribution manager, (b) operate within the DMV in the United States, (c) have demonstrated successful employee engagement strategies, and (d) were in my professional network or professional association.

I employed purposive sampling to select six distribution warehouse managers from the targeted population to achieve the objectives of the project. This approach involved intentionally choosing participants who were best suited to provide relevant and detailed information that aligned with the research question. Purposive sampling is especially effective in qualitative research because it allows for a focused and thorough investigation of specific phenomena (Nyimbili & Nyimbili, 2024). Smaller sample sizes can offer deeper insights and a more nuanced understanding of contextual factors than larger samples (Nyimbili & Nyimbili, 2024).

I leveraged my professional network connections and relevant associations within the industry to recruit participants. I initiated contact with potential participants and provided a comprehensive introduction to both me and the research project. Establishing a strong rapport with participants is essential for fostering engagement and participation in the project. Horsfall et al. (2021) underscored the significance of rapport building in enhancing participant engagement and research participation. To cultivate this relationship, I implemented several strategies, including providing detailed information about the research project, explaining the informed consent process, and preparing participants for the interview by guiding them through the interview protocol. According to Wong et al. (2021), developing a robust working relationship with participants is crucial for ensuring sustained and meaningful access to high-quality data resources.

Achieving data saturation is essential to comprehending and critically evaluating the completeness and robustness of qualitative research findings (Guest, Namey, & Chen, 2020; Fusch & Ness, 2015). Data saturation occurs when no new information or themes

emerge from the data, indicating that the data collection process has sufficiently captured the phenomenon under study (Guest, Namey, & Chen, 2020; Fusch & Ness, 2015). I anticipated I would reach data saturation earlier than interviewing all six of the participants selected; however, I reached data saturation after interviewing four participants but interviewed two additional participants to ensure data saturation had been achieved. Reaching data saturation was crucial to ensure a comprehensive understanding and that the research captures a full range of perspectives and experiences relevant to the research question. This thorough comprehension is vital for producing credible and exhaustive findings (Fusch & Ness, 2015).

Data Collection Activities

As a researcher, my primary responsibility involved the systematic collection of relevant data through semistructured interviews to gather the primary data with which to address the research question of the project. In qualitative research, the researcher serves as the principal research instrument (Yoon & Uliassi, 2022). The interviews comprised a predetermined set of questions to ensure consistency across participants, which is a widely used method in qualitative research that enables an in-depth exploration of participants' lived experiences related to the phenomena under investigation (see Grant, 2021; Knott et al., 2022). Employing a flexible and conversational approach, as demonstrated by Dubey et al. (2023), facilitated the collection of comprehensive and nuanced data. I adopted a semiflexible and conversational approach to glean what was needed to answer the research question.

I also gathered corroborating secondary data for triangulation purposes. The secondary data consisted of publicly available or archival documents. Data triangulation aids in ensuring reliability and validity (Braaten et al., 2020; Yeong et al, 2018).

To enhance data collection and ensure its reliability, a structured approach to adjusting interview protocols is essential (Braaten et al., 2020). My interview protocol included a prewritten introduction, an ordered list of interview questions, prompts for follow-up inquiries, and closing remarks (see Appendix). This structure guided me in the process of conducting semistructured interviews throughout the primary data collection process. Adhering to a systematic interview protocol is crucial in research studies because it underpins the reliability of the findings and is essential for obtaining high-quality interview data (Yeong et al., 2018).

I developed a comprehensive, step-by-step interview process that encompassed: (a) recruiting participants through LinkedIn connections and other professional networks, (b) sending participant invitations via email, (c) distributing informed consent forms to be signed and returned prior to the scheduled interview, (d) obtaining the participant's permission to record the interview, (e) conducting the scheduled audio-recorded interview, (f) consistently evaluating the data storage plan to ensure ease of organization and analysis, (g) posing open-ended questions, and (h) asking follow-up questions as necessary.

Following each interview, I emailed the participant a transcription of their session along with my interpretations of their responses, requesting verification for the accuracy of my interpretations. Member checking the accuracy of my interpretations with the

participants enhanced reliability and validity. Allowing participants, the opportunity for careful reflection is crucial to the success of the interview process (Braaten et al., 2020). I also audio recorded the interviews as a data collection technique, which was complemented by data triangulation and audit trails to further enhance the reliability and validity.

Interview Questions

I designed the interview questions, detailed in the interview protocol in Appendix, to facilitate the data collection process. The open-ended interview questions carefully aligned with both the research question and the conceptual framework of this project. The interview questions were as follows:

1. What effective strategies do you use for employment engagement to increase employee retention?
2. How did you measure the effectiveness of the strategies?
3. What challenges did you encounter implementing the strategies?
4. How did you overcome the challenges?
5. What effective strategies did you use to fulfill the employees' various personal needs within the workplace?
6. How did you measure the effectiveness of the strategies?
7. What strategies did you use to satisfy the employees' inner needs?
8. How did you measure the effectiveness of the strategies?
9. What strategies did you use to satisfy the employees' job satisfaction?
10. How did you measure the effectiveness of the strategies?

11. What else would you like to share regarding your effective strategies for employee engagement to increase employee retention that you have not already shared?

Data Organization and Analysis Techniques

For this project, I adopted Braun and Clarke's (2022) six-step thematic analysis method to analyze the data I collected from the interviewees. This approach was particularly well-suited for a deep exploration of the experiences, perceptions, and challenges faced by frontline distribution warehouse managers in engaging their employees and addressing turnover issues. The thematic analysis included the following stages: (a) familiarization with the data, which entailed immersing myself in the data to comprehend its depth and breadth; (b) generating initial codes, where interesting features of the data were systematically identified across the entire data set to create initial codes; (c) searching for themes, where the codes were collated into potential themes, with all data relevant to each potential theme being gathered; (d) reviewing themes, which involved checking if the themes worked in relation to the coded extracts and the entire data set as well as generating a thematic map of the analysis; (e) defining and naming themes, where ongoing analysis was conducted to refine the specifics of each theme and the overall story the analysis tells, resulting in clear definitions and names for each theme; and (f) writing the report, which offered the last opportunity for analysis and involved selecting vivid and compelling extract examples. In the last stage, the final analysis of selected extracts is conducted, and the analysis is related back to the research

question and literature, culminating in a scholarly report of the analysis (Braun & Clarke, 2006).

I also employed a systematic analysis process to identify and correlate key themes with the existing literature. This approach allowed for a thorough examination of both new and established findings. Specifically, I focused on discerning patterns within the data and relating these patterns to the themes identified in the literature review. To ensure a comprehensive and current analysis, I integrated new information from studies published after the completion of this research project. By identifying and correlating themes from newer studies with the key themes from my initial literature review, I maintained the relevance and accuracy of the research findings.

All raw data collected during the research project will be securely stored for a minimum of 5 years. This ensures that the data remains available for future reference, verification, and potential reanalysis, adhering to best practices in research data management and ethical standards.

Employing data triangulation significantly enhances the robustness, precision, and dependability of research endeavors. Researchers strategically use triangulation to bolster the credibility and thoroughness of their studies (Ibrahim et al., 2019). It is common practice for researchers to consolidate all interview recordings and documents into a central repository for streamlined analysis and review, and I did the same in the current study.

To ensure effective data organization and comprehension during the interview process, I employed a variety of techniques, including journal entries, research logs, and

systematic cataloging and labeling methods. I used a digital audio recorder and took written notes throughout the interviews. For data analysis, I leveraged technology, such as Microsoft Excel and Microsoft Word, to discern and identify recurring themes. I implemented a coding system, using identifiers, like P1 for Participant Manager 1, P2 for Participant Manager 2, etc., to maintain participant anonymity. This coding approach protected the confidentiality of the participants. Additionally, I anonymized all collected data by removing or altering any identifying information related to individuals and organizations, ensuring that the data cannot be easily traced back to specific entities.

Reliability and Validity

Reliability and validity are critical parameters in qualitative research, ensuring the credibility and trustworthiness of the findings. These constructs measure the extent to which research results are appropriate and fit for the research project. Reliability assesses whether data coding is consistent and free from bias (Kamper, 2019). These concepts convinced the audience that the research findings are robust and support the project's objectives.

Reliability

To ensure methodological rigor and bolster the reliability of a research project, employing well-designed methods and robust sampling techniques is crucial (Saunders et al., 2019). In qualitative pragmatic inquiries, reliability is addressed by focusing on dependability through intellectual honesty, reducing personal bias, and meticulous data collection and reporting (Denzin & Lincoln, 2020). I enhanced reliability by using a standardized interview protocol with semistructured interviews, ensured all participants

answered the same questions in the same order. Additionally, I coded all data at the end of the data collection period.

Reliability pertains to the trustworthiness and dependability of the data set, ensuring the measurement tools are error-free. Yin (2018) defined reliability as the ability to replicate project findings consistently over time. To achieve this, I employed audit trails and data triangulation, enhancing the research project's replicability and dependability. I defined my codes and themes in detail, facilitating easy replication by other researchers. Furthermore, I prioritized accuracy in coding, data classification, and pattern interpretation to avoid compromising the trustworthiness of the findings. This comprehensive approach ensures that the research outcomes are dependable and withstand scrutiny.

Maintaining the integrity and trustworthiness of research requires providing detailed information to ensure consistent findings. Lou (2022) emphasized that fundamental approaches in a study can effectively address issues, highlighting the importance of reliability for researchers. To uphold accuracy and trustworthiness, it is essential to replicate tests to confirm their efficacy and precision (Zhu et al., 2023). A critical technique for ensuring the quality of qualitative research is member checking, where participants verify the data's accuracy (Sahakyan, 2023). I used member checking to validate data interpretation, supporting reliability and dependability, as it is recommended for qualitative research validation. Member checking involves seeking participants' feedback on the researcher's interpretation of the collected data (Motulsky, 2021).

Validity

To ensure validity, I employed several key strategies. First, I utilized triangulation by using multiple data sources, including interviews and public or archival documents, to corroborate the findings (Akutey & Tiimub, 2021). This approach ensured that the themes identified were not dependent on a single data source, thereby enhancing the credibility of the results. Additionally, I used detailed, open-ended interview questions to collect rich, descriptive data, capturing the nuanced perspectives and experiences of frontline distribution warehouse managers. This depth of data contributed to a comprehensive understanding of the phenomena under study, thereby enhancing the validity of the findings. To further strengthen my project findings, I systematically identified key themes and correlated them with existing literature, ensuring that the findings are grounded in established research. This integration not only validated the new data, but it also situated it within the broader context of existing knowledge, thereby enhancing its credibility and relevance.

My thematic analysis process involved iterative coding, reassembling, and interpreting data, allowing for continual reflection and refinement of the themes. This iterative process ensured that the themes accurately reflect the participants' experiences and the underlying meanings in the data. Confidentiality and ethical considerations were paramount in my project. I ensured the confidentiality of participants through coded identifiers and secure data storage, fostering a trusting environment where participants were more likely to share honest and accurate information. Adhering to *the Belmont Report* guidelines and IRB regulations, I further reinforced the integrity and validity of

the research process. Additionally, member checking was utilized to verify reliability during the data interpretation process, further enhancing credibility. The relative importance of credibility varies across studies, influenced by factors such as participant characteristics, source type, and the nature of the information (Keshavarz, 2021).

Transferability demonstrates that research findings can be applicable to other contexts and populations by providing a comprehensive account of the research conditions and their impact on the results (Stenfors et al., 2020). Its objective is to offer professionals vital knowledge and insights (Ferrando et al., 2019). To achieve this, I detailed the context and conditions of the research execution and their influence on the conclusions, provided a thorough explanation that enables other researchers to assess the applicability of the findings to different settings.

Confirmability refers to the extent to which the research evidence supports the conclusions drawn, and it requires researchers to detail their processes to show how they arrived at their findings (Stenfors et al., 2020). To ensure that my results are replicable, I validated confirmability by meticulously rechecking my data collection and analysis processes. Maintaining transparent and systematic documentation of the research process, including detailed notes, memos, and an audit trail of decisions made throughout the research project, facilitated an external review of the research process, ensuring that the findings are derived solely from the data and were free from my biases or preconceptions. This is an important step, according to Nassaji (2020). It is crucial for researchers to pose questions aligned with the study design (Haven & Van Grootel, 2019), so I asked probing questions to gather diverse perspectives and enhance confirmability.

Data saturation is reached when additional data collection no longer yields new, relevant information or concepts (Fofana et al., 2020; Mwita, 2022). I conducted in-depth interviews to achieve data saturation and use data triangulation for comprehensive analysis. Saturation occurs when further interviews do not introduce new ideas or relevant data (Fofana et al., 2020). Achieving data saturation reinforced the validity and reliability of the project's findings, providing confidence in the robustness of the conclusions drawn. By employing these strategies, I ensured both the reliability and validity of my findings, offering a robust and credible analysis of the strategies frontline distribution warehouse managers use for employee engagement and retention.

Transition and Summary

In Section 3, I detailed the ethical considerations, participant sampling methods, and the overall nature of the research project, encompassing its methodology and design. This section contained an outline of the data collection activities, the interview questions, and a description of the data organization and analysis techniques that I employed. These elements were carefully designed to ensure the reliability and validity of the research project, providing a solid foundation for achieving credible and trustworthy results. In Section 4, I will present the findings of the research, highlight the business contributions, and offer recommendations for professional practice. Additionally, I will discuss the implications for social change, provide recommendations for further research, and conclude the research project. This section will include a synthesis of the insights gained from the research, offering practical and theoretical contributions to the field.

Section 4: Findings and Conclusions

Presentation of the Findings

The aim of this qualitative pragmatic inquiry research project was to identify and explore the effective employee engagement strategies frontline distribution warehouse managers use to improve employee retention. Following a structured interview protocol (see Appendix), I conducted semistructured interviews with six participants, asking 11 open-ended questions to facilitate our discussions. Each participant was given a distinct numeric identifier (P1 through P6). After the interview, I implemented member checking with each participant, allowing participants to review the synthesized content and confirm the accuracy of my interpretations of their interview responses.

After I completed the data collection, I organized and analyzed the information methodically, documenting the findings comprehensively. I used Microsoft Excel as the tool to manually analyze the data. Table 1 illustrates the participant demographics used in the data collection process, and Table 2 displays the themes identified. There were four emergent themes: (a) effective leadership and engagement; (b) employee well-being and support; (c) autonomy, empowerment, and recognition; and (d) cultural inclusivity and communication. These themes resonated with the conceptual framework of Herzberg's two-factor theory and Maslow's hierarchy of needs as well as the existing literature on effective engagement strategies to increase employee retention.

Table 2*Participants' Demographics*

Pseudonym	Gender	Industry	Role
P1	Male	Distribution warehouse	Frontline manager
P2	Male	Distribution warehouse	Frontline manager
P3	Male	Distribution warehouse	Frontline manager
P4	Male	Distribution warehouse	Frontline manager
P5	Male	Distribution warehouse	Frontline manager
P6	Male	Distribution warehouse	Frontline manager

Table 3*References of Major Themes*

Major theme	Participants	References
Theme 1: Effective leadership and engagement	6	41
Theme 2: Employee well-being and support	6	27
Theme 3: Autonomy, empowerment and recognition	6	21
Theme 4: Cultural inclusivity and communication	6	14

After reviewing the findings, I discovered that effective employee engagement strategies can increase employee retention. Organizations that invest in their workforce's professional development, well-being, and inclusivity advance greater employee engagement, reducing turnover and fostering a more positive organizational culture

(Abduraimi et al., 2023; Moore et al., 2020; Rahmadani et al., 2020; Yanchus et al., 2020).

Theme 1: Effective Leadership and Engagement

The first theme to emerge was effective leadership and engagement. This theme had two minor themes: (a) open and transparent leadership and (b) building personal relations. Leaders can achieve effective leadership and engagement through open communication and transparency while emphasizing open, honest leadership and proactive communication in building trust and setting clear expectations where understanding transparent and open leadership builds personal relationships (Wang, 2022). Managers should take a leadership style that allows employee advocates to aspire to their goals by feeling heard, implementing their recommendations, and abstaining from micromanaging (Wang, 2022). An organization's open-door policy shows that its leaders are open to questions and concerns of their employees. P1 mentioned that having open and honest conversations is a successful strategy to ensure employees are heard and feel cared for, compared to managing parents, which is a key to employee retention for his department. P1 said,

Treat people the way you would like to be treated. Being open, honest, and transparent means that managing is a lot like parenting. You learn as you go along the way. It's a ton around communication and transparency, I try to open as many avenues as possible to communicate with me and I have an open-door policy and try to be accessible.

P3 agreed that constant, open communication ensures employees feel valued and supported. He also highlighted that updating employees on the status of their requests cultivates trust and engagement between their work relationship. P2 also agreed that an open-door policy is a huge win that emphasizes listening to employees and making sure they feel heard, even if their ideas are not always implemented. P2 said, “Sometimes, just listening, and nod, you know, really listening what they have to say.”

Positive relationships nurture team motivation, which amplifies chances of overcoming barriers, attaining shared goals, and adding to organizational success (Braun, 2020). Participants revealed that building more decisive leader and employee relationships is vital to cultivating employee engagement and building personal relationships with employees by learning about their personal lives, like their family interests and kids’ names, and using this knowledge to create a supportive work environment to foster trust and loyalty. P3 noted,

I try to learn their kids, names, what they like to do in their time when they are not at work, and also I see many smiles...we have many languages and sometimes the pronunciation is a little hard, but they see me trying to talk to them so they are happy...saying “hi” made a difference... it shows employees that you are engaged with them.

Participant 2 (P2) agreed by noting, “know your people’s names, use their names whenever you try to talk with them.”

P5 added that creating personal relationships with employee is one of their successful strategies. P5 noted, “once you create personal relationship with people, they

will go to war for you... they will move mountains on your behalf because when people know you care personally about them, it is hard for them to leave.” He also noted that having an interest in the employees’ outside lives, like if they have kids and asking them to show their pictures and knowing everyone by their full name and going to their workstations and talking to them and helping them out, make a huge impact that makes them feels being cared for.

Theme 2: Employee Well-Being and Support

The second emerging theme was employee well-being and support. This theme had three minor themes: (a) flexible work arrangements, (b) work-life balance and well-being, and (c) addressing individual needs and support. The literature review and the conceptual theoretical framework of Herzberg’s motivation-hygiene theory and Maslow’s hierarchy of needs both underscored the role of psychological and practical support in enhancing employee satisfaction and motivation. Notably, Yadav et al. (2022) reported that work-life balance policies are among the most widely adopted organizational strategies, with evidence indicating their positive impact on organizational engagement. Current study participant accounts further corroborated the effectiveness of supportive strategies, such as flexible work benefits and well-being initiatives, in improving employee retention.

In terms of work-life balance flexibility, numerous participants emphasized the institutional value placed on preserving employees’ personal time and fostering a balanced lifestyle. P2 noted, “So, part of it is a good work-life balance that we have been able to negotiate pretty well here.” Another manager remarked, “I am willing to help

people with, you know, time off, days off, this, that, and the other thing.” Similarly, a third participant stated, “Respecting their time off and maintaining their work-life balance is one of my strategies.”

Addressing individualized support, managers offered various strategies for meeting the needs of each employee under their supervision. As P1 indicated, “I give them a survey right off the bat where it is their strengths, their weaknesses.” P3 added, “You got to have the tool to do it, so if they do not have that tool, it is going to make their job harder, and if the job gets harder, they will get tired.” Additionally, P4 shared, “Ensuring clear role expectations and goals eases confusion and frustration, which can help to improve job satisfaction.”

P6 emphasized a personalized approach to support, stating, “I try to find out personally – you know – who these employees are, so I can figure out what motivates them.” Flexible work arrangements, including work-life balance initiatives, were frequently cited as essential for addressing employees’ needs beyond the workplace, thereby fulfilling intrinsic needs. Many participants observed that flexible scheduling enabled employees to manage their responsibilities without compromising operational efficiency. For example, P2 remarked, “I am willing to help people with time off, days off and accommodate, and I try and work around that.” P5 reinforced this view, adding that flexible scheduling not only supports employees in managing personal needs but also contributes to enhanced well-being because it allows employees sufficient time for family and personal pursuits. P5 stated, “When employees feel supported in their personal lives,

their productivity and engagement increase,” while P1 observed, “Work-life balance is tough, but I have been able to negotiate pretty well here.”

This individualized approach appears to foster a culture of care and attentiveness, where employees feel valued and supported, leading to heightened commitment and engagement. As managers invest time and effort in understanding and addressing employees’ unique needs, both productivity and team success are positively impacted. Supporting this view, Cheung et al. (2021) found that employees who feel their preferences and needs are recognized are more inclined to show increased commitment, often translating into greater effort toward work-related goals. Furthermore, a workplace culture that prioritizes well-being and personal development enhances employee motivation and engagement, driving success at individual and organizational levels.

Theme 3: Autonomy, Empowerment, and Recognition

The third emergent theme centered on autonomy, empowerment, and recognition. I divided this theme into two subthemes: (a) granting autonomy and (b) fostering recognition and motivation. These findings are well-supported by contemporary literature, including theoretical perspectives from Herzberg’s two-factor theory and Maslow’s hierarchy of needs, which underscore the psychological importance of autonomy and recognition for employee satisfaction and retention. Saleh et al. (2022) reported that leader-member exchange behaviors, such as promoting ethical standards and encouraging autonomy, are strong predictors of decreased turnover intentions among warehouse employees. These findings establish the critical role of leadership in shaping an ethical work environment and conveying trust in employees’ decision-making

capabilities. When employees perceive that their input and autonomy are valued, their organizational commitment and job satisfaction significantly increase, leading to greater retention.

Granting autonomy is instrumental in fostering intrinsic motivation because it instills a sense of independence and ownership over one's work, which is key to developing autonomy-supportive professionals (Saleh et al, 2022). P1 illustrated this by highlighting the motivational effects of allowing employees to determine how they complete their tasks, stating, "If I need you to go from Point A to Point B, how you get there is up to you." P1 emphasized that such freedom cultivates motivation, remarking, "Freedom equals motivation in the world of business." P5 echoed this sentiment, explaining that flexibility in decision-making enables employees to take ownership of their roles, enhancing accountability and self-management. P5 asserted, "They have to take ownership," suggesting that autonomy fosters both empowerment and a culture of trust, leading to improved performance and, ultimately, higher retention.

Furthermore, all participants recognized that employee recognition is a pivotal strategy for enhancing engagement and fostering a positive work environment. Recognizing employees' contributions significantly boosts job satisfaction because staff who feel valued are more inclined to exert additional effort to meet organizational goals. The impact of recognition is profound; for instance, P2 gathers the team to commend an individual's accomplishments publicly, providing a "quick shot of positive energy" for both the team and the recognized employee. Similarly, P3 noted that while recognition may occasionally induce jealousy among team members, it predominantly serves to boost

morale and encourage sustained performance. P5 described their use of “Star of the Month” awards to highlight high performers, thereby motivating the broader team. P1 further emphasized the significance of recognition as an effective, nonmonetary incentive, stating, “One of the most important, successful strategies is recognition and reward—employees coming up to you and saying, ‘Wow, I got that because I did that,’ they will do it more often.”

Recognition practices must align with leadership style, the type of recognition desired, and the unique needs of employees (Baqir et al., 2020). Tailored recognition not only enhances productivity and engagement but also contributes to a positive workplace culture where employees feel genuinely appreciated, ultimately supporting organizational success. By fostering an environment of respect and recognition, organizations can increase employee retention because individuals feel valued and respected in their roles.

Theme 4: Cultural Inclusivity and Communication

The fourth emerging theme was cultural inclusivity and communication, and this theme had two minor themes: (a) inclusive work environment, and (b) overcoming language barriers. The findings related to cultural inclusivity and communication are well-supported by contemporary literature, with strong theoretical underpinnings in Herzberg’s two-factor theory and Maslow’s hierarchy of needs. Prior research highlighted a clear link between communication satisfaction, efficient communication, and enhanced job satisfaction and motivation (Damghanian & Ghaleroudkhani, 2022). In the two-factor theory, Herzberg et al. (1959) emphasized that positive interpersonal relationships, effective communication, and cultural appreciation serve as motivational

factors that enhance job satisfaction. Similarly, in the hierarchy of needs, Maslow (1943) underscored the importance of fulfilling social and esteem needs, which are met when employees feel culturally valued and respected. The practical measures observed in the current study, such as promoting inclusive work environments and addressing language barriers, illustrate how organizations can address these fundamental needs, ultimately fostering motivation, commitment, and overall job satisfaction.

Participant quotations reflected these theoretical insights, demonstrating how inclusivity efforts and communication improvements contribute to a positive and cohesive work culture. For example, P3 emphasized the importance of cultural respect by learning basic phrases in employees' native languages, stating, "Just a few words go a long way. It shows them that I value their background, and it makes them feel happy." This small gesture illustrates how inclusivity in communication can satisfy employees' need for belonging and respect, reinforcing both Herzberg's motivators and Maslow's social needs.

P4 further emphasized the significance of an inclusive work environment by collaborating with the diversity and inclusion (D&I) team to develop initiatives tailored to a multilingual workforce. P4 explained, "We've implemented a D&I program specifically for our area where employees who speak different languages feel included and appreciated." This initiative showcases the organization's commitment to fostering a respectful and inclusive environment that honors cultural diversity, thereby fulfilling employees' esteem needs and enhancing job satisfaction.

To address language barriers directly, P3 highlighted the use of a company app providing real-time translation, which allows employees of different linguistic backgrounds to communicate seamlessly. P3 noted, “The app lets us talk face-to-face even if we don’t share a language. Without it, communication would be much harder, and productivity would suffer.” By facilitating direct communication, the app supports inclusive interactions that align with employees’ need for effective communication and social connectedness.

Similarly, P4 discussed the company’s language line solution, providing real-time translation during meetings and onboarding sessions, stating, “Having translation available means everyone can fully participate, which makes it easier to build a team where everyone feels understood.” This tool exemplifies an inclusive approach to communication, enabling employees to engage meaningfully and fostering a sense of belonging within the organization.

In summary, these findings highlight how cultural inclusivity and communication initiatives are grounded in established psychological theories, including the frameworks of Herzberg and Maslow. By actively creating an environment that respects and supports diversity, organizations can bridge cultural and linguistic gaps, leading to higher levels of employee engagement, motivation, and retention.

Business Contributions and Recommendations for Professional Practice

The objective of this study was to identify and examine effective employee engagement strategies employed by frontline distribution managers to enhance retention. The findings reveal a range of strategies, processes, and methods that enable managers to

engage employees more effectively, thereby improving retention outcomes. These insights are relevant to both current and future business practices, providing valuable guidance for business managers seeking to optimize organizational retention strategies. The participants' responses consistently aligned with contemporary research and theoretical frameworks, underscoring the applicability and potential impact of these strategies on enhancing workforce stability.

The research study provides valuable contributions to professional practice by outlining effective strategies for improving employee engagement and retention among frontline distribution warehouse managers. Firstly, enhancing leadership approaches through transparent communication, open-door policies, and relationship-building fosters trust and a sense of value among employees, aligning with Herzberg's (1959) two-factor theory, which underscores the importance of interpersonal relationships for job satisfaction (Wang, 2022). Leaders who adopt transparent, supportive communication practices facilitate a culture where employees feel heard and valued, which is critical for cultivating commitment and loyalty (Chanana & Sangeeta, 2021). Secondly, a strong emphasis on employee well-being, through flexible work arrangements and support for work-life balance, demonstrates that when employees' personal needs are met, they are more likely to stay engaged and committed. Flexible policies that support employees' mental health, family responsibilities, and work-life balance fulfill key psychological needs as outlined in Maslow's (1943) hierarchy, thereby reinforcing organizational commitment (Yadav et al., 2022). Prior studies have suggested that organizations with a high degree of employee well-being see reduced turnover, as employees who feel their

personal needs are considered report higher satisfaction and productivity (Cheung et al., 2021; Saks, 2022).

Thirdly, empowering employees through autonomy and recognition boosts motivation, as granting decision-making freedom and recognizing contributions lead to greater job satisfaction and loyalty (Saleh et al., 2022). Autonomy and tailored recognition practices encourage a sense of ownership, which addresses intrinsic motivators and reinforces esteem needs (Damghanian & Ghaleroudkhani, 2022; Herzberg et al., 1959). When employees are provided with autonomy in their roles, they are more likely to feel respected and trusted, leading to a greater sense of job satisfaction and commitment (Gabriel & Aguinis, 2022). This aligns with research suggesting that employees who experience both autonomy and recognition are generally more engaged, loyal, and productive, as such practices foster a sense of agency and acknowledgment within the workplace (Rahmadani et al., 2020). Additionally, promoting cultural inclusivity and providing resources to overcome language barriers are essential for creating an inclusive environment that enhances communication and cohesion. Inclusive practices, such as real-time translation tools and diversity-focused programs, bridge linguistic and cultural gaps, allowing employees to feel respected and valued, fulfilling both Herzberg's motivators and Maslow's social and esteem needs (Damghanian & Ghaleroudkhani, 2022; Gabriel & Aguinis, 2022; Govender & Bussin, 2020).

To implement these findings, it is recommended that organizations develop comprehensive leadership training that emphasizes open communication and relationship-building. Leadership programs can help managers recognize and respond

effectively to their team's diverse needs, creating a supportive culture (Alshmemri et al., 2017; Braun, 2020). In conjunction with this, formalized well-being policies should be established to support flexible work arrangements, mental health resources, and work-life balance. Research supports that organizations that facilitate work-life balance and mental health resources see increased employee satisfaction and engagement, as employees feel their broader well-being is prioritized (Panda et al., 2022; Yadav et al., 2022).

Additionally, regularly acknowledging employee contributions through recognition programs, such as "Employee of the Month" awards or informal team acknowledgments, reinforces a culture where efforts are consistently valued and celebrated (Cheung et al., 2021). Recognition can be both monetary and nonmonetary, with the latter still having significant positive impacts on employee morale and motivation (Saleh et al., 2022).

Furthermore, inclusive communication initiatives, including real-time translation tools and D&I programs that celebrate cultural diversity, can help employees feel part of an integrated workforce (Govender & Bussin, 2020; Xuecheng et al., 2022). These inclusivity measures contribute to a work environment where diverse perspectives and backgrounds are respected and valued, reducing the impact of potential language or cultural barriers on team dynamics (Damghanian & Ghaleroudkhani, 2022). Finally, to sustain effective engagement practices, organizations should continuously evaluate their employee engagement strategies through regular feedback and performance reviews, allowing them to remain responsive to employee needs (Panda et al., 2022; Saks, 2022). By integrating these recommendations, businesses can create a supportive, inclusive, and

empowering work environment that not only enhances engagement and productivity but also promotes long-term retention and strengthens overall organizational resilience.

Implications for Social Change

This research project addressed the critical issue of employee attrition by examining the strategies employed by frontline distribution warehouse managers to enhance employee engagement and improve retention rates. By uncovering and analyzing effective strategies, the research offers valuable insights that can aid frontline managers in developing practical approaches to boost employee retention.

The findings are particularly significant for managers in the manufacturing industry, where strategic methods to retain employees are crucial. The research project contributes to the professional practice of frontline distribution warehouse managers by providing a deeper understanding of employee engagement processes and their impact on retention. This knowledge enables managers to create supportive work environments that foster employee satisfaction and long-term employment opportunities.

According to Pimenta et al. (2023), organizations are composed of individuals from the broader society, making it imperative for business leaders and managers to not only achieve financial targets but also address social responsibilities. These responsibilities include managing environmental impact, promoting work-life balance, ensuring societal welfare, maintaining decent working conditions, and practicing socially responsible management. Gradinaru et al. (2020) highlighted that engaged employees are more productive, self-motivated, and aligned with the organization's objectives, which can enhance employee retention.

Frontline midlevel managers and business leaders can leverage the findings of this research project to explore and implement alternative strategies, processes, and methods to boost employee engagement and, consequently, retention. Actively engaged employees tend to experience a heightened sense of purpose and fulfillment, positively influencing their performance within the organization and in other aspects of their lives.

Ultimately, this research project has the potential to drive positive social change by promoting job stability, enhancing employee well-being, and fostering sustainable business growth within the manufacturing sector. Improving retention rates allows organizations to contribute to the economic prosperity and overall quality of life in the communities they serve, thereby making a meaningful impact.

Recommendations for Further Research

In reflecting on the limitations of my research project, I acknowledge several areas where further research could expand and enhance understanding of employee engagement and retention. Firstly, the scope of my research was limited to frontline distribution managers, which, while valuable, does not account for the potentially different strategies and challenges faced by managers in other industries, such as health care, technology, or education. Future studies could compare how various leadership styles, such as transformational or servant leadership, influence retention across sectors, providing insights into whether certain engagement strategies are more universally effective or industry specific.

Another limitation lies in the cross-sectional nature of my research, capturing a snapshot rather than a longitudinal view of engagement and retention strategies. A

longer-term research project could offer a richer understanding of how sustained practices, particularly around autonomy and recognition, impact motivation and retention over time. Additionally, my focus on in-person interactions limited exploration into the growing use of digital communication tools. Given the rise of remote and hybrid work, future research could investigate how digital tools, like video conferencing or real-time messaging apps, influence manager-employee engagement in virtual environments.

Cultural diversity also emerged as a notable theme, yet my research did not extensively address how language and cultural differences impact engagement strategies in multinational or diverse settings. Future research could focus on how managers adapt engagement approaches to meet the needs of culturally diverse teams, particularly in overcoming language barriers. Lastly, while work-life balance and continuous feedback were both identified as essential factors in employee engagement, I did not explore their specific impact in high-stress industries. Investigating how flexible scheduling and real-time feedback impact retention in sectors prone to high turnover, such as logistics or healthcare, could provide organizations with targeted strategies to reduce burnout and enhance job satisfaction. Acknowledging these limitations, I recommend further research in these areas to deepen and broaden our understanding of effective employee engagement and retention strategies across diverse contexts and organizational structures.

Conclusion

This pragmatic qualitative inquiry explored employee engagement strategies used by frontline distribution warehouse managers to increase retention. The research project involved semistructured interviews with six participants, all experiences frontline

managers of distribution warehouse. Data collection also included an industry document from a company website. Using thematic analysis, four major themes were identified: effective leadership and engagement; employee well-being and support; autonomy empowerment and recognition; cultural inclusivity, and communication. These themes aligned with the conceptual frameworks of Herzberg's two-factor and Maslow's hierarchy of needs theories.

The key findings underscored the importance of leadership approaches, employee well-being initiatives, autonomy and recognition, and cultural inclusivity as foundational elements in promoting workforce stability and reducing turnover. Transparent communication, open-door policies, and relationship-building emerged as central to fostering trust and value among employees, aligning with Herzberg's two-factor theory on the significance of interpersonal relationships for job satisfaction. The emphasis on employee well-being—through flexible work arrangements, mental health support, and work-life balance policies—was found to fulfill essential psychological needs, as outlined in Maslow's hierarchy, thereby reinforcing organizational commitment. Prior research confirms that organizations prioritizing employee well-being see significant reductions in turnover, as employees feel supported in both their professional and personal lives.

Empowering employees through autonomy and recognition was identified as a critical motivator, fostering a sense of ownership, and enhancing job satisfaction. The research project highlighted that granting decision-making freedom and acknowledging contributions not only boosts motivation but also leads to greater loyalty and commitment. Additionally, promoting cultural inclusivity and addressing language

barriers were essential strategies for fostering an environment that values diversity and supports effective communication, fulfilling social and esteem needs within both Herzberg's and Maslow's frameworks.

The findings offer practical recommendations for business managers and organizations to implement comprehensive leadership training, support flexible work arrangements, establish structured recognition programs, and adopt inclusive communication tools. By aligning these practices with employee needs, organizations can foster an inclusive, supportive, and motivating work environment, which enhances employee engagement, productivity, and long-term retention. In sum, the research project highlights that a strategic approach to employee engagement—addressing psychological needs, promoting inclusivity, and prioritizing well-being—can strengthen workforce stability, improve organizational culture, and ultimately drive business success.

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Appendix: Interview Protocol

Interview Protocol	
<p>Introduce the interview and set the stage. Introduce myself and the purpose of the interview thereby setting the stage.</p>	<p>Hello, my name is Meriam Sunday. I am a Doctoral Candidate at Walden University. The purpose of this interview is to identify and explore effective strategies used by frontline distribution managers for employee engagement to enhance employee retention. I am going to ask you eleven questions to which I would like your responses to. Then, I will conclude the interview. Do you have any questions?</p>
<p>Watch for nonverbal cues. Paraphrase the participant response. Ask follow-up probing questions to get more in depth</p>	<p>Interview Questions:</p> <ol style="list-style-type: none"> 1. What effective strategies do you use for employment engagement to increase employee retention? 2. How did you measure the effectiveness of the strategies? 3. What challenges did you encounter implementing the strategies? 4. How did you overcome the challenges? 5. What effective strategies did you use to fulfill the employees' various personal needs within the workplace? 6. How did you measure the effectiveness of the strategies? 7. What strategies did you use to satisfy the employees inner needs? 8. How did you measure the effectiveness of the strategies? 9. What strategies did you use to satisfy the employees' job satisfaction? 10. How did you measure the effectiveness of the strategies? 11. What else would you like to share regarding your effective strategies for employee engagement to increase employee retention that you have not already shared?

<p>Wrap up the interview thanking participant.</p>	<p>Thank you for participating in the interview, an integral part of my research project.</p>
<p>Schedule a follow-up interview to perform member checking with the participant.</p>	<p>I will contact you in a week to schedule a time for us to review the accuracy of my interpretations of your interview responses.</p>

Follow-up Member Checking Interview

Graphic adopted from DBA Qualitative Pragmatic Inquiry Research handbook (2023). Not needed in proposal or research project. A visual reminder during proposal stage when creating interview protocol

<p>Introduce myself and purpose of the follow-up interview to set the stage.</p>	<p>Hello Interviewee, Thank you for taking this time to meet with me again to review the accuracy of my interpretations of your interview responses.</p>
<p>Share the succinct synthesis for each question. Ask probing questions related to other relevant information I've found. Ensure these questions are related to maintain adherence to IRB approval. For each question, follow this process:</p> <ul style="list-style-type: none"> • Read the interpretation. • Ask: <ul style="list-style-type: none"> ○ Is my interpretation correct? 	<p>I will read the questions one at a time and my interpretations of your responses to them and ask you if my interpretation is correct.</p> <ol style="list-style-type: none"> 1. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 2. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed

<ul style="list-style-type: none">○ Did I miss anything?○ Would you like to add anything?	3. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	4. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed