4-2-2025

Successful Leadership Strategies Hotel Managers Use to Reduce Employee Turnover

Sean Reid
Walden University

Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Sean Reid

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Dina Samora, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Irene Williams, Committee Member, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2025

Abstract

Successful Leadership Strategies Hotel Managers Use to Reduce Employee Turnover

by

Sean Reid

MBA, Anglia Ruskin University, 2022

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2025

Abstract

Employee turnover remains a significant challenge in the hotel industry, impacting service quality and increasing operational costs. Hotel managers are particularly concerned with this issue as it affects their ability to maintain a financially sustainable business. Grounded in the transformational leadership theory, the purpose of this qualitative multiple case study was to explore successful leadership strategies hotel managers use to reduce employee turnover. The participants comprised four hotel managers from four different hotels in the Caribbean. Data were gathered from semistructured interviews, interview notes, and a review of documents provided by the participants. Four themes emerged from the use of Yin's five-step analysis: (a) fostering a caring and empathic culture, (b) creating a positive work environment, (c) promoting employee training and development, and (d) implementing employee-centered compensation and benefits. A key recommendation is for hotel leaders to adopt individualized consideration by understanding employees' unique interests and using these insights to develop tailored, empathetic approaches. These may include flexible work schedules, open grassroots communication, training and development aligned with employee interests, empowerment initiatives, and support for employees' families. The implications for positive social change include the potential for hotel administrators to implement leadership strategies that enhance employee retention, thereby supporting local economies and improving worker well-being.

Successful Leadership Strategies Hotel Managers Use to Reduce Employee Turnover

by

Sean Reid

MBA, Anglia Ruskin University, 2022

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2025

Acknowledgements

I first acknowledge my Lord Jesus Christ for is grace and mercy in accomplishing this milestone. Secondly, I also thank my family for their support and understanding during the process. I am grateful to my doctoral study committee. I thank Dr. Dina Samora for her commitment, unwavering support and dedication. I also thank my second committee member Dr. Irene Williams for her attention to detail and patience throughout the review process. Finally, I acknowledge the Walden University team for their continued contributions to higher education.

Table of Contents

List of Tables

List of Figures

Section 1: Foundation of the Study

Employee turnover is a significant threat to the hotel industry. The global turnover rate in the hotel industry is estimated at 30%–70% (Michael & Fotiadis, 2022). Employee turnover jeopardizes organizational performance, competitive advantage, sustainability, and profitability due to increased hiring costs and decreased employee performance (Skelton et al., 2020). Employee turnover is a matter of considerable importance within the hotel sector due to its potential negative impact on organizational reputation, client happiness, and financial performance (Dolasinski & Roberts, 2020). Similarly, Khan et al. (2021) linked high employee turnover to hotel reputational damage as a consequence of loss of social capital and trust within the organization. In their study on employee turnover in the hotel industry in Dubai, Michael and Fotiadis (2022) recommended that further research be conducted in other geographic locations regarding employee turnover. Therefore, I conducted the current study to address this gap in research.

Background of the Problem

The hotel industry is highly competitive due to the influence of hotel accommodations on visitor experience because visitors choose hotels based on their experience during their stay (Xia et al., 2020). Service quality is a critical success factor and a source of competitive advantage for hotel businesses because it influences visitor experience (Yin et al., 2022). Service quality hinges on employees; therefore, employees are critical to the viability of the hotel sector. According to Peterson and DiPietro (2021), employees' capacity to build connections with guests is essential to retain customers

because these relationships affect the experience of the hotel guests. However, Xu et al. (2022) argued that high employee turnover in the hotel industry is one of the biggest threats to hotel viability due to the associated increased operating costs and organizational disruption, resulting in decreased service quality. Furthermore, Abdou et al. (2022) posited that high employee turnover in the hotel industry negatively impacts service quality because employees form part of the hotels' knowledge-based intangible resources that support the guest experience. Consequently, employee turnover rates affect hotels' competitive advantage and may have implications for business viability.

The hotel industry is customer facing because employees constantly interact with consumers. Xu et al. (2022) contended that due to the customer-facing nature of the hotel sector, employee turnover produces more significant consequences compared to other industries because high turnover negatively affects brand perception. Moreover, a lack of effective leadership competencies may increase employee turnover rates in the hotel sector (Han, 2020). Michael and Fotiadis (2022) found that the employee turnover rate in the hotel sector was higher than in other industries and that hotel leaders must have strategies to address turnover rates. Therefore, leaders must consider the contextual nature of the turnover problem when devising mitigating strategies.

Problem and Purpose

The specific business problem was that some hotel managers may lack leadership strategies to reduce employee turnover. Hence, the purpose of this qualitative multiple case study was to explore leadership strategies hotel managers use to reduce employee turnover. In supporting this intent, the population consisted of four hotel managers of

four hotels in the Caribbean who have used successful strategies to reduce employee turnover. Due to the high dependency on tourism to support state economies, hotel performance directly affects the social and economic well-being of citizens of most Eastern Caribbean states (Peterson & DiPietro, 2021). Hence, the results of this study will benefit positive social change by providing essential information for hotel managers to reduce hiring and training costs, thus increasing hotel business viability. Additionally, reducing employee turnover increases hotel profitability and sector growth (Xu et al., 2022). Hotel sector growth also provides avenues for positive social change because it creates employment and development opportunities as well as positively influences the quality of life and general well-being of hotel employees, families, and the broader community (Kasim et al., 2022). Incidentally, decent work and economic growth form Goal 8 of the United Nations Sustainable Development Goals (Whittingham et al., 2023). Therefore, the results of this study could advance the implementation of United Nations Sustainable Development Goals in the Caribbean.

Population and Sampling

I used purposive sampling to select the study participants. To be eligible for the current study, the sample population had to have used successful strategies to reduce employee turnover. I then conducted semistructured interviews to gather data from four hotel managers of four hotels in the Caribbean. I developed interview protocols to address the problem and purpose of the study. In addition to interview responses, data collection included documentation reviews, such as company policies and manuals that reflect strategies used to reduce employee turnover.

Nature of the Study

Researchers must carefully select an appropriate research method. Brachle et al. (2021) identified the three research methods that scholars often use for studies as (a) quantitative, (b) qualitative, and (c) mixed methods. I used a qualitative method for this study. This approach was appropriate for the current study because a qualitative method enables the researcher to explore a phenomenon through the participants' experiences (see Yin, 2018). Furthermore, Caduff et al. (2023) posited that the participants' views are important in qualitative research. However, researchers also use quantitative or mixed methods in studies (Froehlich et al., 2020). The quantitative method is useful in understanding a problem through the examination of variables and relationships (Mohajan, 2020), which was not the objective of the current study; therefore, the quantitative methodology was not suitable for this study. Meanwhile, researchers use mixed methods, incorporating both quantitative and qualitative elements into one method (Strijker et al., 2020). I did not examine relationships among variables or did the study contain any quantitative elements, which made the mixed-method approach unsuitable for the current study. The purpose of this study involved gaining a richer understanding of the employee turnover problem through leaders' perspectives and exploring strategies they use to address the problem. Since quantitative and mixed methods approaches were not appropriate, a qualitative method was used for this study.

Qualitative researchers often use five types of research designs: ethnography, phenomenology, grounded theory, narrative, and case study (Yin, 2018). Researchers conduct an ethnography to study shared behavior patterns over a prolonged period (Nagy,

2023), which was not the intent of the current study. Scholars employ the phenomenology design to gain a deeper understanding of a phenomenon through the lived experiences of research participants (Im et al., 2023). However, the purpose of the current study was not to explore a phenomenon through lived experiences. Researchers use grounded theory to inductively develop theories to explain business problems (Jiang & Liang, 2023), and this did not align with my research intent because I did not seek to develop theories. Researchers employ the narrative design to explore a phenomenon through participants' stories (Andrews, 2021). However, the goals of the current study did not include understanding employee turnover through the meanings in stories. The multiple case study design allows for an in-depth exploration of the phenomenon using specific case units to gather data in a real-life setting (Jafari-Sadeghi et al., 2020). I used more than one case to compare themes; therefore, the multiple case study design was the most suitable for this study.

Research Question

What leadership strategies do hotel managers use to reduce employee turnover?

Interview Questions

1. How has employee turnover affected your organization?
2. What strategies do you use to reduce employee turnover?
3. How did the hotel staff react to your leadership strategies to reduce staff turnover?
4. What strategies were most effective in reducing turnover in your organization?

5. What strategies were least effective in reducing employee turnover in your organization?
6. What fundamental challenges did you face in implementing leadership strategies to reduce employee turnover?
7. What other information would you like to share about decreasing the high turnover of hotel staff?

Conceptual Framework

I used the transformational leadership theory as the conceptual framework for the current study. The concept of transformational leadership was first introduced by Downton (1973), who studied leader-follower relationships in a political context. The theory's popularity emerged from the seminal work of Burns (1978), who explained that leaders could influence followers' interests to benefit an organization. According to Burns, the adoption of transformational leadership behaviors is associated with the fulfillment of higher order intrinsic needs and values, which have substantial potential for effecting organizational change. Subsequently, Bass (1985) added to Burn's work and separated the model into constructs. Bass et al. (2003) further refined the model as a five-dimension model comprising idealized attributes, idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. Therefore, the theory has a long history that has enhanced the robustness of the concept.

The framework facilitated gaining a deeper understanding of how hotel managers apply the use of transformational leadership dimensions to reduce employee turnover. Yucel (2021) confirmed that leadership plays a critical role in reducing employee

turnover. Moreover, Tian et al. (2020) posited that employee development, stimulation, leader-employee communication, and employees having a sense of purpose were found to increase employee commitment to an organization and reduce employee turnover. Gom et al. (2021) also used the framework to study employee turnover in the hotel industry. Additionally, the logical connections between the framework and the current study included identifying and gaining a deeper understanding of how hotel managers use the five transformational leadership dimensions to reduce employee turnover (Bass et al., 2003).

Operational Definitions

Employee job satisfaction: The degree of positive emotions that result from employees' perceptions of their job-related experiences (Inayat & Jahanzeb Khan, 2021).

Employee turnover: A phenomenon involving separating individuals from an organization (Lyons & Bandura, 2020).

Job burnout: An extended response to job stressors and is characterized by energy depletion and fatigue (Obschonka et al., 2023).

Organizational citizenship behavior: Discretionary behaviors that do not fall within the employee's job scope (Shie & Chang, 2022).

Psychological contract breach: The subjective perception of employees that an organization has failed to adequately fulfill a set of unwritten assumptions of both parties regarding obligations and promises (Topa et al., 2022).

Employee retention: A methodical approach to establish and cultivate a work atmosphere that encourages employees to stay in an organization long term by effectively addressing their varied requirements (Bharath, 2021).

Assumptions, Limitations, and Delimitations

Assumptions

Research assumptions are the underlying beliefs, theories, or ideas that guide the design, implementation, and interpretation of a research study, and these assumptions shape the researcher's perspective and influence their choices throughout the research process (Brentnall & Higgins, 2022). One assumption was that the participants would be honest and open when answering interview questions. I also assumed that the sample of participant interviews would achieve data saturation. Another assumption was that all participants would have a good command of the English language and would understand the interview questions. Researchers must be aware of their assumptions and make them explicit to ensure transparency and rigor in their research (Alvesson & Sandberg, 2020). Therefore, I stated my assumptions to increase the trustworthiness of this study.

Limitations

Limitations are the potential gaps or concerns that the researcher is unable to control (Clarke et al., 2023). I anticipated two limitations. One limitation was that the interview participants may have only partially disclosed pertinent information about their organization due to competitive advantage concerns in this study that might be encountered during data collection. Therefore, rich data acquisition may have been reduced. Another limitation was the results of the study may not be generalizable across

other industries. According to Montgomery (2023), acknowledging limitations increases research transparency; therefore, supplying the aforementioned limitations will support the readers' trust in my report.

Delimitations

Delimitations describe the boundaries the researcher will include to ensure the study addresses the research question (Theofanidis & Fountouki, 2018). Geography was a delimitation for this study. I conducted this study in the Caribbean since the hotel managers were associated with Caribbean hotels. Another delimitation was a focus on leaders who have successfully reduced employee turnover. Therefore, I exclusively selected participants based on geography and capacity to answer the research question.

Significance of the Study

This study's findings are valuable to business leaders in light of new trends in employee turnover. Liu-Lastres et al. (2022) referred to the Great Resignation, a term initially coined by Anthony Klotz, describing a trend where workers across sectors have been resigning from jobs at a higher-than-normal rate. According to the authors, the hotel industry has experienced the highest turnover rate compared to other sectors. On a global scale, Salama et al. (2022) reported that the hotel industry is experiencing labor shortages in developed countries and emerging markets and that reducing employee turnover has become the top priority for the industry. Therefore, this study provided recent information on the employee turnover problem that could inform the actions of business leaders in addressing new trends in employee resignations.

Contribution to Business Practice

The study's results could improve business practice by assisting hotel managers to address the business problem of employee turnover. Leadership strategies are essential to addressing business problems. Leaders must be capable of creating strategies to address challenges within their organizations, such as employee turnover (Han, 2020). The results from this study could provide Caribbean hotel managers with deeper insights into how they could create strategies to reduce employee turnover to maintain business viability. Additionally, scholars associated with the leadership discipline may benefit from the information derived from the study's results. Employee turnover decreases hotel profitability due to expenditure on employee replacement (Xu et al., 2022). This research could provide business leaders with information to increase profitability. Strategies that enable increased profitability could facilitate growth in the hotel sector and increase hotel business success.

Implications for Social Change

The results of this study could contribute to positive social change because the results could benefit hotels and the broader communities in the Caribbean. According to Lei et al. (2023), hotel business success precipitates positive social change through increased employment and revenue generation, which benefits communities. Businesses play a significant role in driving positive social change through value creation that benefits the broader community through resource availability and increased well-being of society (Brzustewicz et al., 2022). The results of this study could help hotel managers to reduce operating costs due to employee turnover, creating surplus funds that could

contribute to value creation within communities. Additionally, leadership strategies to reduce employee turnover may also influence employees to elevate community over self-interests, which may be a conduit for social change (Jaroliya & Gyanchandani, 2021). Leadership strategies that reduce employee turnover could increase hotel industry growth, contributing to the sustainability of small island economies through decent work and resilient communities, which supports the United Nations Sustainability Development Goals 8 and 11, necessary for maintaining the livelihoods of citizens and economic stability (see Ordonez-Ponce et al., 2021).

A Review of the Professional and Academic Literature

Introduction

Employee turnover is a problem that continues to threaten business viability. Kanchana and Jayathilaka (2023) posited that employee turnover is a global challenge linked to deleterious effects on an organization's performance. Business viability is hinged on leadership strategies to address problems, such as employee turnover; however, leaders may not be equipped with the relevant knowledge needed to formulate effective strategies to address issues such as employee turnover. Hallo et al. (2020) found that leaders often lack information to support strategies in modern business environments and rely on previous approaches that may no longer be contextually relevant. Therefore, leaders could benefit from research that explores successful strategies to address employee turnover.

The purpose of this qualitative multiple case study was to explore leadership strategies hotel managers use to reduce employee turnover. In the current literature

review, I provide information and analysis on the existing body of knowledge related to leadership's contribution to addressing the issue of employee turnover. A literature review supports the advancement of knowledge (Kraus et al., 2022). In this literature review, I examined research that previously explored employee turnover and leadership strategies. The transformational leadership theory was used as the conceptual framework for this study and provided the lens through which the employee turnover problem is viewed. Therefore, the theory was used to contextualize the review of previous research and support the research question.

Organization of the Review

In this literature review, I used a plethora of previous research as a foundation to explore leadership strategies hotel managers use to reduce employee turnover. The review was linked to the design of the research question and interview questions. I begin the review by exploring the transformational leadership constructs and other supporting and contrasting theories. Then I examine the themes of employee turnover effects on business viability. The literature review closes with an examination of factors that influence the success of leadership strategies to address employee turnover.

Literature Search Strategy

I conducted a literature search for peer-reviewed articles and seminal works that were relevant to supporting the purpose of the current study and the depth of my exploration. The sources consisted of journals, reports, and scholarly seminal books. I used Ulrich's Global Serials Directory to confirm that the sources included in the study were peer reviewed. The following databases were searched: (a) Business Source

Complete, (b) Emerald Management Journals, (c) SAGE Premier, (d) ProQuest, and (e) ABI/INFORM. Keywords were essential to establish the relevance of the previous research to the current study; therefore, when conducting database searches, I used the following keywords: *influence, individualized consideration, inspirational motivation, intellectual stimulation, job satisfaction, communication, full-range leadership theory, transformational leadership theory, multifactor leadership questionnaire, employee motivation, employee turnover intention, staff retention, resignation, employee turnover in the hotel industry, employee retention,* and *employee turnover problem*. The literature review for this study included 202 references, of which 195 (or 98%) were peer-reviewed articles published within 5 years of my anticipated study completion date. The review also included three books (see Table 1).

Table 1

Summary of Literature Review Sources

Source	< 5 years	> 5 years	% < 5 years	Total
Peer-reviewed journal articles	197	4	98	201
Scholarly books	0	3		3
Other	0	0		0
Total	197	7	98	204

Note. The table depicts the results of the literature search.

I investigated theories that could anchor leadership strategies hotel managers use to reduce employee turnover. My literature search results revealed that transformational leadership was best suited to form the conceptual framework of this study. The literature search also revealed other leadership theories, such as transactional and servant

leadership theories. Other researchers have viewed the employee turnover problem using the transformational leadership theory (i.e., Tian et al., 2020; Yucel, 2021). Therefore, I conducted a comprehensive review of the literature related to transformational leadership theory to address the research question better.

Transformational Leadership Theory

The transformational leadership theory formed the conceptual framework for this study. Researchers often use the transformational leadership theory as a conceptual framework in qualitative research because it has been linked with beneficial organizational outcomes (Saad Alessa, 2021). Moreover, follower transformation differentiates transformational leadership from most other leadership theories (Siangchokyoo et al., 2020). Transformational leadership emerged from the seminal work of Burns (1978), who explained that leaders could influence followers' interests to benefit an organization. Additionally, Burns, using the context of politicians, explained that transformational leadership is characterized by followers in an organization considering the organization's interest above their own, not contingent on rewards, which is a key distinguishing factor.

The results of Burn's work highlighted that transformational leaders could positively influence employee behavior that aligns with positive organizational outcomes. As interest in transformational leadership gained momentum, Bass (1985) elucidated the psychology behind transformational leadership by linking it to four constructs: individualized consideration, idealized influence, intellectual stimulation, and inspirational motivation. Bass emphasized that leaders could influence their team to align

their objectives with an organization by being an exemplar, mentor, and seeking the employees' interest. Later, Bass and Avolio (1994) presented a five-dimension model comprising idealized attributes, idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. Bass and Avolio expanded transformational leadership beyond the original political context, presenting the concept as a valuable tool for leaders to influence positive behaviors.

Researchers have identified transformational leadership as a solution to a myriad of organizational issues. Specifically, in their study, Tian et al. (2020) found that transformational leadership could support leaders' efforts to increase employee retention, supporting the claims of Bass and Avolio (1994). Notwithstanding the various operationalizations and expansions of the original concept, the seminal work of Burns (1978) and Bass (1985) remains the foundation of theory. The positive effect of the transformational leader in raising the operating level of followers through increased motivation is a common theme in subsequent studies. Increasing operating levels of employees has been linked to a plethora of positive business outcomes, including employee turnover reduction (Vo et al., 2022). Hotel managers could benefit from a deeper understanding of transformational leadership.

A growing body of evidence suggests that transformational leadership has maintained prominence as a solution for issues, such as job satisfaction. Illustrating this, Huynh (2021) used data from employees in Vietnamese firms to conduct a correlational study to examine transformational leadership's effect on work motivation with the leader's impact on employee satisfaction as a mediator. The author found that

transformational leaders directly influence employee motivation through increased job satisfaction. In related research, Hussain and Khayat (2021) found a proliferation of studies linking transformational leadership to job satisfaction. Notably, scholars have consistently highlighted the relevance of leaders' role in addressing job satisfaction. For example, Paais and Pattiruhu (2020) observed that leaders must continually improve job satisfaction. Similarly, Chen et al. (2022) found that transformational leadership can effectively increase and predict job satisfaction. Literature has also confirmed the deleterious consequences of low job satisfaction. In earlier research, Gebregziabher et al. (2020) found that employee job dissatisfaction was associated with higher employee turnover rates. Based on the assertions of Gebregziabher et al., leaders must be aware of the link between job satisfaction and employee turnover. Accordingly, transformational leadership behaviors could reduce employee turnover through increased job satisfaction.

Transformational leadership could improve virtual team functioning. Some researchers hold the view that leaders play a central role in ensuring virtual teams remain connected with an organization because a disconnect will result in lowered productivity and could increase employee turnover (Grossman & Mazer, 2021; Lisak & Harush, 2021). Within a productivity context, Jaroliya and Gyanchandani (2021) conducted a quantitative study using survey data from 354 Indian information technology professionals to examine the effect of transformational leadership style on team performance. The researchers found that transformational leadership behaviors increased team function. Similarly, Mysirlaki and Paraskeva (2020) found that transformational leadership behaviors improved the cohesiveness of virtual teams; however, these

assertions may be debatable. For example, in their multiple case study, Liebermann et al. (2021) found that while transformational leadership behaviors positively influenced virtual teams, workload and time pressures during crisis reduced the likelihood of virtual team leaders employing transformational leadership behaviors. However, recent studies still support the significance of transformational leadership during a crisis. Using a granular approach, Olsen et al. (2023) found a perception among 58 virtual team employees that leaders who stimulated positive interpretations and individualized consideration increased team cohesion. Expanding on Olsen et al.'s claims, Saha et al. (2023) argued that emotional intelligence increases team commitment and positively correlates with idealized influence, inspirational motivation, and individualized consideration. According to these researchers, highly emotional intelligent leaders were more capable of displaying transformational leadership behaviors. The authors further claimed that the behaviors increased organizational identity during crisis and uncertainty, which decreases employee turnover while increasing performance. Therefore, emotional intelligence informs the potency of the effectiveness of transformational leadership behavior in improving team function and may influence a virtual team leader's proclivity toward displaying transformational leadership behaviors in reducing employee turnover.

Transformational leadership has been linked to successful organizational change. In this regard, Cao and Le (2022) claimed that transformational leadership significantly influences organizational change capability (OCC). Cao and Le conducted a correlational study using data from 376 employees in 115 companies in China to examine the link between transformational leadership and OCC. According to the researchers,

transformational leadership was among the most potent leadership styles to enhance OCC. The authors attributed the effectiveness of transformational leadership to the increased levels of employee trust that the transformational leadership behaviors yield. Trust involves an emotional connection between the leader and the employee. Islam et al. (2021) posited that when leaders display transformational leadership behaviors that show concern, they positively influence the mental state of followers, increasing their trust in the leader. Therefore, leaders could increase OCC by displaying transformational leadership behaviors that create a perception of concern for their employees.

Transformational leadership also reduces resistance to change. Resistance to change is often cited as the main reason for change failure and has been negatively linked to leadership's failure to convince followers that the change benefits them (Rehman et al., 2021). Warrick (2023) asserted that the leadership style of change agents is often a source of resistance to change, and they recommended that change leaders use the transformational leadership style to manage change. Previously, Zainab et al. (2022) conducted a correlational study using survey data from 260 bank employees in Pakistan to determine how transformational leadership and communication affected resistance to change. Zainab et al. found that transformational leadership increased employees' openness to change due to the positive effect of the style on trust. According to the authors, employees' trust in an entity is associated with their belief that the organization's success will also benefit their interests. Similarly, in their meta-analysis of research, Lai et al. (2020) found that transformational leadership behaviors allow leaders to influence employees to change as an opportunity, lessening feelings of fear and anxiety that

stimulate resistance to change. Based on the claims of these researchers, when transformational leaders convince followers that collective goals will be mutually beneficial, resistance to change is positively impacted.

Leaders must create an environment that fosters innovative capacity. In their multiple case study, Valero-Pastor et al. (2021) used qualitative data from professionals in digital-only news outlets to study how transformational leadership behaviors could address innovative capacity in digital news outlets. The researchers found that transformational leadership behaviors enabled an effective communication style and increased empowerment, resulting in increased innovation. Similarly, Tian et al. (2020) posited that transformational leadership increases collaboration through high-quality communication, which supports knowledge sharing. Subsequently, knowledge sharing was also identified by Salehi and Sadeq Alanbari (2023) as a hindrance to innovation. Based on the results of the previous research, transformational leadership could increase innovative capacity through its positive impact on knowledge sharing (Tian et al., 2020; Valero-Pastor et al., 2021).

The structure of an organization may impact the effectiveness of transformational leadership. Moon and Park (2019) conducted a longitudinal quantitative study using survey data from participants in the U.S. government to compare the effects of transformational and transactional leadership styles on employee turnover, considering the span of control as a moderator. The researchers found that managers who exhibit transformational leadership behaviors effectively reduced employees, aligning with previous research (Romi et al., 2022). However, their study results also indicated that

transactional leadership behaviors effectively reduced employee turnover when the span of control was small. While the study's results contradict the findings of previous research (i.e., Xiong et al., 2023) that elevated the importance of transformational leadership, Moon and Park attributed the result to the moderating effect of structural distance due to the improved leader-employee interaction that a small span of control facilitates. Notwithstanding Moon and Park's claims, Jacobsen et al. (2022) criticized Moon and Park's span of control-based explanation as being overly simplistic since span of control was nonlinear and complex, which may have affected the inferential results. However, both researchers agreed that a larger span of control is associated with lower perceptions of leadership behavior compared to a medium control span. Leaders in large organizations should consider the potential detrimental effects of structure on their leadership strategies to reduce employee turnover.

Leaders have used transformational leadership attributes to effectively address employee turnover issues related to multigenerational constructs in modern organizations. In light of the increase in the ratios of new generations in the workforce, Barhate and Dirani (2022) explained that business leaders are now faced with employee turnover challenges characteristic of the influx of Generation Z employees into organizations and highlighted a need for research. Gabriel et al. (2022) conducted a correlational study using survey data from hotels in Malaysia, using transformational leadership as the theoretical framework to investigate the relationship between idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and Generation Z employee retention. According to the authors, Generation Z, comprising

employees born between 1996 and 2009, is particularly sensitive to leadership styles, which affects staff turnover. Gabriel et al. found that all dimensions of transformational leadership positively influence Generation Z employee turnover and employee innovation. While Gabriel et al. effectively explained the relationship between transformational leadership and multigenerational turnover, Xiong et al. (2023), in a more granular approach, explained the link between transformational leadership and Generation Z turnover when they argued that transformational leadership behaviors increased Generation Z employees' loyalty to the organization through the positive effect of transformational leadership on individual–organization matching. According to Xiong et al., unlike previous generations, new-generation employees are susceptible to external distractions that decrease their career focus and, consequently, organizational match. The authors further explained that transformational leadership behaviors create an inclusive and supportive work atmosphere that increases organizational loyalty by stimulating the employees' focus. Therefore, leaders must consider the unique characteristics of each generation when addressing employee turnover.

Idealized Influence

Influence is an essential component of leadership. Ye et al. (2022) posited that leadership style is vital in influencing followers to display positive behaviors that may benefit an organization. Bass and Avolio (1994) highlighted the benefits of the idealized influence component of transformational leadership. According to the authors, leaders who display idealized influence are role models who instill trust and loyalty in followers. Researchers have associated idealized influence with solutions to common challenges in

business practice. For example, Peng et al. (2021) argued that idealized influence addresses challenges related to employee resistance to change and change readiness since the behaviors convince employees that leaders are vested in the change processes. Additionally, Jun and Lee (2023) articulated that idealized influence addresses a lack of innovation by stimulating creative, innovative thinking. The potency of idealized influence is linked to individual psychological needs. Bojović and Jovanović (2020) posited that employees have an emotional need for affiliation and a sense of competence. According to the authors, idealized influence satisfies this psychological need, resulting in increased employee motivation and the tendency to act in the organization's interest. Based on the significance of idealized influence, scholars (Bass & Avolio, 1994) have dissected the concept based on specific outcomes of each sub-construct.

Bass and Avolio (1994) further operationalized idealized influence in expanding Bass's (1985) four I's model to specify idealized attributes and idealized behavior. According to Bass and Avolio, while idealized behavior describes leaders' actions in demonstrating optimal value and sharing beliefs with followers; idealized attributes refer to how followers perceive leaders and the likelihood of the followers emulating the leader. The distinction is significant for gaining a deeper understanding of idealized influence. Ho et al. (2023) used a case study using interview data from 15 participants to explore employees' perceptions of transformational leadership traits. Based on the authors' thematic analysis, idealized attributes showed a significantly higher preference than idealized behaviors. According to the authors, leaders who communicated a sense of purpose and vision engendered employees to follow by example. However, other

research showed that idealized behaviors are as potent as idealized attributes. For instance, in their correlational study on employee engagement, Valldeneu et al. (2021) determined that of all transformation leadership behaviors, idealized behaviors showed the highest correlation with employee engagement. Therefore, based on the existing research, transformational leaders must understand the utility of the unique sub-constructs of idealized influence and leverage them appropriately when engaging with followers.

Leaders of organizations use idealized influence components of idealized attributes and idealized behaviors to increase employee commitment and trust. Afshari (2021) conducted a correlational study using survey data from 189 manufacturing organization employees to investigate the relationship between idealized influence and organizational commitment. The researchers confirmed a statistically significant association and reported that the idealized influence component of transformational leadership increased employee commitment to an organization. Afshari's results also align with previous research. For example, Nassif et al. (2020) highlighted the positive effects of role behavior on the power to influence employees. In a similar vein, Peng et al. (2020) found that leaders who exhibit role-model behavior increased employee commitment. However, unlike Peng et al., Ashfari detailed specific aspects of idealized influence that affect organizational commitment.

The nature of the relationship between idealized influence and employee commitment must be understood since the relationship may be affected by culture. According to Afshari (2021), leaders who displayed idealized behavior increased the

engagement and commitment of followers by clearly communicating the organization's vision and objectives, which stimulated employees to act beyond their interests. Additionally, leaders who displayed idealized attributes increased trust in the organization through role-model behavior. Additionally, the researcher found that national culture determined the extent to which followers attributed perceptions of charisma and power to their leaders. Afshari found that in low-context cultures, employees place great significance on leadership competence and reputation compared to high-context cultures. Incidentally, Caza et al. (2021) also highlighted culture as a factor in transformational leadership effectiveness, validating Afshari's claims. Therefore, national culture informs the effectiveness of idealized influence that global leaders employ to increase employee commitment.

Individualized Consideration

Individualized consideration is a construct within transformational leadership theory. Avolio and Bass (1995) described the result of individualized consideration as a change in behavior emanating from the leader that is diffused through all levels of an organization. In a similar vein, Khan et al. (2020) posited that individualized consideration accounts for the training, supervision, and development associated with transformational leadership behaviors. Incidentally, Avolio and Bass previously highlighted that leaders' ability to assess individuals' development needs plays a crucial role in training and development, influencing individuals to shift their behavior from self-interest to that of others and the organization. Individualized consideration supports development, which is central to the transformation of followers.

The developmental attributes of individualized consideration produce positive organizational outcomes. Khalil and Sahibzadah (2021) conducted a correlational study using survey data from 330 employees of private-sector universities. The authors found that the developmental outcomes of individualized consideration increased job satisfaction. The authors' findings also aligned with Jong and Ford (2020), who found that supervisors could use individualized consideration to determine individual preferences for the level of supervision support. Leaders who demonstrate the developmental attributes of individualized consideration could create positive changes at all levels of the organization and increase job satisfaction through understanding individual preferences and developmental needs.

Employee performance and job commitment have been a persistent concern for leaders. According to Yucel (2021), transformational leadership behaviors reduce employee turnover. Yucel conducted a correlational study using survey data from 478 Turkish healthcare professionals to investigate the impact of transformational leadership constructs on employee performance and employee turnover. The study's results showed that transformational leadership behaviors were linked to higher performance and organizational commitment, contributing to lower employee turnover. The results are in line with prior research. For example, Jiatong et al. (2022) found that transformational leadership behaviors proactively support followers to achieve their highest potential, resulting in higher performance and commitment. Individuals perform better and are more committed to an organization when they perceive that their leaders consider them. The findings in the Yucel study could be explained by the individualized consideration

construct of transformational leadership, which is the attribute of transformational leaders to meet followers' needs (Avolio & Bass, 1995), demonstrating the versatility of transformational leadership.

Inspirational Motivation

Inspirational motivation is a critical differentiator between transformational and other leadership styles. Inspirational motivation is a transformational leadership dimension that refers to leadership behaviors that stimulate employee's confidence in their ability to complete tasks (Busari et al., 2020). Khattak et al. (2020) argued that transformational leaders use inspirational motivation to increase employee trust in the leader by promoting their focus on shared organizational objectives. Unlike other leadership styles, such as transactional leadership, which motivates employees extrinsically using external rewards or punishments (Efianda & Iswahyuni, 2021), transformational leaders stimulate intrinsic motivation through inspirational motivation (Hai et al., 2021). Notably, Venketsamy and Lew (2022) argued that while intrinsic and extrinsic motivation synergistically contribute to increasing organizationally beneficial employee behavior, intrinsic motivation is positively correlated with employee creativity and innovation. According to the authors, increased self-interest associated with intrinsic motivation was linked to employees performing their jobs optimally toward self-satisfaction. Similarly, L. Wang et al. (2021) posited that increased intrinsic motivation can lead to higher creativity, innovation, and job performance. Therefore, leaders use inspirational motivation to stimulate a symbiotic link between employee self-interest and the objectives of an organization.

Inspirational motivation increases employee performance. In illustrating this claim, Muthimi et al. (2021) conducted a correlational study using survey data from 370 Kenyan university administrators to investigate the relationship between the inspirational motivation dimension of transformational leadership and the academic performance of universities in Kenya. The researchers confirmed that inspirational motivation positively affects academic innovative performance. According to the authors, inspirational motivation was operationalized through future optimism, articulating a clear vision, and fostering team spirit, which increased follower optimism to achieve the intended goals. The findings also aligned with subsequent research. For instance, Kumar et al. (2022) found that inspirational motivation strongly predicted vigor and absorption elements of employee engagement and high performance among Indian power company employees. Similarly, Khan et al. (2022) found that inspirational motivation increased higher education institutions' employee performance. Though these researchers agree that inspirational motivation is positively linked to increased employee performance, the main conceptual advancement was supported by Muthimi et al., who clarified that the potency of inspirational motivation could be attributed to the leaders' ability to understand the environment and characteristics of their followers due to having been exposed to prior preparatory administrative positions. Based on Muthimi et al.'s contribution, organizational policies should include contextualized leadership development to maximize the potential of inspirational motivation behaviors to increase employee performance.

Leaders use inspirational motivation to stimulate positive organizational behavior. Illustrating this, Budur and Poturak (2021) conducted a correlational study using data from 399 company and 420 customer surveys to examine the impact of transformational leadership on customer satisfaction through increased organizational citizenship behavior. The authors found that inspirational motivation, compared to other transformational leadership dimensions, strongly improved employee helping behaviors and conscientiousness, increasing customer satisfaction. Similarly, Fauzi et al. (2021) attributed inspirational motivation to increased knowledge-sharing behaviors in their correlational study. Notably, both teams of researchers identified the stimulating effect of inspirational motivation on follower eagerness and positive thinking, suggesting a causal relationship. Yet, the correlational design in both cases is unlikely to support such a notion. However, discretion is a common theme between organizational citizenship behavior (Casu et al., 2021) and knowledge sharing (Lee, Byun & Kim, 2021). Incidentally, Bulińska-Stangrecka and Bagieńska (2021) emphasized the vital role of intrinsic motivation in stimulating discretionary behaviors. Since inspirational motivation is positively related to intrinsic motivation (Oh et al., 2021), leaders could employ inspirational motivation behaviors to trigger employee discretionary behaviors.

Intellectual Stimulation

Intellectual stimulation promotes novel approaches to business sustainability in new contexts. Bass (1985) explained that intellectual stimulation involves leaders creating an environment to foster creativity by viewing a problem from various angles. Creative thinking has been a pivotal construct within corporate sustainability. According

to Umaña-Hermosilla et al. (2020), business resilience hinges on novel context-based corporate sustainability strategies, implying that business success depends on leaders' ability to develop and stimulate creativity in addressing sustainability risks. Illustrating this, in a quantitative study involving 352 Norwegian manufacturing, Eide et al. (2020) found that the intellectually stimulating attributes of transformational leadership behaviors resulted in effective sustainability strategies through improved employee creativity in dynamically orienting themselves to context-based problems. According to the researchers, organizations with leaders who promoted intellectual stimulation were more likely to develop sustainable strategies to create new value, which predicted increased financial performance. Similarly, Busari et al. (2020) praised the contribution of intellectual stimulation to creative solutions from a resource-based perspective. In validating Eide et al.'s findings. Busari et al. proffered that when leaders empower followers to violate the status quo by presenting new challenging concepts and fostering an environment that boosts thinking skills without excessive concern for rules, they create a culture of innovative thinking, which eventually becomes part of the firm's intangible resources to create sustainable value. Therefore, leaders' intellectual stimulation behaviors could promote the development of a creative culture that can be leveraged as a resource in corporate sustainability strategies.

Intellectual stimulation is a leadership behavior supporting idea creation to solve business problems. In this regard, Becker et al. (2021) contended that intellectual stimulation can foster the inclination of followers to cultivate novel methodologies and embrace innovative approaches to problem-solving. Literature has highlighted the

benefits of intellectual stimulation in motivating followers to solve problems. As an illustration, Thuan (2020) employed survey data collected from 415 personnel within the Vietnamese information technology industry to undertake a correlational investigation to explore the association between intellectual stimulation and follower creativity. The study revealed a significant positive correlation between the extent to which leaders engage in intellectual stimulation and the level of creativity exhibited by their followers. According to the authors, intellectual stimulation also fostered creativity indirectly through increased job autonomy. Researchers have highlighted the role of job autonomy in supporting positive organizational outcomes. Notably, Lee, Choi, and Kang (2021) found that job autonomy was associated with increased personal creativity in sustainability-related problem-solving. Similarly, Nie et al. (2023) identified job autonomy as motivating innovative problem-solving in volatile environments. Based on Nie et al.'s claims, leaders should consider the synergistic motivational benefits of intellectual stimulation and job autonomy in problem-solving.

Supporting and Contrasting Leadership Theories and Models

While transformational leadership is a widely studied and popular leadership theory, it is important to consider opposing perspectives and alternative theories. Transactional leadership and servant leadership serve as contrasting theories. The nature of each leadership style underpins the contrasts. For example, transformational leadership's humanist characteristics diverge from the contingency approach of transactional leadership (Martinez & Leija, 2023). Additionally, Martinez and Leija pointed out that servant leadership is based on placing employees before the organization,

thus setting it apart from other leadership styles. On the other hand, charismatic leadership aligns with transformational leadership (Nassif et al., 2020). Therefore, I explore the contrasting and supporting theories to enhance a better understanding of nuances related to leadership in employee turnover.

Servant Leadership Theory

Servant leadership theory is based on the premise of the follower's needs above the organization and the leader (Greenleaf, 1970). While servant leadership and transformational leadership have been found to positively affect organizational outcomes, some differences between the two styles support a contrast. Xue, Luo, et al. (2022) believe that servant leaders primarily focus on attending to their followers' needs and overall welfare, while transformational leaders emphasize organizational objectives and foster their followers' commitment to these objectives. Further contrasts were highlighted in the work of Martinez and Leija (2023), such as servant leadership's focus on autonomy as the prominent role of the follower in contrast to transformational leadership, where the central role of the followers resides in meeting organizational goals. Though both styles may influence positive organizational outcomes, leaders must understand how the role of the follower differentiates the outcomes of the styles.

Employee turnover reduction strategies could illustrate the contrast between servant and transformational leadership. For example, Westbrook et al. (2022) used data from 248 nursing professionals to conduct a correlational study to determine the impacts of servant leadership on employee turnover. According to the report, servant leadership does not directly affect employee turnover. However, recent literature has shown a trend

of divergence from this position. For example, in their correlational study, Amah and Oyetunde (2023) found that among 1,000 employees in 200 Nigerian businesses, servant leadership was directly associated with reduced employee turnover. According to the research, leaders who adopted a people-centered approach through increased employee empowerment, career development, and a positive work environment reduced employee turnover. Yet transformational leadership has also been associated with reduced employee turnover through factors such as people development and empowerment. Aligning with Amah and Oyetundes' work, Saira et al. (2020), in a correlational study in the textile industry, confirmed that transformational leadership reduced employee turnover as the behaviors promote employee empowerment and development of employee skills. Saira et al.'s claims highlight the importance of the contrast in both leadership styles at the leader's level. Supporting this notion, Canavesi and Minelli (2021) identified leader beliefs, perspectives, and way of life as the main contrast between transformational and servant leaders. While both leadership styles could positively affect employee turnover, the boundary between the styles is based on the leader's inherent traits and beliefs along the continuum of servant attributes versus organizational foci.

The Transactional Leadership Theory

The transactional leadership theory revolves around leaders adapting leadership behaviors based on external factors. The transactional leadership style encompasses the utilization of extrinsic motivators, such as rewards and penalties, as a means to stimulate employee engagement (Bass, 1985). Transactional and transformational leadership are two distinct leadership styles. According to Bass, a leader's behavior cannot be strictly

categorized as exclusively displaying either transformational or transactional leadership styles but rather is contingent upon the specific circumstances. Supporting Bass's position, Burns (1978) viewed transactional and transformational leadership as two contrasting forms of leadership on a single continuum. Notably, Burns highlighted that while addressing organizational difficulties, a manager can adopt either a transformational or transactional leadership style, but not both simultaneously. Therefore, leaders must know the merits of both leadership styles based on contextual factors.

Transactional leadership may have varying results on employee engagement in some contexts. Mickson et al. (2021) claimed that leaders' utilization of transactional leadership behaviors, such as contingent incentives and punishments, could establish a compliance-oriented dynamic within the employee-employer relationship. In this context, employee engagement becomes contingent upon receiving rewards or punishments (Boccoli et al., 2022). Notably, Gupta and Gomathi (2022) identified a direct correlation between employee engagement and turnover. Further exploring the issue, Dartey-Baah and Agbozo (2021) undertook a correlational study that involved the analysis of survey data obtained from 430 participants employed in the banking sector of Ghana. The primary objective of this study was to investigate the effects of transformational and transactional leadership styles on workers' level of job engagement. The authors disclosed that transformational leaders significantly impact employee engagement, whereas transactional leaders did not exhibit a comparable influence. The researchers ascribed the discrepancy to the absence of a conducive engagement climate typically associated with transactional leadership. In a related study, Thanh and Quang (2022) investigated the

relationship between transformational leadership, transactional leadership, laissez-faire leadership, and employee engagement. Their findings revealed that transactional leadership demonstrated the least significant impact on employee engagement compared to the other leadership styles. However, in a previous study on nonprofit organizations, Aboramadan and Dahleez (2020) revealed that effective leadership styles, whether transactional or transformational, can lead to increased work engagement among employees. Therefore, transactional leadership behaviors may be inconsistent in their results and could result in increased employee turnover.

Existing literature has evidenced transactional leadership's positive and negative effects on follower performance. However, there is debate on the issue. On the one hand, Beauty and Aigbogun (2022) found that transactional leadership negatively affected follower performance. The researchers examined the impact of leadership styles on employees' performance using a correlational design in which data was analyzed from 255 Malaysian employees. According to the authors, performance-based rewards did not facilitate increased employee performance. On the other hand, Adnan et al. (2022) confirmed that transactional and transformational leadership was positively correlated with employee performance in Pakistan's manufacturing sector. Recent literature has supported Adnan et al.'s claims that both styles positively influence employee performance. For example, in a Malaysian context, Bee Wen et al. (2023) found that among 385 participants, both leadership styles positively correlated with high employee performance. Again, the researchers noted that transformational leadership had a stronger correlation with employee performance than transactional leadership. Based on these

researchers (Adnan et al., 2022; Bee Wen et al., 2023) findings, the impact of transformational leadership is higher than transactional leadership and contributes to increased employee performance. However, the authors did not explain the possibility of interaction between the two leadership styles as suggested by Bass and Avolio (1994), who posited that transformational leadership amplifies the effects of transactional leadership. Hence, literature remains inconclusive regarding arguments to discount the position of researchers such as Beauty and Aigbogun, who hold the view that transactional leadership degrades follower performance.

Within the context of employee organizational commitment, Kern and Selamat (2022) posited that transactional leadership has been identified as comparatively less effective than transformational leadership in contexts that require employee commitment. Kern and Selamat studied the relationship between leadership styles, self-esteem, and organizational commitment. Supporting a correlational design, the researchers analyzed data from 109 students in five universities in Malaysia. The authors' report revealed that transactional leadership showed a weak and insignificant relationship between all dimensions of organizational commitment. However, there is divergence in the literature surrounding the efficacy of arguments that align with Kern and Selamat's assertions. For example, Puni et al. (2020) found that transactional leadership behaviors also increased employee commitment when the issue was analyzed in Ghana. However, Thao et al. (2022) observed that transactional leadership positively correlated with work stress, reducing long-term employee commitment to organizations. Still, Mokoena et al. (2022) linked organizational commitment to employee turnover. Therefore, leaders who

predominantly display leaders transactional leadership behaviors to increase employee commitment in the short term should consider the consequential and sustained impact of those behaviors on employee turnover.

Transactional leaders use extrinsic tools to motivate employees. Illustrating this, Ouyang et al. (2022) studied the association between transactional and transformational leadership styles and employee motivation. The authors used survey data from 78 leaders and 387 employees in firms in China to support their correlational study. The researchers discovered that transactional leadership was associated with extrinsic motivation, while transformational leadership was linked to increased intrinsic and extrinsic motivation. However, recent literature has revealed that leaders are often interested in enhancing proactive and autonomous employee behaviors related to intrinsic motivation (Bazzoli & Curcuruto, 2020). Hence, the motivation effects of transactional leadership may be limited due to the single dimension of extrinsic motivation. In related research, Gagné et al. (2020) found that, unlike transactional leadership, transformational leadership's relation with intrinsic motivation was positively associated with increased collective autonomous motivation. According to the authors, collective autonomous motivation was correlated with positive organizational outcomes such as reduced employee turnover. While the extrinsic motivational attributes of transactional leadership could be suited in some contexts, the style may not be suited in situations that require independent action and could result in increased employee turnover.

Leaders use transactional and transformational leadership to stimulate innovative behaviors. Cui et al. (2022) articulated that different leadership styles could increase

employees' innovative behavior. Yet recent studies reveal a debate surrounding the link between both leadership styles and innovation-related outcomes. Literature shows that employee innovation, such as intrapreneurial behaviors, is central to human capital resources (Badoiu et al., 2020). Within this context, Klein (2023) conducted two correlational studies using survey data from 464 employees in Israel to investigate the potential link between leadership style and intrapreneurial behaviors. Klein found that transactional and transformational leadership increased employee corporate entrepreneurship behaviors through organizational support. However, the researchers also discovered that in environments of intense competitive rivalry, transformational leadership behaviors were more potent in stimulating corporate entrepreneurship behaviors. In further distinguishing the two styles, Wei and He (2022) argued that transactional leadership could positively impact employee innovation behavior in stable environments. However, there is some divergence in literature (Liu et al., 2020; Nguyen et al., 2021). Exacerbating the issue, Nguyen et al. (2021), in their correlational study, found a negative association between transactional leadership and employee innovative behavior. Moreover, researchers such as Alrowwad et al. (2020) also expressed views that aligned with Nguyen et al.'s position. Alrowwad et al. vehemently contended that transactional leadership is linked to the degradation of innovative and creative thinking. Based on these researchers' claims, leaders who predominantly employ transactional leadership attributes to stimulate innovation-related responses, such as intrapreneurial behaviors, should consider the impact of external environment characteristics on the potency of the transactional leadership style.

Charismatic Leadership

Charismatic leadership supports the transformational leadership theory. In this regard, Lim and Moon (2021) posited that charismatic leadership accounts for a significant portion of variance within the overall construct of transformational leadership. Moreover, charismatic leadership is characterized by leaders' capacity to inspire and encourage their followers with charm and charisma. This aspect is a common ground between transformational and charismatic leadership, particularly concerning idealized influence (Men et al., 2020; Ziegert et al., 2021). Clarifying Men et al.'s assertion, Ziegert et al. (2021) concluded from their two correlational studies that charismatic leadership effectiveness depends on contextual factors. Another important aspect of charismatic leadership theory is the attribution of charisma by followers to leaders. Cohen and Yoon (2020) posited that charisma is not an inherent trait of leaders but rather a perception attributed to them by their followers. According to the authors, this perception is influenced by factors such as the leader's behavior, communication style, and personal skills. Though research indicates that both styles are complementary, leaders must understand the contextual sensitivity related to charismatic leadership.

Transformational and charismatic leaders could display synergistic behaviors to reduce employee turnover through the complementary attributes of both styles. Trust has been highlighted as a central factor in employee turnover literature (Avrahami et al., 2022). Illustrating the impact of charismatic leadership on trust, Liu and Song (2022) conducted a predictive analysis of the effects of charismatic leaders' psychological state on workers' work attitudes. The study findings indicated that charismatic leaders who

demonstrated sensitivity towards the needs of their employees have the potential to enhance employee trust in leadership and foster dedication towards organizational objectives. Within the realm of transformational leadership, Islam et al. (2020) found empirical evidence supporting the notion that the charismatic attributes of transformational leaders facilitated the establishment of robust connections with subordinates, leading to heightened levels of trust. Aligning with Islam et al.'s claims, Yue (2021) found that among 417 US employees, leaders who inspired followers to forsake self-interest to pursue collective objectives increased trust, readiness for change, and reduced intention to quit. Therefore, leadership behaviors that increase employee trust could decrease employee turnover.

Employee turnover during times of crisis is a significant concern for organizations. Labrague and Santos (2020) posited that fear associated with crisis situations increased employee turnover, requiring leaders to respond in these scenarios. Literature demonstrates the efficacy of charismatic behaviors in times of crisis. For example, a correlational study of 366 employees in Israel, by Klein and Delegach (2023) revealed that trait commonalities with transformational leadership, such as clear vision and role model behaviors, play a role as coping mechanisms for followers during times of crisis and reduce turnover. Similarly, Bastardoz et al. (2022), in a quasi-experimental study, found that charismatic rhetoric positively influenced negative emotions and psychological distress, which Labrague and Santos associated with employee turnover. Both studies highlighted the role of charismatic behavior as an employee support mechanism during crisis. In explaining the support link, Crayne and Medeiros (2021)

articulated that charismatic behaviors help employees make sense of uncertainty. Therefore, leaders could exploit both leadership styles' synergistic benefits, such as charismatic rhetoric in communication, to optimize sensemaking and reduce employee turnover during times of uncertainty. However, leaders should also consider individual differences in the relationship between charismatic leadership and employee turnover.

Employee Turnover

The research question in this study addresses the business problem of employee turnover. According to Lazzari et al. (2022), employee turnover describes a scenario involving the separation of an employee from an organization voluntarily or involuntarily. Involuntary turnover and voluntary turnover affect the organization differently and must be delineated. Involuntary turnover refers to the termination of an employee from a position in an organization (Wang & Sun, 2020), while voluntary turnover describes a separation initiated by an employee (Shepherd et al., 2020). While employee turnover has been widely examined, some scholars argue that there is still little understanding of employee turnover as a business problem. For example, Bolt et al. (2022), in their systemic review of literature on turnover research, highlighted significant gaps in knowledge on employee turnover due to literature being fragmented into different branches of turnover, such as turnover intention, employee retention, and actual turnover. Since each category of turnover identified in literature affects business differently, scholars have shifted focus to advancing knowledge in these specific constructs.

Voluntary Turnover

The focal point of studies on voluntary turnover has shown a change from turnover toward employee turnover intention. Researchers became interested in the antecedents of employee turnover since voluntary turnover is outside of an organization's control. For example, in their seminal work, Mitchell et al. (2001) presented the job embeddedness theory as they postulated that voluntary turnover could be better understood through the lens of job embeddedness. According to Michell et al., employee team links, job fit, and potential sacrifice in absence of their job, were associated with increased employee retention. The work of Michell et al. provided organizations with a mechanism to operationalize and predict voluntary turnover by proactively addressing intent to leave. Moreover, Bolt et al. (2022) contended that fragmented conceptualizations of turnover have resulted in ambiguity around key delineations in types of turnover outside the control of an organization. The authors claimed that retention, actual turnover, and turnover intention are similar but do not interact. Though not supported by literature (Kanchana & Jayathilaka, 2023; Xuecheng et al., 2022; Younis et al., 2023), Bolt et al. argued that high employee retention does not equate to low turnover. However, the authors' differentiation between actual turnover and turnover intention has been a subject of debate.

Functional and Dysfunctional Turnover. In their seminal work, Dalton et al. (1981) outlined that dysfunctional turnover involving high performers and functional turnover associated with low performers produce differing effects on an institution. While leaders could address turnover intention to reduce actual turnover, the results may not benefit the organization. Researchers have sought to expand the existing knowledge on

beneficial outcomes of turnover. For example, Maertz et al. (2022) conducted two studies using data from a U.S. retail bank in one study and an Indian consultancy firm in a second study to examine the reasons for dysfunctional and functional turnover. The researchers found that dysfunctional turnover was associated with a lack of employee support, development opportunities, and leadership, while functional turnover was linked to job stress, compensation, and job insecurity. According to the author, leaders must prioritize addressing dysfunctional (high-performer) turnover. Supporting Maertz et al.'s claims, Adriano and Callaghan (2023), in their correlational study of 323 professionals, found that highly innovative employees were associated with higher desire to voluntarily separate from their organization. Adriano and Callaghan further explained that perceived supervisor support and job satisfaction influence the retention of innovative employees. Based on these researchers 'findings and in line with other research (Aggarwal et al., 2022), leader and organizational support are essential in addressing dysfunctional turnover. Incidentally, Khan, Amin, and Saif (2022) highlighted that transformational leaders use individualized consideration to support follower development. Therefore, leadership behaviors influence dysfunctional turnover.

Actual Turnover and Turnover Intention. Turnover intention describes the intention of an employee to voluntarily separate themselves from an organization, while actual turnover is the cessation of participation in an organization (Hu et al., 2022). The distinction between actual turnover and turnover intention has become a focal point in employee turnover research since turnover intention predicts actual turnover. Ki and Choi-Kwon (2022) conducted a correlational study using 491 shift-work female nurses to

test their hypothesis that turnover intention predicted actual turnover. The authors confirmed their hypothesis. According to the researchers, turnover intentions were a precursor to actual turnover but were a multistage process that was not sudden. However, Richter et al. (2020) argued that intention does not always lead to actual turnover. Recent evidence has supported this claim. For example, Taylor-Clark et al. (2022) found that when leaders identified preventable reasons for employee departure, they also have an opportunity to intervene and influence an employee's decision to leave. Based on the arguments of these researchers, leaders have an opportunity to address the factors that affect turnover intention to eliminate the next stage of actual turnover.

Leaders must manage work stress factors that influence employee's intent to leave. Jasiński and Derbis (2022) conducted a correlational study using survey data from 306 Polish midwives aged 23 to 61. The researchers sought to determine if work stressors and negative psychological affect at work are positive predictors of intention to leave. The researchers confirmed that workload strongly predicted the intention to leave an organization. Additionally, Jasiński and Derbis linked interpersonal conflicts to increased work stress, which increased negative affect at work. Jasiński and Derbis's conclusion is consistent with that of Rotenstein et al. (2023), who, in their correlational study using data from different categories of health staff, studied the association between perceived work overload and increased employee turnover intention. Based on the statistical analysis results, the researchers found that perceived work overload increased employees' intention to leave. Both researchers identified work environment, staffing, and interpersonal relationships as contributing factors in work stress. Similarly, in their

correlational study, Poku et al. (2022) found that leaders who promote positive interpersonal relationships and implement effective staffing strategies could reduce intent to leave. However, unlike the other researchers (Jasiński & Derbis, 2022; Poku et al., 2022), Rotenstein et al. identified variations in perceived work stress among various categories of workers. Based on Rotenstein et al.'s claims, leaders must consider variations in work stress across worker categories when addressing these factors as part of strategies to address employee turnover.

Involuntary Turnover

Like voluntary turnover, involuntary turnover negatively affects businesses. However, the effect of involuntary turnover, such as dismissals, on business performance has been a source of debate. Some researchers (Maltarich et al., 2020; Shepherd et al., 2020) have argued that involuntary turnover and dismissals could benefit organizations. Recent trends in employee turnover have led to a proliferation of studies to better understand the associated complexities. This is exemplified in the work undertaken by Maltarich et al. (2020) who conducted quantitative research using data from 1,047 retail organizations to test their prediction that increased dismissal rates will improve unit performance. The authors found that dismissal rates increased workforce productivity. According to the authors, the dismissal of relatively low performers is a form of involuntary turnover that benefits businesses. However, other scholars such as Qiu and Magnan (2021), disagreed. In their correlational study involving 350 firms, Qiu and Magnan linked involuntary turnover to a loss of institutional knowledge and expertise and decreased productivity and efficiency. Complicating the issue, Trevor and

Piyanontalee (2020) posited that the literature on involuntary turnover remains sparse. Adding to the debate, Burrows et al. (2022), in a correlational study of 908 employees, asserted that the effects of involuntary turnover were related to the characteristics of job embeddedness. Despite the ongoing debate, the issue has grown in importance in light of the recent COVID-19 pandemic.

More recently, literature has emerged that offers contradictory findings about the positive effects of involuntary turnover. Involuntary turnover increases burnout, anxiety, and stress among the remaining employees (John et al., 2022), consequently increasing employee turnover (Caillier, 2020). John et al. (2022) further explained that the negative psychological effects of involuntary turnover can be particularly pronounced during times of crisis, such as the COVID-19 pandemic. Expanding on the issue in the hotel sector, Tu et al. (2021) used data from 302 hotel employees in China to investigate the effects of in-role and extra-role performance. The correlation study's results confirmed performance impairment among the remaining employees. The authors also found that social support could mitigate the effects of involuntary turnover. In a related study, Jung et al. (2021) conducted a causal-comparative study to determine the effect of job insecurity due to involuntary turnover on turnover intention. The researchers confirmed that the psychological effects of involuntary turnover in times of crisis increased instances of employees deciding to depart an organization to seek other opportunities. However, other research suggests that the effect on voluntary turnover may not be uniformly distributed across an entity. In a study by Hamstra et al. (2023), based on data from 326 financial services organizations that conducted layoffs, the researchers found that involuntary

turnover was associated with the departure of remaining promotion-focused employees who were also perceived to be overqualified. While there may be arguments that involuntary turnover can be functional for organizations, the evidence suggests that it can have negative consequences for both employees and the organization as a whole.

Factors to Consider in Leadership Strategies to Reduce Employee Turnover

Work Environment

Work environment-related factors contribute to employee turnover. Specifically, Xue, Wang et al. (2022) emphasized that psychological factors in the work environment strongly predict high turnover. One important psychological factor is the presence of a toxic workplace environment. In this regard, Rasool et al. (2021) posited that a toxic workplace environment characterized by harassment, bullying, and ostracism can have detrimental effects on their well-being and, consequently, their turnover intention. Moreover, Ozkan (2021) argued that an abusive supervision climate promotes a toxic work environment and increases turnover intention. Illustrating this, Ozkan used survey data from 230 Turkish nurses to conduct a correlational study to examine the relationship between employee turnover intention and an abusive supervision climate. The authors found that abusive supervision increased turnover intention through the promotion of increased incivility, ostracism, and workplace bullying. In a related study, Wang, Du et al. (2021) identified a link between abusive supervision and increased newcomer turnover, attributed to the inhibited ability of new employees to connect with the organization psychologically. Psychological connection was also highlighted by Zhang and Yang (2024) as they argued that employees separate from organizations when they

continuously experience negative emotions and that once their psychological connection with the organization has been compromised, they will act to preserve their sustainable growth through voluntary separation. The corollary of the argument is that employees who no longer have a psychological connection due to a negative supervision climate are likely to go beyond turnover intention and actually separate from an organization.

High-quality work environments have been found to have a significant impact on reducing turnover among employees. According to Els et al. (2021), work environments affect turnover due to the consequential effects on quality of work life. Els et al. conducted a correlational study of 400 South African manufacturing sector employees to examine the relationship between quality of work life and employee turnover. The authors established that work environments had a strong effect on employee turnover. According to the researchers, when employees perceive their work environment to be supportive, they are more likely to have higher levels of job satisfaction and organizational commitment, which in turn reduces their intention to leave the organization. Similarly, researchers such as Andriani et al. (2023) and Abdou et al. (2022) observed that a supportive work environment reduced turnover due to the associated improvement of job satisfaction and employee work engagement. In related research, Makarim and Muafi (2021) found that a caring and supportive work atmosphere reduced the likelihood of employees separating from the organization. Therefore, organizations should prioritize creating and maintaining a caring work environment to reduce the likelihood of voluntary turnover.

Corporate Social Responsibility

Corporate social responsibility (CSR) has been found to impact employee turnover. Lee and Choi (2021) argued that CSR has been associated with positive organizational outcomes and explained that CSR could be viewed as internal and external. The distinction is considerably essential within the context of staff turnover. Hui (2021) found that internal CSR, has a more substantial negative impact on employee turnover than external CSR. Hui used data gathered from 209 small and medium-sized enterprise employees in China to conduct a correlational study to investigate the influence of CSR on employee's intent to leave. According to the researcher, organizations can lower employee turnover by prioritizing corporate social responsibility within their operations. In a related study, Cheng et al. (2022) found that employees' negative perceptions of CSR activities increased employee turnover during the COVID-19 pandemic, underscoring the significance of upholding favorable CSR practices during adversity. Moreover, based on the claims of these researchers (Cheng et al., 2022; Hui, 2021), CSR is associated with reduced turnover. However, Hui highlighted a deficiency in knowledge involving other contextual variables' impact on the relationship between CSR and employee turnover. In addressing this gap, Boutmaghzoute and Moustaghfir (2021) investigated the association between internal CSR actions and turnover reduction in a large corporation context. The researchers found that corporate hypocrisy attributed to a lack of transparency moderated the positive effective internal CSR. Hence, it is imperative for leaders to effectively manage the components of CSR within their organizational strategy to reduce employee turnover while considering factors that affect appropriate information disclosure.

Job Satisfaction

Job satisfaction affects employee turnover. According to Ann and Blum (2020), when employees are dissatisfied with their jobs, they are more likely to consider leaving the organization. In their investigation, Ann and Blum employed a correlational study design using survey data from 524 senior citizen employees in the hotel industry to determine the motivational factors that predict job satisfaction and dissatisfaction and senior employees' turnover intentions in the industry. The researchers observed that interesting work was the most powerful predictor of job satisfaction, followed by recognition and achievement. In a related study involving Generation Z employee's job satisfaction, Mahmoud et al. (2020) posited that interesting work and recognition were positively related to Generation Z employee job satisfaction. The conceptual advancement in this instance is substantiated by the transgenerational elements that impact employee work satisfaction. Subsequent studies by Henke (2023) and Mohammed Abu Hussein et al. (2023) have also identified a significant inverse relationship between work satisfaction and turnover. The contributions made by Ann and Blum have similarities across elements that may influence employee turnover in relation to job satisfaction across different generations. The concept of relevance is further exemplified by Santos (2020), who emphasized the heightened leadership difficulties that arise from managing a workforce comprising individuals from many generations. Hence, it is imperative for employers to consider the varying levels of work interest and the significance of employee recognition when formulating job satisfaction initiatives aimed at mitigating employee turnover.

Psychological Contract Violation

Psychological contract violation (PCV) could increase employee turnover. Azeem et al. (2020) posited that employees' experiences of PCV may cause increased desire to leave. In a correlational investigation using survey data from 200 bank leaders in Pakistan, Azeem et al. confirmed PCV as an antecedent of employee turnover intention. The researchers reported that PCV invoked feelings of organizational betrayal, which was sequentially linked to increased job dissatisfaction and work disengagement. Azeem et al. also posited that interventions based on the symptoms of PCV, using open communication and personal relationships, could reduce employee turnover by reversing PCV responses. In related research, Lee and Chen (2021), within a multigenerational context and, found that Generation Y employees are more likely to have stronger turnover intentions when dealing with PCV compared to Generation X employees. Based on the researcher's claims, different generations may have varying responses to PCV. While existing literature highlights the need for leaders to act based on symptoms of PCV, these signs may not be easily recognized. Illustrating this, Gong and Sims (2023) identified increased PCV due to the COVID-19 pandemic attributed to organizational adjustments. Gong and Sims believe that leaders may be unaware of employees' views of mistrust during organizational changes, such as the implementation of remote work, resulting in an unexpected violation of the psychological contract. Taken together, these studies support the notion that PCV is likely to increase during organizational changes. Therefore, leaders could address PCV as an antecedent to employee turnover that requires particular attention in multigenerational contexts and during periods of uncertainty.

Post-COVID-19 Pandemic World

The COVID-19 pandemic has been attributed to a rapid increase in employee turnover across industries. Researchers such as Ng and Stanton (2023) hold the opinion that the pandemic stimulated an impetus for hotel workers to leave their jobs due to increased social benefits and the ability to reevaluate their relationship with their current employer. In supporting this notion, Serenko (2023) revealed that the hotel industry employee turnover rate was 40% at the onsite of the pandemic recovery. In a similar investigation, Kuzior et al. (2022) conducted a case study using interview data from 81 employees in a German start-up entity to determine the factors contributing to pandemic-related resignations. The researchers concluded that ethical, cultural, relational, and personal factors were associated with post-pandemic employee turnover. In a related study, Varavallo et al. (2023), exhibiting a more granular approach, identified flexibility, meaningful work, social responsibility, and self-care as factors related to pandemic-related employee turnover. According to Varavallo et al., the pandemic has resulted in a notable transformation in employees' perceptions of work, leading to a heightened inclination to pursue career changes driven by the significance of their work. Based on the assertions of these researchers, there is an increasing body of evidence suggesting that the post-pandemic landscape is linked to a transformative change in how employees perceive the significance of work. Hence, organizational leaders must implement methods that effectively tackle the issue of work meaning to address the post-pandemic employee turnover challenge.

Compensation

Studies have examined the relationship between compensation and turnover intention, yielding varying results. Illustrating this, Aman-Ullah et al. (2022), in a correlational study, used surveys to gather data from 600 doctors in Pakistan hospitals to investigate the impact of compensation on employee turnover among health care employees. Similar to other research (Ramlah et al., 2021), the researchers confirmed a significant relationship between employee turnover and compensation. Notably, the authors claimed that employee compensation had a more significant influence on employee turnover in developing country contexts associated with unfavorable economic factors. However, a growing body of evidence suggests that compensation is often not a single determinant in employee turnover. In a previous study by Aburumman et al. (2020), compensation was found to be negatively correlated with employee turnover. However, the authors also observed that other factors could offset the adverse effects of compensation. This is further exemplified in the work undertaken by Jolly et al. (2021), who confirmed their hypothesis that job variety may moderate the relationship between compensation and hotel employee turnover. According to the researchers, hotel leaders could reduce employee turnover by creatively increasing job variety when they are unable to increase compensation. In explaining their findings, the authors asserted that while hotel employees associate compensation with the perception of their value to the organization, increased job variety was positively correlated with perceived organizational support, resulting in lower employee turnover. Therefore, leaders could

consider allowing employees to gain various job skills and experiences in contexts of unsatisfactory compensation levels.

Economic Disturbances

The shifting global economy plays a crucial role in employee turnover. As the economy evolves, job opportunities may arise in different sectors or industries, enticing employees to seek new employment opportunities (Kwarteng Owusu & Gregar, 2021), Economic uncertainty can have significant effects on employee turnover. Uncertainty in the economy, such as changes in economic policies or political instability, can create a sense of job uncertainty and identity disturbance for employees (Godinic et al., 2020), which can lead to increased turnover as employees may seek more stable job opportunities. Another study by Choper et al. (2021) focused on the service sector in the United States and the impact of precarious schedules on job turnover. Choper et al. concluded that turnover among low-wage workers was influenced by schedule instability. Incidentally, Schneider and Harknett (2020) previously linked precarious work schedules to economic factors. Therefore, economy-related unstable or unpredictable schedules, can contribute to higher turnover rates among low-wage workers. Within the context of job insecurity related to economic shifts, Nawrocka et al. (2021) confirmed that job insecurity increased employee turnover due to increased job and work environment-related stress. Based on the literature, economic shifts could amplify the effects of adverse factors that could increase employee turnover.

Mergers and acquisitions (M&As) due to economic shifts may contribute to high staff turnover due to voluntary resignations. According to Tseole and Ngulube (2022),

employee turnover due to M&As can lead to a loss of valuable knowledge and expertise within an organization. Yet, M&As have been a significant component of expansion and growth in the hotel industry. Kim (2021) posited that mergers and acquisitions are often seen as an alternative to building a new business in the hotel industry. In illustrating the issue of turnover, Woehler et al. (2021) used survey data from 599 employees across merged firms in Indonesia to conduct a correlation study toward understanding voluntary turnover in M&A contexts better. The report confirmed that M&As contributed to increased employee turnover. Woehler et al. attributed the result to the effect of cross-legacy ties on employee departures. Recent evidence has shown that employee turnover in M&As is also related to psychological ownership. In their study, Degbey et al. (2021) found that employees' lowered psychological ownership was linked to decreased organizational commitment and, consequently, increased turnover. Scholars have also focused on employee turnover in cross-border M&As. For example, Yi Lin Chow et al. (2021) identified a comparatively higher level of employee turnover in cross-border acquisitions than in local contexts. According to the authors, the interplay between social dynamics and contextual factors such as culture in cross-border M&As often increases employee turnover due to increased social conflicts, which incidentally was also identified by H. Lee, Zhang et al. (2022) as a contributor to employee turnover. Therefore, strategies to reduce employee turnover in M&A contexts must promote a networking environment that supports a sense of possession by the employees while proactively addressing additional contextual social implications in cross-border M&As.

Employee Development

Employee development plays a crucial role in reducing employee turnover within organizations. Bharadwaj (2023) argued that when employees are provided with opportunities for growth and skill enhancement, they are more likely to feel valued and satisfied in their roles, leading to higher levels of organizational identification and subsequent reduction in employee turnover. Recent trends in employee turnover (Memon et al., 2020; Murtiningsih, 2020) have led to a proliferation of studies that show the importance of training and development in addressing the turnover problem. Illustrating this, Martini et al. (2022) conducted a correlational design to explore alternative relationships between perceived investment in employee development and turnover. Based on survey data from a sample of 337 employees working in two large companies in Italy, the researchers established that perceived investment in employee development reduced the likelihood of turnover. According to the researchers, while investment in employee development increases employability external to an organization, employee development was not associated with increased employee turnover. In related research, Ahn and Huang (2020) correlated general and firm-specific training with reduced employee turnover, using data from 10,069 employees in 467 publicly traded firms in South Korea. Notably, the authors also highlighted the centrality of employee development towards increased organizational identification, which Bharadwaj subsequently linked to reduced employee turnover. However, Wang, Kim et al. (2020) highlighted that employees' perceptions of development may diverge from the perceptions of the firm's leadership. In this regard, Kasdorf and Kayaalp (2021)

confirmed that among 687 health care employees from the U.S. Midwest, employee perceptions of development were a critical factor in employee turnover reduction. The argument's corollary resides in the importance of leaders addressing the possible disparity between their perceptions and employees' perceptions when including employee development in strategies to reduce employee turnover.

External Job Opportunities

External job opportunities can have a significant impact on employee turnover. Research has shown that employees who perceive career opportunities outside of their current organization are more likely to have intentions to leave (Bwowe, 2020). Elaborating on this perspective, Bwowe (2020) used survey data from a sample of 40 university academics, support, and technical staff to conduct a descriptive study on employee turnover in organizations. The authors concluded that job opportunities elsewhere increased the likelihood of increased turnover. However, the researchers highlighted the role of social networks in reducing the potency of job opportunities to influence employee turnover. More recently, literature has emerged that offers supporting findings about the influence of social networks. For example, Younis et al. (2023) highlighted that the centrality, position, and type of employee network could moderate the effects of external job opportunities. However, Younis also explained that networks may also be associated with collective turnover, meaning positive feedback about external opportunities may lead to cluster resignations. Within the context of the hotel industry, Rasheed et al. (2020), in a correlational study, linked external job opportunities to increased employee turnover, when employees' perceptions of career advancement

were low. Literature has also identified job opportunities as a contextual factor contributing to employee turnover. For example, Ahmad Saufi et al. (2023) studied the influence of job opportunities on employee turnover in higher education institutions. The authors observed that job opportunities facilitated increased turnover intention among academics. Notably, the researchers also highlighted that while variables such as work-life balance could reduce employee turnover, job opportunities were a significant moderator in the relationships that reduced the efficacy of work-life balance. The conceptual advancement based on the literature is related to the significance of job opportunities as a threat to strategies to reduce employee turnover.

Employee Engagement

Employee engagement could reduce employee turnover. When employees are more engaged in their work and feel a sense of connection and commitment to their jobs, they are less likely to leave the organization (Rameshkumar, 2020). Further illustrating this, McCarthy et al. (2020) conducted a correlational study wherein they gathered data from employees across 82 federal agencies. The researcher aimed to examine the relationship between employee turnover and employee engagement. The authors verified that employees who exhibit higher levels of engagement are comparatively less inclined to voluntarily resign from their positions, in contrast to those with lower levels of engagement. According to McCarthy et al., various factors directly influence engagement levels, such as employee's perceptions of leaders and intrinsic work experience. In a separate investigation, Kossyva et al. (2021) posited a similar assertion that a heightened level of employee engagement was associated with decreased employee turnover.

Kossyva et al. conducted a study examining employee turnover among Generation Y employees in knowledge-intensive service industries. According to the authors, employee turnover was a significant mediator between change management and employee intent to leave and the relationship between high-performance work systems and intent to leave. While the researchers (Kossyva et al., 2021; McCarthy et al., 2020) effectively linked employee turnover with employee engagement, the link remained ubiquitous, which could create challenges for operationalizing their findings. In a more granular approach, Abdou et al. (2022) argued that employee engagement is a mutually beneficial association between the employee and the organization fostered by the leadership style employed. This relationship is characterized by a sense of moral obligation on the part of the employee to remain in the organization. Furthermore, Abdou et al. noted that transformational leadership was particularly successful in enhancing employee engagement. Hence, the potency of the mediating influence of employee engagement on employee turnover is contingent upon the behavior exhibited by leaders.

Transition

In Section 1 of this study, I detailed an introductory segment that encompassed the study's purpose, problem description, and rationale for employing a multiple case study approach. Furthermore, I explicated the research inquiries, interview inquiries, conceptual framework, and the significance of the investigation as salient components of the study. The objective of this study was to explore leadership strategies hotel managers use to reduce employee turnover. I also conducted a comprehensive examination of scholarly literature pertaining to the conceptual framework and employee turnover.

Section 2: The Project

Section 2 of this study begins with a restatement of the purpose statement. I then discuss the role of the researcher in the data collection process, including how I increased my awareness of ethical concerns. The study participants, chosen research methodology, research design, and population and sampling are also described. In addition, I present my thoughts on ethical research, data collection instruments and techniques, and data analysis. I conclude the section by summarizing the study's reliability and validity criteria.

Purpose Statement

The purpose of this qualitative multiple case study was to explore leadership strategies hotel managers use to reduce employee turnover. The population consisted of four hotel managers of four hotels in the Caribbean who have used successful strategies to reduce employee turnover.

Role of the Researcher

The process of data collection in qualitative research involves several key responsibilities. Qualitative researchers focus on understanding the complexities and nuances of a particular case or phenomenon, and their role in data collection is essential for capturing the depth and context of the research topic (Fische & Guzel, 2022). As the researcher, I was clear on what information I needed and from where and whom the required perspectives could be obtained, and use this information to guide my participant selection (see Bell & Warren, 2023). I was the data collection instrument (see Yin, 2018). Moreover, I determined the adequacy of sample sizes during and after data collection,

which involved assessing and reporting thematic saturation to ensure that enough data had been collected to address the research questions effectively (see Guest et al., 2020; Mwita, 2022). I also ensured that participants understood the data collection process and their role in the interviews (see Soh et al., 2020). Furthermore, as the researcher I was also prepared to spend longer periods in the data collection to pursue unforeseen data collection opportunities (see Kvande et al., 2021). Therefore, my role in the data collection process was crucial for ensuring the validity and reliability of the research findings.

Researchers use reflexivity in qualitative research to examine and describe relationships between the participants and themselves (Skukauskaite et al., 2021). Since reflexivity increases research rigor (Peddle, 2021), I disclosed my background, participant selection assumptions, and avenues for potential bias while conducting the study to increase the study's credibility. As the researcher, I had no personal or professional relationship with the prospective participants of this study. My interest in this topic emanated from my observation of employee turnover as a consumer interacting with the hotel industry.

The risks and benefits of interviews with hotel managers constituted an ethical consideration because commercially sensitive data could be revealed. Ethical conduct involves how the researcher integrates moral principles into the research process. Ethical conduct also affects the reputation and trustworthiness of an independent scholar-practitioner (Stein-Smith, 2020). The *Belmont Report* is a foundational document in research ethics that outlines the ethical principles of respect for persons, beneficence, and

justice (Fielding-Miller et al., 2022). According to the details of the *Belmont Report*, the risks and benefits of the research should be in equilibrium (Department of Health, Education, and Welfare ,1979). As the researcher, I had to follow ethical standards for the protection of participants by making them anonymous and maintaining data confidentiality. Therefore, I adhered to the ethical guidelines of the *Belmont Report* throughout my research process.

I had to mitigate my biases as a researcher to ensure the data did not reflect my own views. Historically, bias has been viewed as a problem with qualitative research because the researcher is often the primary research instrument, making it essential to ensure the trustworthiness and validity of the data collected (Jones & Donmoyer, 2020). Accordingly, Johnson et al. (2020) highlighted the need for researchers to acknowledge the existence of potential bias, to enhance the credibility of data collection and analysis in qualitative methods. Natow (2020) stressed the value of multiple data sources in arguing that triangulation increases the study's validity in mitigating the effects of bias. Therefore, I used interview transcripts, employee records, and other forms of company documentation as multiple data sources to mitigate bias. However, Baldwin et al. (2022) identified potential researcher bias in secondary data collection due to cognitive biases. Therefore, I avoided viewing data through a personal lens by using bracketing. Bracketing involves researchers setting apart their existing knowledge of a phenomenon to ensure they can be nonjudgmental and open to all new information (Askerud et al., 2021). Therefore, bracketing and data triangulation increased the rigor of this study.

An interview protocol is vital to gain useful qualitative data. According to Dunwoodie et al. (2022), an interview protocol facilitates the interview process involving various groups of people in a systematic, consistent, and comprehensive manner through prior delimitation of the issues to be explored. I used an interview protocol to arrange the questions to support and refine the semistructured interviews to ensure standardization across interview sessions. Romano et al. (2021) recommended the use of interview protocols to ensure that semistructured interviews remain relevant to the research question. Moreover, the interview protocol enabled me to reduce researcher bias. According to Bergelson et al. (2022), standardized interview questions help to mitigate inherent researcher bias; therefore, the interview protocol (see Appendix) assisted me in gaining a better understanding of leadership strategies that reduce employe turnover while mitigating researcher bias.

Participants

My target population consisted of four hotel managers belonging to four hotels in the Caribbean who have used successful strategies to reduce employee turnover. Participant eligibility and appropriateness are critical when selecting interviewees sampling because, as Moser and Korstjens (2018) have argued, participant eligibility criteria increase research credibility. Therefore, I established the following eligibility requirements; All interviewees were hotel managers who have successfully reduced employee turnover. Since I selected four hotel managers who met these criteria, the participants were appropriate for my research objective. The utility of the interview data hinges on the interviewees' experience in addressing employee turnover in the hotel

industry; therefore, I considered the participants appropriate because they had knowledge and experience that may be useful in providing an in-depth understanding of employee turnover.

I used various strategies to establish a working relationship with research participants. George et al. (2023) recommended integrating participant engagement into the research protocol, forming partnerships with participants. Additionally, Wong et al. (2021) highlighted strategies that include communication methods and locations, such as text messaging and phone calls. Horsfall et al. (2021) emphasized rapport building in enhancing the efficacy of interviews. Accordingly, I established rapport with the participants through clearly communicating the importance of the current study, sharing information about my background, holding regular check-in conversations using social media and in-person meetings, and making phone calls. By incorporating these strategies, I established a rapport that fostered a positive and collaborative relationship with participants, ultimately enhancing the quality and reliability of the data I collected.

The quality of this study hinged on participant selection and access to interviewees. Researchers decide who the study participants are, when and how they will participate, and from where they will be selected (de la Croix et al., 2018). Additionally, participants are the data source from whom results are derived and form the main support of the reader's confidence in the report. After considering the types of sampling available and the characteristics of participants that support the purpose of this study, I decided to use purposive sampling to select interviewees. Purposive sampling is more rigorous than most other sampling methods (Johnson et al., 2020). Needing to gain access to a suitable

participant population, researchers must consider access to participants because accessibility affects research timelines and costs (Bell & Warren, 2023). I contacted local business chambers for guidance on accessing hotel managers that have successfully reduced employee turnover. Additionally, de la Croix et al. (2018) recommended encouraging participants to select interview locations that offer comfort and privacy. Therefore, I established a rapport with the participants by allowing them the opportunity to select the interview locations while considering timelines and potential expenses.

Despite the participants meeting eligibility requirements, researcher bias in participant selection may have affected the rigor of the current study. Cypress (2017) and Morse (2015) have strongly contended that researcher bias in participant selection based on researcher beliefs may affect the study's validity. Consequently, I increased my awareness of the potential for researcher bias grounded in participant selection. Researchers use reflexivity in qualitative research to examine and describe relationships between the participants and themselves (Skukauskaite et al., 2021). Since reflexivity increases research rigor (Peddle, 2021), I disclosed my participant selection assumptions and avenues for potential bias during the research process to increase the study's credibility.

Research Method and Design

Research Method

Researchers must choose an appropriate methodology to achieve rigor. Curtis and Keeler (2022) highlighted that researchers should give reasons why a particular methodology was chosen for a study. I used qualitative methodology in this study, and

this choice was guided by the research approach. I examined a business problem in the hotel industry; accordingly, I assumed an interpretivist approach while gaining an understanding and greater meaning of the experience of business leaders in the industry. Unlike quantitative methodology, the qualitative method is often used in interpretive approaches (Stroumpoulis et al., 2021). Moreover, as an interpretivist, my research methodology could not separate my values and beliefs from the research or interfere with opportunities to increase my understanding of complex interactions.

Furthermore, Oliveira and Bonito (2023) observed that qualitative methodology is a valuable approach in research due to its ability to provide in-depth understanding and interpretation of complex phenomena. According to these authors, the methodology is particularly advantageous in allowing researchers to narrate and understand rather than predict and control because it focuses on the richness and depth of data rather than numerical measurements offered by quantitative methods. Additionally, qualitative research is rigorous and offers a deeper understanding of human experiences, context, and social phenomena (Finn et al., 2022). Previous researchers, such as Michael and Fotiadis (2022), also used a qualitative methodology to study employe turnover. Since I did not intend to use an objectivist approach or quantitatively analyze data, the qualitative methodology supported my subjectivist assumptions in gaining a better understanding of successful leadership strategies hotel managers use to reduce employee turnover.

Ryu (2020) posited that research methodology is informed by the researcher's views and determines the research design; therefore, researchers guided by objectivist views use quantitative research. Muthu and Wesson (2023) posited that objectivist

quantitative researchers adhere to a rigorous scientific process, detached from the values and beliefs of the researcher. Unlike qualitative methods, the quantitative methodology is useful in understanding a problem through the examination of variables and relationships (Hower et al., 2022). However, I did not intend to detach my worldview from the study or use objectivist assumptions; therefore, the quantitative methodology was not suited to support my research intent.

I also considered mixed methods for this study. The mixed-methods research methodology involves the integration of qualitative and quantitative methods to provide a comprehensive understanding of the research question (Dawadi et al., 2021; Irvine et al., 2020). Additionally, Wasti et al. (2022) posited that mixed-method research brings interpretivist and positivist perspectives together. However, I did not use quantitative elements or a positivist approach; therefore, the mixed-methods approach was not appropriate for this study.

Research Design

I considered five types of research designs for this study. According to Yin (2018), researchers often use five types of designs for qualitative studies. Ethnography, phenomenology, grounded theory, and narrative were not suitable research designs for this study, so I selected the case study design. The applicability of the case study design was well elucidated in the work of Yin (2002) and Stake (1995). While the Yinian postpositivist perspective differs from the Stakian constructivist perceptive, both scholars agreed that the case study design provides an in-depth exploration of phenomena in their real-life contexts. Additionally, Yin (2018) posited that case studies are conducted to

explore the “what,” “how,” and “why” of a problem. While each qualitative research design provides researchers with a deeper understanding of a phenomenon, the case study design best addressed the context considerations required in business-related research.

Case studies are often descriptive, explanatory, or exploratory (Priya, 2020). Case study researchers often use single or multiple cases study designs (Yin, 2002). Researchers use the single cases study design to explore unique phenomenon within a specific case context (Bell & Warren, 2023). A researcher chooses a multiple case study design when the research question involves comparisons across cases. Since the purpose of this study was the exploration of leadership strategies used by hotel managers across four different organizations within the context of the hotel industry, I selected the multiple case study design because it allowed for an in-depth contextual exploration to address the research question across cases.

Qualitative researchers often use phenomenology. Frechette et al. (2020) explained that the phenomenological research design is a methodological approach that aims to capture and interpret the lived experiences of individuals within a specific context According to the authors, this approach is particularly valuable because it is used when seeking to uncover the underlying assumptions and philosophical foundations that often go unnoticed in traditional research methods. The theoretical underpinnings of phenomenology reveal various spectrums in the form of different approaches, highlighting the diversity within the field (Mhatre & Mehta, 2022). Furthermore, the use of the phenomenology research design allows for the examination and reflection on the lived experiences of research participants, providing valuable insights into various

phenomena (Ibrahim et al., 2022). However, I did not intend to explore employee turnover using lived experiences; consequently, the phenomenology research design was not appropriate for my research intent.

Researchers conduct ethnographies to understand phenomena related to behavior because ethnography is suitable for research objectives that explore culture in real-time (Simanjuntak et al., 2022). Additionally, Black et al. (2021) explained that ethnographies involve direct observations of people and places in real time and real-life. However, I did not intend to study shared behavior patterns over a prolonged period; therefore, I did not conduct an ethnography.

The narrative design is suitable for qualitative methodology when the researcher seeks to explore a phenomenon through participants stories (van Sambeek et al., 2021). The researcher's views play a critical role in the selection of the narrative design. For example, Parks (2023) argued that the design is best suited for researchers who adopt a constructivist perspective involving the construction of stories to evoke specific responses from the audience. Notably, Scheffelaar et al. (2021) shared that a key characteristic of the design is that the researcher avoids the use of a semistructured interview protocol. According to Scheffelaar et al., this approach encourages the interviewee to tell their story. However, the narrative design was not suitable for the current study because I intended to ask follow-up questions to gain a deeper understanding of employee turnover.

Qualitative researchers could use grounded theory design. The design is valuable for exploring processes and constructing theory based on collected data (Brandhorst et

al., 2023; Stough & Lee, 2021). Additionally, Charmaz and Thornberg (2021) articulated that researchers use the grounded theory design to develop theories that address gaps in knowledge about a particular business problem. However, I did not intend to create theories about employee turnover. Therefore, the grounded theory design was unsuitable to support my research objectives.

Data saturation is critical in case study designs. Data saturation occurs at the cessation of new themes from data (Alam, 2021). Despite the importance of data saturation in research validity, the qualitative researcher must determine when it has been achieved. However, Fusch and Ness (2015) argued that appropriate data saturation is critical to qualitative studies and is not easily determined. Consequently, qualitative researchers must consider appropriate strategies to ensure data saturation in data collection to ensure research quality (Hennink & Kaiser, 2022). Researchers have addressed this issue by using various strategies. For example, Ye and Lau (2022) in their case study design used multiple sources in data collection and increased the number of interviews conducted to attain thick and rich data, which also aligned with the recommendations of Fusch and Ness. Therefore, to achieve data saturation, I used four hotel managers from four different hotels as independent data sources for my research. Since data saturation was achieved, there was no need to conduct further interviews.

Population and Sampling

My study population of four hotel managers was be selected from four hotels in the Caribbean. The usefulness of the interview data is hinged on the interviewees' experience in addressing employee turnover in the hotel industry. According to

Tomaszewski et al. (2020), researchers using the case study design must include participants with adequate knowledge and experience within the case context. In my study, all interviewees were hotel managers who have successfully reduced employee turnover. Accordingly, I used purposive sampling to identify the interviewees.

My study involved the unique perspectives of hotel managers that have successfully used strategies to reduce employee turnover. Researchers use purposive sampling to select interviewees most likely to provide useful information (Denieffe, 2020). Additionally, purposive sampling improves the rigor of a study's results by using participants with adequate knowledge and experience that align with the study's objectives (Campbell et al., 2020). Researchers also use other types of non-probability sampling that may be applicable to my study to access participant with specific knowledge. For example, Kennedy-Shaffer et al. (2021) explained that snowball sampling is a sampling technique used by researchers to identify and recruit participants through referrals from existing participants. According to the authors this method is particularly useful when studying populations that are difficult to reach or locate through traditional sampling methods. However, my population was not difficult to access. Therefore, purposive sampling enabled me to find participants who have knowledge and experience that may be useful in providing an in-depth understanding of employee turnover.

My intended sample size comprised four hotel managers. In qualitative research, data saturation is a crucial concept for determining the adequacy of sample size. Data saturation refers to the point at which new data ceases to provide additional insights or

information regarding the research topic (Guest et al., 2020). However, Guest et al. (2020) highlighted that sample size in qualitative research is not solely determined by the number of participants, but also by the number of interviews, observations, or events sampled. Therefore, unlike quantitative research qualitative research sample size is determined by the scope of the research. Moreover, the adequacy of sample size in a qualitative case study is often determined by evidence of data saturation (Aguboshim, 2021). According to Arias Valencia (2022), researchers use triangulation to ensure data saturation and involves the use of multiple methods or data sources to develop a comprehensive understanding of the subject. Therefore, in addition to my sample of four managers, I triangulated the data in the interview transcripts with company documents and employee records to achieve data saturation and increase thick data.

The interview environment is a significant component of my research process that I plan to address. According to Bjørvik et al. (2023) researchers should select interview locations that promote reflexivity to increase interview data quality. Maintaining a natural environment is also fundamental. Schnitzler et al. (2023) emphasized the importance of a relaxed and familiar atmosphere. Therefore, I asked my participants to help choose the interview location to increase their comfort levels. Additionally, I presented the option of a face-to-face engagement or via other means such as Zoom conferencing. All interviews were conducted in person.

Ethical Research

Ethical research was a fundamental element of my study process. Torres-Hostos et al. (2023) explained that ethical research involves procedures to ensure mitigations are

in place to reduce the potential of harm to study. Among these guidelines is the informed consent process. The informed consent process entails providing potential research participants with comprehensive information about the study, its objectives, potential risks and benefits, and their rights, typically through an informed consent document (De Sutter et al., 2021). Therefore, I ensured that each participant received an invitation in accordance with the Walden University Institutional Review Board (IRB) guidelines that explains the research that they are participating in. Prior to conducting the interview, I gained consent via email, with each participant responding with the words, "I consent." The consent email explained the interview procedures, emphasized the voluntary nature of the study, risks and benefits, privacy and provided contact information and the IRB number for the study. I completed the IRB process prior to collecting data from any sites. The IRB number for this study is 05-21-24-1171842.

Since participation in my study was voluntary, participants were reminded of their right to withdraw at any time. According to Capell et al. (2021) participants have the autonomy to withdraw from all research procedures. Participants were also informed that they can withdraw from my research in writing or verbally. Additionally, participants were not incentivized to participate. Incentives may act as undue inducements, potentially compromising informed consent (Halpern et al., 2021). Therefore, I ensured that I promoted open communication during interactions with the participants while upholding their autonomy.

I ensured that ethical protection of participants was adequate. I used the principles of the *Belmont Report* to protect my participants. Moreover, Fox and Busher (2022)

posited that protection of participants through effective ethical practices is fundamental to the research process and to preserving the researcher's reputation. Anonymity was a focal point in my research process. Dougherty (2021) argued that reliable qualitative data on sensitive subjects is hinged on anonymity as research participants must perceive assurances of confidentiality to provide meaning related to a problem. Accordingly, I ensured that any information that could compromise participant and organization identity and confidentiality during the study was analyzed to optimize anonymity. To ensure anonymity, I also assign each participant an alphanumeric code of P1 through P4. Additionally, as the researcher, I did not use any personal information for any purposes outside of this research project. Also, I did not include participants' names or anything else that could identify them in the study's report.

Hotel managers employ competitive strategies to gain a competitive advantage in the hotel industry. Data management is a critical ethical consideration for this target population. Therefore, a data management plan (Saunders et al., 2019), must be used to protect sensitive organizational data, such as financial statements and operational plans are of critical importance to ensure the highest ethical standards. Additionally, the risks and benefits of interviews with hotel managers constitute an ethical consideration as commercially sensitive data could be revealed. According to the details of the *Belmont Report*, the risk and benefits of the research should be in equilibrium (Department of Health, Education, and Welfare, 1979). Therefore, the conduct of the research should not create an unnecessary commercial risk to the target population. Accordingly, all data collected has been stored on a flash drive and kept in a locked file cabinet for 5 years

following the study. Additionally, the flash drive will be destroyed, and files on my computer will be deleted after the expiry of this period.

Data Collection Instruments

I was the primary data collection instrument for my study. Hasanah et al. (2022) highlighted the role of qualitative researchers as human instruments in determining research focus, selecting participants, and collecting data through interviews and observations. In a similar vein, Busetto et al. (2020) emphasized the importance of qualitative data collection tools such company documents. Accordingly, I conducted semi-structured interviews to gather data from four hotel managers belonging to four hotels in the Caribbean who have used successful strategies to reduce employee turnover. Researchers often use semi-structured interviews to better understand a phenomenon from a non-generalized perspective (Adeoye-Olatunde & Olenik, 2021). In addition to interview responses, data collection also included reviews of documentation such as company policies and manuals that reflect strategies used to reduce employee turnover.

I developed interview protocols to address the problem and purpose of the study. Knott et al. (2022) posited that an interview protocol provides a consistent methodology to guide the interview process and reduce the likelihood of researcher bias during the interview. Accordingly, I used the interview protocol (see Appendix) as a step-by-step guide to ensure I achieved a repeatable process to achieve consistent results. Additionally, I used semi-structured interviews in my data collection to compliment my interview protocol. Semi- structured interviews include a list of open-ended guiding questions (De Jonckheere & Vaughn, 2019). Therefore, I used the interview protocol as a

guide to ensure that my semi-structured interviews remained relevant to the research question.

I increased the reliability and validity of the data collection process using a transcript review and member checking. Member checking is a crucial strategy to ensure the accuracy and validity of research data which involves seeking feedback from participants to verify the trustworthiness of the findings (Cook et al., 2023). Therefore, I encouraged my participants' active involvement in reviewing emergent themes and conclusions. Moreover, Rowlands (2021) demonstrated that transcript reviews increase research validity. Prior to member checking, I conducted a review of a typed transcript of the interview with the participant, to make corrections if needed. Therefore, I used the techniques to ensure that my data reflected the outcomes of the interviews.

Data Collection Technique

Researchers often use interviews and company documents to as sources of data in qualitative research (Mellis & Bickel, 2020). Interviews formed my primary data collection techniques. Qualitative interviews are a valuable method for exploring the comprehensive experiences of research participants who have encountered significant phenomena (Im et al., 2023). Interviews are often remote or in person. Notably, Solarino and Aguinis (2021) contended that in person interviews are the best option as they facilitate visual cues and signals that support rich and thick data as an advantage when compared to online interviews. I also recorded the interviews to increase transcription accuracy. Rutakumwa et al. (2020) recommended that researchers use field notes and a recording device to increase interview efficacy. Therefore, I used a primary and back-up

recording device and informed my participants of my intent to record and take notes prior to the start of the interviews. However, I could have conducted the interviews virtually in the event face-to-face interviews become impracticable. Edwards and Holland (2020) asserted that computer-mediated communication technology has transformed interviewing practices and perceptions of the nature of interviews. According to the authors, online interviews, whether conducted synchronously or asynchronously provide researchers with the ability to surpass temporal and spatial limitations, as well as overcome the physical restrictions associated with in-person interactions. Despite Edwards and Holland's assertions, I conducted interviews in person using audio recorders.

My interviews were semistructured. Semistructured interview techniques also allow for flexibility in conducting the conversation, ensuring that the interview process can be adapted to suit the specific aims and sampling criteria of the study (Oerther, 2021). Furthermore, the semistructured approach facilitates using an interview guide with specific questions, providing a framework for the interview process while allowing for adaptability in the order and phrasing of questions (Stuckey & Peyrot, 2020). Semi-structured interviews also increased my discovery of thick data through follow up questions. Follow-up questions provide deeper insights into the research topic through the perspectives of interviewees (Roberts, 2020). Therefore, I conducted conduct semistructured interviews. I also recorded the interview and took notes to ensure accuracy. Accordingly, I also informed the participants of this intent. Additionally, my participants preferred in person interviews.

I also reviewed organizational documents to achieve triangulation. Data triangulation is essential to mitigate the concerns of subjectivity in case study research. For example, interviews serve as a primary data collection method in case study research, yet the data from interviews as a single source could render a study unreliable due to the expected lack of confidence and trust from the reader (Howard-Grenville et al., 2021). Hence without data triangulation using other sources of evidence such as company documents, the quality of research may be compromised.

Interviews and reviews of company documents may present disadvantages and advantages. For example, in-person interviews advantageously allow for personal connections, potentially resulting in richer data due to more candid and elaborate responses (Davies et al., 2020). Additionally, researchers can observe both verbal and nonverbal cues, providing a more authentic experience (Howlett, 2021). However, in-person interviews may be more time-consuming and limit the inclusion of participants who face geographical or mobility barriers (Shepperd et al., 2021). On the other hand, virtual interviews offer advantages such as financial savings, reduced environmental impact, and increased equity of access (Juang et al., 2023). They also facilitate discussions on sensitive topics due to perceived anonymity and can yield data of similar quality to in-person interviews (Shepperd et al., 2021). However, virtual interviews may present challenges for participants in finding a private space for the interview and dealing with electronic device issues (Upadhyay & Lipkovich, 2020). Additionally, Scholars have highlighted some types of trust related difficulties that may be encountered with interview participants. For example, Armstrong et al. (2022) highlighted that a lack of

trust may cause participants to restrict information in providing short answers, as they may perceive the questions to be invasive in some societal contexts. Meanwhile, company documents as a data source could be disadvantages should access be restricted (Khando et al., 2021). Accordingly, I mitigated these disadvantages by ensuring I have a partner site agreement that facilitates access to company documents. Additionally, in accordance with McGrath et al. (2018), I ensured that I built a rapport with my participants to foster trust prior to the interview process. Moreover, I allocated sufficient time resources to allow flexibility to address participant-initiated time and schedule changes.

Member checking was incorporated into my data collections technique. Researchers use member checking to optimize the reliability and validity of the interview data (Motulsky, 2021). Therefore, the review was not limited to transcript corrections but involved a discussion surrounding the emergent themes and how these themes informed conclusions. Additionally, as part of member checking, I engaged with the participant after the interview to share my interpretations of the interview with the participant and solicited feedback to ensure that I have correctly interpreted my participants' responses.

Data Organization Technique

In the field of research, it is essential to have robust systems for keeping track of data and emerging understandings. The value of data management transcends the entire research process and converges at several points, including ethics (Lobe et al., 2020). Furthermore, data organization using a database supported creating a chain of evidence as per Yin's (2018) recommendations. A chain of evidence was critical to address my

research question as my design was a multiple case study. However, multiple case studies share common elements (Tomaszewski et al., 2020). Therefore, I ensured that evidence remained specific to each case unit to increase transferability of the results.

Research logs, reflective journals, and cataloging systems are some of the key tools used for this purpose. Research logs are systematic records of the research process (Schreier et al., 2006). Reflective journals, on the other hand, provide researchers with a space to record their personal reflections, insights, and interpretations of the research process (Tahmasbi et al., 2022). Cataloging and labeling systems are essential for organizing and managing the vast amounts of data generated in the course of research. NVivo is a software commonly used for managing and analyzing qualitative research data (Allsop et al., 2022). I used NVivo to streamline data organization from many sources and aid in the analytical process. I labelled and categorized the data that were gathered from the accounts of each participant. Additionally, I saved all files encompassing transcripts, and audio recordings using file encryption software, and use of codes in place of names. I will also diligently preserve all the handwritten notes and communication, or any other confidential materials that have been involved in this research for a period of 5 years. Additionally, I will destroy these files after 5 years.

Data Analysis

Since I used an interpretivist perspective to explore leadership strategies that hotel managers use to address the turnover problem, I analyzed interview data and secondary data such as company documents to determine converging patterns to gain a deeper understanding of the business problem as communicated by my participants. Hence, the

analysis process most appropriate to my DBA doctoral study is thematic analysis. Doctoral researchers use other types of data analysis such as modified Van Kaam and Van Maanen. The modified Van Kaam (Moustakas, 1995), or Van Maanen was not suitable as I did not plan to analyze phenomenological data. My doctoral study involved an inductive approach using a multiple case study design. Accordingly, I used triangulation in my data analysis.

Case study researchers use triangulation during data analysis to preserve research rigor (Yin, 2018). The concept of triangulation encompasses various types, including data triangulation, methodological triangulation, investigator triangulation, and theoretical triangulation (Collins et al., 2022). I used methodological triangulation for my study. Methodological triangulation involves use of other data collection methods within qualitative research (Natow, 2020). Since I used multiple data sources such as interview data and company documents in my study, methodological triangulation was most suitable for my study.

I used Yin's (2018) five steps of data analysis process including: compiling data, disassembling data, reassembling data, interpreting the meanings, and concluding the data. The initial stages of this data analysis involved coding and thematic analysis. Coding is a critical step in qualitative research. According to Braun and Clarke (2020), researchers gain rich data when they produce codes that are exclusive to the interview data. I developed the coding strategy for my analysis by firstly familiarizing myself with the data. Byrne (2021) argued that the first step in generating codes involves data familiarization to determine what data will be relevant to the research question. Interview

transcripts contain a plethora of data; therefore, researchers must review transcripts using several iterations to discover meanings (Stuckey ,2015) that are linked to the research question, to support decisions on what to code (Deterding & Waters, 2021). Therefore, I conducted the review of the interview transcripts and referred to my interview notes to recall expressions and mannerisms that could assist me in gaining deeper meaning.

I used NVivo 14 to code and sort all data based on patterns. Alam (2021) explained that NVivo is a popular tool that researchers use to code and organize data. NVivo software was used for coding interview responses. Additionally, I analyzed the semi-structured interview data using thematic analysis to address the research question. Still, thematic analysis may be data driven where the researcher uses an inductive approach in deriving themes from the data collected, having searched for the number of occurrences (Saunders et al., 2019). Conversely, thematic analysis may be theory driven. Byrne (2021) articulated that researchers may use a deductive approach where codes are generated within the context of a conceptual framework.

While the deductive approach may support a conceptual framework informed interpretation of the researcher, the inductive approach supports gaining a deeper meaning from the research participants. However, it may be challenging for researcher to use either a purely deductive or inductive approach. Since I used the lens of a conceptual framework to view the problem, I included a deductive approach. However, I also used a predominantly data driven approach in analysis. Therefore, I employed both deductive and inductive approaches, in my thematic analysis to support my interpretivist perspective. An inductive approach requires the researcher to derive meaning as

communicated by the research participants (Byrne, 2021). Thematic analysis supports the identification of patterns contextual to the research question (Braun & Clarke, 2020). Therefore, thematic analysis supported my aim of exploring my research question through meaning in the data provided by participants.

Reliability and Validity

Qualitative data analysis is an essential component of research reliability and validity. Data quality supports research quality; however, in qualitative studies, the researcher is the data collection instrument (Saunders et al., 2019) and is susceptible to bias which negatively affects reliability and validity (Bradley et al., 2020). Within the context of qualitative research, Morales et al. (2021), articulated that reliability and validity is difficult to achieve due to the subjectivity and quality of data associated with the methodology. Yet, despite these concerns, the researcher's reputation, and the viability of the researcher's work hinge on reliability and validity (Morse, 2015). Therefore, researchers must be able to identify sources of data quality issues that could negatively impact a doctoral research study.

Reliability

In qualitative research, reliability in qualitative research involves repeatable steps that minimize errors and perceived bias (Yin, 2018). Dependability is analogous to reliability and refers to the consistency of the research results (Enworo, 2023). Researchers use strategies such as member checking to enhance dependability in qualitative research which increases consistency of research findings through seeking participant feedback on the findings and interpretations (Cypress, 2017). Accordingly, I

addressed dependability by ensuring that my interpretations of the interview data align with the perceptions of the participants using member checking. Furthermore, reliability within the doctoral study context can be increased through reflexivity. Scholars (Cypress, 2017; Peddle, 2021) have found that reflexivity increases reliability through increased personal awareness and documentation of the research process. Additionally, Yin (2018) recommended case study databases and using a chain of evidence to increase reliability. Therefore, I further optimized reliability in the data collection and analysis by establishing a database, chain of evidence, and a reflective journal to document research analysis procedures, thus increasing the overall transparency of my work.

Validity

Validity involves transferability, credibility, confirmability, and dependability criteria (Kane et al., 2023; Rose & Johnson, 2020). Transferability in a doctoral qualitative study is determined by the reader applying the study's results in other situations (Johnson et al., 2020). Still, transferability can contribute to research validity by providing thick data descriptions and adequate sample size (Cypress, 2017). Additionally, credibility can contribute to validity through the researcher's use of triangulation, peer debriefs, and member checking (Houghton et al., 2013).

The notion of credibility in qualitative research pertains to the degree to which the study findings and conclusions can be considered trustworthy (Nassaji, 2020). Therefore, the researcher must ensure the accuracy of the conclusions and how well they represent the data from the participant's perspective. Accordingly, Nassaji (2020) recommended member checking and triangulation to increase credibility. Methodological triangulation

involves multiple data collection methods and sources to ensure an accurate representation of the data (Yin, 2018). Accordingly, I optimized credibility using an interview protocol and comparing the interview results with company documents. Additionally, I ensured that participants were integrated into the review process to support member checking.

I ensured that my results are confirmable to increase the validity of my study. Confirmability can be assured by ensuring that data and interpretations of the findings can be confirmed by other researchers (Nyirenda et al., 2020). Member checking also increases confirmability (Korstjens & Moser, 2018). Researchers also use an audit trail to increase confirmability (Shabangu et al., 2022). Therefore, I increased confirmability by meticulously describing my research steps throughout the study process and maintaining these records for at least five years after the study is published. I also conduct follow-up member checking reviews to ensure that I have correctly represented the interview outcomes.

Transferability refers to application apply to other contexts and situations (Megheirkouni & Moir, 2023). The relevance of replication in qualitative research has been questioned, and the concept of transferability has been suggested as a more suitable alternative, referring to the degree to which the results of qualitative research can be transferred to other contexts or settings, conducted among other respondents (Tuval-Mashiach, 2021). According to Maxwell (2021), transferability is based on the reader's confidence in applying the study's results in other contexts. Stenfors et al. (2020) suggested providing a comprehensive account of the research's setting and how it

influenced the results to increase transferability. Therefore, I provided thick descriptions throughout my research process to allow the reader to determine context-based applicability.

Data saturation indicates the point at which new data ceases to provide additional insights or information, and additional themes cease to emerge (Alam, 2021; Mwita, 2022). Therefore, I followed my interview protocol using semi-structured interviews. Moreover, I also used follow-up questions during interviews to ensure data saturation achieved. Follow-up questions provide deeper insights into the research topic through the perspectives of interviewees (Roberts, 2020). Moreover, Gill (2020) argued that data saturation is influenced by the quality of information received from each participant and number of interviews conducted with each participant. While I considered scheduling and conducting follow up interviews, this was not necessary since, data saturation was achieved.

Transition and Summary

In Section 2, I included an explanation of the role of the researcher, and discussed participants, research method, research design, population and sampling, and ethical research. I also discussed other items in my research process including data collection instruments, data collection techniques, data organization techniques, data analysis, and reliability and validity. In Section 3, I will present my findings, how my study applies to professional practice, implications for social change, recommendations for action and future research, reflections, and the overarching conclusion that was informed by my findings.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore leadership strategies hotel managers use to reduce employee turnover. The data were derived from interviews with four hotel managers, journal notes taken during the interviews, and review of company documents. Four themes emerged from analysis: (a) fostering a caring and empathic culture, (b) creating a positive work environment, (c) promoting employee training and development, and (d) implementing employee-centered compensation and benefits. In this section, I present the findings, explain their application to professional practice, and discuss implications for social change. Before concluding the study, I make recommendations for action and further research as well as present my reflections.

Presentation of Findings

The overarching research question for this study was: What leadership strategies do hotel managers use to reduce employee turnover? To answer the research question, I collected interview data from four managers of four hotels, referred to in the study as P1, P2, P3, and P4 to maintain their anonymity. I then transcribed the recordings and emailed summaries of my interpretation to the interviewees as part of member checking. There were no corrections required. I also reviewed company documents to triangulate the data in the interview transcripts. Yin's (2018) five-step process was used to analyze the data. Additionally, I used Nvivo to code and sort all data based on patterns. The coding system was validated by comparing the code selections with existing literature. I also used

existing literature to support my interpretation of the collected data in determining their relevance to the research question. The frequency of analogous words and phrases was then used to create codes in a thematic map to support the analysis. The word cloud in Figure 1 depicts the frequency of words used based on the size of the word.

Figure 1

Word Cloud Showing Frequency of Words

Table 2 shows the four themes revealed during data analysis and their frequency: (a) fostering a caring and empathic culture, (b) creating a positive work environment, (c) promoting employee training and development, and (d) implementing employee-centered compensation and benefits.

Table 2

Emerging Themes and Frequencies

Themes	% of participants	Frequency
Fostering a caring and empathic culture	100	40
Creating a positive work environment	100	36
Promoting employee training and development	100	33
Implementing employee-centered compensation and benefits	100	22

Theme 1: Fostering a Caring and Empathetic Culture

The first theme of leaders promoting a caring and empathetic culture emerged by analyzing the interview transcripts. All participants emphasized the importance of building a caring culture to increase employee loyalty and reduce employee turnover. P4 stated “keep them knowing that we care for them.” Similarly, P1 insisted, “We have always had the philosophy to look after people who look after us.” At the same time, P2 used the words: “take care of them.” P2 and P3 explained how they achieved increased institutional ownership when employees believed that leadership demonstrated care and empathy. The literature also supports these assertions. For example, Namin et al. (2022) posited that managers who foster a culture of employee care will benefit from reduced turnover rates due to heightened positive emotional energy, less stress, and enhanced organizational commitment. In keeping with the literature, P2 stated, “you can’t do anything wrong with the hotel,” linking care and empathy to increased organization ownership. Literature supports P2’s sentiments, where increased organizational

ownership is associated with organizational citizenship behavior to lower employer turnover (Jing & Yan, 2022; Zhao, 2022). The findings also reflect those of Mehra and Srivastava (2024), who recently examined the relationship between empathy and employee turnover, confirming that empathy is a fundamental tenet of strategies to reduce employee turnover. Organizations prioritizing caring and empathetic leadership will likely experience lower turnover rates.

Employees will seek employment elsewhere when leaders do not establish a culture of care and empathy across the organization. P4 described a situation where there was an unexplained increase in employee turnover, which an investigation eventually attributed to supervisors establishing a subculture devoid of empathy and care for employees. Notably, all participants highlighted decreased thresholds in employee sensitivities post-COVID-19 pandemic, particularly around employees' perception of care. In a pertinent link to a growing body of knowledge on the subject, Kaiser (2024) found that leader empathy has significantly impacted employee engagement since the COVID-19 pandemic. According to Kaiser, the relationship between empathy and engagement has strengthened. Within the literature review, Gupta and Gomathi (2022) identified a link between employee turnover and engagement. However, P4's explanation highlights that in a postpandemic world, a culture of care and empathy is even now more critical within the realm of employee engagement through its link with employee turnover.

Establishing a culture of care and empathy extends beyond the confines of the organization. According to P2, "It does not matter how much you know, it matters how

much you care." All participants emphasized the importance of employees perceiving that the organization cared about their well-being outside contractual expectations. P2 stated, "when they're at their lowest, you're there supporting them," while P1 explained how that business helped employees address age-related health issues beyond the remit of the employee health plan. P4 mentioned using care packages for employees in distress during natural disasters. Additionally, P2 explained the effectiveness of a foundation established by the organization, which, among other objectives, provides funding to employees to assist with rebuilding after hurricanes. According to P2, these mechanisms supported the operationalization and demonstration of care and empathy as perceived by the employees and were linked to an increased willingness to remain with the organization. The participants held the view that care and empathy transcended the boundaries of formal contractual agreements and yielded long-tenured employees. Similar views have been found in previous studies supporting these observations. For example, Chen et al. (2024) explored several factors influencing employee turnover, noting that perceived support for employees was linked to their reduced desire to leave. Providing further support, this study's literature review supports a link between individualized consideration and empathetic actions. From this perspective, the findings in this study show that leaders should consider demonstrating their commitment to employee well-being in strategies to reduce employee turnover.

Hotel leaders create opportunities to reinforce commitment to care and empathy by understanding various social and economic constraints employees face. P4 explained an approach requiring a thorough understanding of the socio-economic background of

employees. P4's sentiments echoed those of all other participants who described the need to remain updated on challenges that employees face, and it was an example of individualized consideration. Illustrating this link, Matthews and Erickson (2024) explained that individualized consideration behaviors supported gathering information, assessing individual needs, and acting in support of followers. Hence, the findings suggest that idealized influence allowed the participants to customize responses suited to individual employees as part of a caring and empathetic culture. Additionally, P1 related the use of effective and open communication to understand and respond to employee challenges during the COVID-19 pandemic. Similarly, P3 outlined a strategy of visiting employees throughout the day to have brief conversations to ascertain the level of their mental and physical well-being.

This finding broadly supports the work of other studies in this area, linking transformational leadership with empathy in the literature. Sharip et al. (2023) asserted that transformational leaders connect with their followers on a deeper level through their effective use of empathy. Salari and Nastiezaie (2020) established that transformational leadership behaviors enable leaders to consciously react to the issues faced by employees and attempt to address them. Additionally, P2 emphasized that frequent open communication is critical to shaping a new culture. The link between communication and transformational leadership is well elucidated in the literature. P2 and P3 explained that leaders must demonstrate how to communicate with employees. P3 said, "Walk down to the beach, talk to the beach, man," indicating idealized influence. Supporting this observation, Wilson Heenan et al. (2023) posited that transformational leaders serve as

role models in demonstrating effective communication while articulating their vision. Managers who frequently interact with employees positively influence an organization's caring culture.

Highlighting the benefits of demonstrated personal interactions with employees, P3 stated "that's where you develop the loyalty." All participants articulated that employees become more loyal to the organization and tend to remain when they perceive that the leader understands and cares about them. The finding is supported in the literature. Engelkes et al. (2024) reaffirmed that transformational leadership behaviors elicit increased loyalty to organizational goals. Incidentally, Nam and Lan (2024) validated the effectiveness of the findings in linking increased organizational loyalty to reduced employee turnover. Based on the findings, practices that foster organizational loyalty also reduce employee turnover.

Still, culture formation to support care and empathy could be a challenge precipitated by the lack of buy-in from middle managers. For example, P2 and P4 highlighted issues faced by middle managers when they addressed the challenges they had in implementing leadership strategies to reduce employee turnover. P2 and P4 explained that middle managers and supervisors often do not see the value in caring and empathetic approaches to employees. To further explain, P4 stated that the education and leadership qualifications of employees who get promoted organically into management often limit their ability to lead effectively and significantly contribute to change resistance and lack of buy-in from managers. These claims are supported by Jun and Eckardt (2023), who argued that hotel employees tend to possess comparatively lower

levels of education and qualifications. P2 and P4 further elucidated the issue in identifying manager insecurity as the source of reluctance to support strategies that involve care and empathy culture formation. Incidentally, Grønvad et al. (2024) identified middle manager insecurity as a source of change resistance. Nevertheless, P2 addressed the issue by focusing on recruitment and selection of managers to ensure job fit contextual to the culture formation. Meanwhile, P4 found that performance and talent management practices effectively minimized middle management disruptions to culture formation. The education and qualifications of middle managers and supervisors affects leaders' attempts at culture formation to reduce employee turnover.

Participants overwhelmingly praised the efficacy of family inclusion and support in their efforts to reduce employee turnover. P1 stated, "loyalty is something you have to build with the entire family," and P2 commented, "know what was happening with families." Participants believed that employees' perceptions of care extend to how the organization supports their families. In illustrating their approaches, P4 stated, "we give scholarships to their kids." Meanwhile, P3 and P4 alluded to staging family events on the property throughout the year. Furthermore, all participants emphasized that in times of crisis, their organization's policies supported a response to employees' families beyond the remit of established benefits. In supporting this notion, Meacham et al. (2025) asserted that organizations' policies should proactively focus on support to families to reduce employee turnover in high workload environments. Observably, all interviewees unanimously agreed that family support policies tailored to the needs of employees resulted in increased employee loyalty and reduced the likelihood of these employees

quitting. The statements from the participants evidenced recognizing the unique needs of each employee and their families, which further illustrated the centrality of individualized consideration in their attempts to promote a caring and empathetic culture.

Theme 2: Creating a Positive Work Environment

Work environment emerged as a central theme in the study and extended the discussion from the literature review. Participants statements supported the notion that a positive work environment which emphasizes employee well-being reduces employee turnover. For instance, P2 stated, “We ensure that working conditions mimic guest facilities.” Similarly, P3 said, “It’s a human thing, you being able to let employees feel comfortable and part of the business.” At the same time, P4 mentioned creating a family effect at work, which was also echoed in all participants’ comments. The participants’ statements reflect an employee-centric approach to creating a positive work environment. Literature has identified a growing trend where leaders adopt employee-centric approaches in business. For example, in their review, Pandey and Mahesh (2023) explained that businesses have increasingly considered people as a source of competitive advantage. Further validating the work of Pandey and Mahesh, P3 explained that staff is the hotel’s greatest asset and is critical for the business to remain viable. The evidence presented suggests a pertinent role for a people-centered environment within strategies to reduce employee turnover.

Further amplifying the sentiments of other participants, P2 explained that the work environment must promote job satisfaction. P2’s comments were unsurprising, given that research has linked the potency of the work environment in reducing turnover

to job satisfaction; however, there are divergent opinions on the role of job satisfaction in employee turnover. For example, in their correlational study, Syarif et al. (2024) found that job satisfaction and a positive work environment did not modify intent to leave. According to the researchers, other factors external to the work environment may have a more substantial influence that could effectively outweigh the benefits of job satisfaction. However, Elrayah and Mabkhot (2023) had previously contended that job satisfaction and environment affected employee turnover. Moreover, P3 also joined P2 in emphasizing the potency of a positive work environment. The sentiments of the current study participants suggest that despite the assertions of researchers, such as Syarif et al., the work environment reduces employee turnover. Notably, Syarif et al. highlighted the importance of an environment that fosters open communication to help leaders understand factors that may impact the employee-centric environment. Incidentally, three participants emphasized the criticality of open communication in the work environment.

All participants highlighted open communication as a key element of the work environment. P4 stated, “What we also do, which I think matters a lot, is that we have an open door policy.” P4 continued to say, “open up all lines of communication.” All participants delineated strategies where open communication was promoted so they could understand issues that affect employees within and external to the business. Similarly, P3 outlined a strategy in which one-on-one conversations with staff were part of a daily routine. This finding is also supported in the literature. For example, Phan Tan and Pham Xuan (2024) posited that open communication helps leaders cultivate a sense of trust and support that reinforces employees’ affinity with the organization. P4 also used open

communication with employees, allowing employee communication with leadership as a feedback mechanism. Literature suggests that P3 and P4 employed grassroots communication. According to Urbancová et al. (2024), grassroots or employee communication from below fostered a positive work environment and reduced employee turnover. Hence, grassroots communication is potent in creating a work environment to reduce employee turnover.

Social events are a potent factor in promoting a positive work environment. P1 explained that social events supported the creation of a positive organizational climate and increased employee loyalty to the business. P2 explained the benefits of increased employee ownership of the organization due to promoting constructive competition integrated with social events such as in-house sports competitions. P4 and P2 described how social engagement created an atmosphere of employee-level collaboration and self-management. These findings can be corroborated by previous work of scholars such as Georganta and Montgomery (2022). These scholars say social events support a positive environment, increase trust, and reduce employee turnover. Still, recent literature (Birmingham et al., 2024) has offered an important clarification suggesting that leaders must understand individual employee variations when using social events as part of their strategy. Notably, the literature review linked understanding individual employee differences to individualized consideration. Therefore, Birmingham et al.'s link between leadership understanding individual employees provides a significant conceptual advancement that explains the experiences of P4 and P2 in this study, where

transformational leadership behaviors are necessary when leaders use social events to create a positive environment.

Theme 3: Promoting Employee Training and Development

The responses from all participants indicated that they successfully reduced employee turnover through promoting training and development opportunities and advances the body knowledge in the literature review. All participants used the words "employee development." P3 described employee development as a key component in successfully reducing employee turnover as this increased employee perception of the organization's interest in their improvement. P2 and P3 explained that employee training instills pride and increases organizational loyalty. These statements also align with the literature review. For example, the Bharadwaj (2023) report showed that employees with opportunities for growth and skill enhancement are more likely to feel valued and satisfied in their roles, leading to higher organizational identification and reduced employee turnover. Based on the literature and evidence from the interviews, the increased organizational loyalty resulting from promoting training and development opportunities was potent in reducing employee turnover.

Comparison of these findings with those of other recent studies confirms the role of training and development in reducing employee turnover. Abdallah Yassine and Jacobs (2024) recently correlated employee training and development with reduced employee intention to leave. A central point of their work was to examine the extent of a moderated/mediated relationship closely. Notably, unlike similar reports such as Bharadwaj (2023), the researchers noted that individual differences, such as perceived

benefits, affected the effectiveness of training and development initiatives. The findings also justify the assertions of Abdallah Yassine and Jacobs. For example, P3, concerning the execution of training and development initiatives, stated that “overall, people want to feel you're making them better.” P2, in a similar vein, expressed that helping employees to get certified in their disciplines created a “feel-good nature.” The significance of these statements and the results of recent research demonstrate that hotel managers must consider the impact of individual factors on the efficacy of employing training and development to reduce employee turnover.

Research has elucidated the complexities associated with employee development as part of strategies to reduce employee turnover. Previous research (Martini et al., 2022) within the literature review mentioned concerns surrounding the development paradox. However, Ng et al. (2024), in their meta-analysis of over 1,000 reports, highlighted the efficacy of employer-sponsored career development in countering developmental paradox. In their quantitative investigation, Akintayo and Balogun (2024) found a link between integrated talent management strategies and employee turnover. According to the authors, employer-sponsored development complemented integrated talent management strategies to reduce employee turnover. Consistent with recent literature, all participants stated they provided sponsored training programs and mentorship in successful strategies to reduce employee turnover. Therefore, hotel leaders must consider creating sponsorship opportunities as part of employee development initiatives to reduce employee turnover.

The theme of promoting employee training and development conforms with the individualized consideration component of the transformational leadership theory. The individualized consideration dimension pertains to the leader mentoring followers and nurturing their development (Tang et al., 2024). The study participants' use of employee training and development is in accordance with previous studies that linked the theme to the transformational leadership theory. Illustrating this, Khalil and Sahibzadah (2021) previously argued that leaders use individualized consideration to foster personalized guidance and mentorship. Confirming these assertions, P2 emphasized the importance of leaders encouraging personalized training and development suited to each employee as part of their strategies to reduce employee turnover. P2 also mentioned providing self-paced learning tools suited to their development within individual disciplines. According to the participant, the strategy results in the employees perceiving increased loyalty and lower turnover, as they perceive the leader cares about their advancement. Therefore, hotel leaders should consider showing genuine concern for the interests of employees when dividing strategies to reduce employee turnover.

Job rotation formed part of development strategies to reduce employee turnover. P2 stated, "you need a certain amount of rotation." According to P2, employees will be "stuck in the same position" without rotation and eventually become dissatisfied. This finding is consistent with that of Bai et al.'s (2023) study, in which job rotation was found to reduce employee turnover intention. While the body of knowledge currently supports the favorable outcomes of job rotation, one observer previously drew attention to the emergence of a paradox in the consequences of job rotation. Foroutan et al. (2021)

linked job rotation with emotional exhaustion, increased turnover intentions, and service sabotage. Foroutan et al.'s perspectives precipitate the need for caution in interpreting the observations resulting from P2's experience with job rotation, nevertheless supported by literature.

One of the current discussions provides important clarity. In explicating Foroutan et al.'s (2021) claims, Alizadeh Majd et al. (2024) found that the adverse effects of job rotation could be mitigated by the implementation of role fit analysis, training, mentorship, and comprehensive understanding of employees' personal interest in roles. Incidentally, understanding the interests of employees is linked to individualized consideration (Bergh & Hoobler, 2022). P2 mentioned the importance of creating rotations to foster opportunities for employee promotions instead of forcing rotations, thereby enabling staff to participate based on personal interest instead of forcing participation in a rotation. P2 said, "You must know which employee likes to do what." This statement shows that P2 employed individualized consideration when implementing job rotation strategies. In line with Alizadeh Majd et al.'s assertions, transformational leadership behaviors mitigate the potential adverse effects of job rotation as part of strategies to reduce employee turnover.

Staff empowerment was key to developing the workforce and reducing employee turnover. Notably, all participants insisted that staff empowerment is critical to reducing turnover. For example, P2 mentioned "empowerment to make them independent," "enable staff," and "that's when you build the organization led by the employees." Furthermore, P3 spoke about enabling workers to create solutions instead of instructing

them, while P2 commented, “free thinkers.” Based on the discourse from the literature review, these leaders exhibited inspirational motivation, a behavior linked to reduced employee turnover (Gagné et al., 2020). Additionally, P4 mentioned initiatives to teach employees how to invest money. Notably, P1 and P2 described a strategy that involved encouraging employees to start a noncompeting business toward financial empowerment. According to all participants, employee empowerment results in increased organizational ownership.

Incidentally, Nawaz et al. (2024) linked the encouragement of employees to the intellectual stimulation dimension of transformational leadership. Furthermore, the finding expands the literature review and aligns with the current body of knowledge. For example, Al Zeer et al. (2023) posited that empowerment increased employees’ perception of feeling valued, thereby enhancing their commitment to the organization and intent to remain. Understanding the complexity of staff empowerment and employee development is vital. Accordingly, Jena and Nayak (2023) quantitatively elucidated the moderating role of employee empowerment in the association between employee retention and employee development. Taken together, the findings and literature support the notion that staff empowerment is synergistic with transformational leadership behaviors and is a key factor in employee development to reduce turnover.

Theme 4: Implementing Employee-Centered Compensation and Benefits

Compensation was a common theme that emerged in this study. The finding extends the literature review, demonstrating that compensation does not unilaterally affect employee turnover. All participants identified compensation as a critical element in

reducing employee turnover. However, they all used compensation as part of a situation and time-based support strategy for employees in times of need. “Further illustrating the prevalence of the theme, P4 highlighted a strategy in which bonuses were paid to staff twice per year during holiday periods. Additionally, all participants explained how they applied bonuses and stipends to employees' salaries at the beginning of the school year. For example, P2 stated, “I pay that out just before school starts.” The actions of the participants suggest that the compensation strategy reflected their understanding of individual circumstances and further demonstrates the efficacy of transformational leadership behaviors in developing compensation approaches.

Supporting the finding, Khan et al. (2024) posited that employee requirements must guide compensation policies. Moreover, all participants insisted that their compensation strategy resulted in greater organizational loyalty and commitment. As P2 stated, “They are now vested in the company.” P2’s experience can be linked to a supportive and empathetic compensation strategy. Mori et al. (2024) also supported this view and wrote that a supportive and caring approach promotes increased employee loyalty. The evidence reviewed here explains the efficacy of employee-centric compensation in reducing employee turnover.

Participants reported novel approaches to compensation driven by post-COVID-19 behavioral trends. The problem was summarized as a shift in employee behavior towards entrepreneurship and a willingness to explore other types of jobs. For example, P1 stated, “people pursuing the entrepreneur route” postpandemic. Meanwhile, P4 exclaimed, “The pandemic made people realize other ways of making money.” These

comments serve to expand the literature review related to the existing body of knowledge on pandemic-related resignations. Related to these sentiments, all participants explained that post-COVID-19 pandemic trends have nullified the effect of traditional compensation and benefits in reducing employee turnover. Regarding the pandemic's effects, P4 stated, “Turnover has just multiplied exponentially.” In this regard, the participants highlighted how they were forced to devise novel approaches to compensation. In responding to the crisis, P2 and P1 described a strategy in which employees were empowered to start non-competing businesses as a benefit while still employed at their hotels. P2, in a further step, promoted a policy where employees were allowed to work in similar industries during the slow periods, commenting, “usually my slow period,” and “they come back more well trained, more disciplined.” Based on existing literature, the participants integrated moonlighting policies into their approach to compensation and benefits.

In expanding on the result of the approach, P2 explained the benefits in statements, such as “they come back and train the rest of the team,” and notably, “they never pressure me for money.” Along the same lines, P1 mentioned allowing staff to be entrepreneurs, while P4 correspondingly allowed employees to benefit from other work, again indicating moonlighting. At first glance, the findings of this study do not support the previous research. For example, the work of Rispel et al. (2014) linked moonlighting with increased turnover. However, there is evidence of a subtle change in the discourse related to moonlighting over time. Markedly, Charma et al. (2021) observed Covid-19 pandemic-related changes in employees’ attitudes toward work and concluded that

employees showed increased proclivity toward secondary sources of revenue. Notably, a recent study by Sharma and Rautela (2024) supported the actions of study participants in reporting that leaders should adopt procedures to streamline moonlighting activities with organizational interests, considering the post-COVID-19 workforce behaviors. An implication of the finding is embedded in growing support for recent literature where leaders should revisit their approach to compensation and benefits and consider how moonlighting as a benefit could help address employee turnover in a post-pandemic environment.

Participants P2 and P4 described how the organization focused on benefits structure to attract and retain employees. Of significance, all participants stated that paying more money does not reduce employee turnover. For example, P2 stated: "Compensate them, but not pay them cash," while P4 explained that paying money never retains staff. Accordingly, the participants articulate a focus on benefits integrated within remuneration driven by an understanding of employees' needs and interests. Moreover, P1 linked benefits to increased loyalty from employees. All participants explained how the benefits structure was derived based on their understanding of the unique situations of their employees. Illustrating this, P2 stated, "people are more for benefits than salaries particularly among particular groups." P2 also stated that employees have become increasingly sensitive to work schedules and are more likely to quit due to dissatisfaction with work schedules. The significance of this statement is evidenced in the work of Shtembari et al. (2022). The scholars noted that COVID-19 had changed the attitude of employees toward work and found that a flexible work schedule was now seen as a top

benefit. Along these lines, P2 used flexible work schedules as a customized benefit based on individuals' needs to reduce turnover. Hence, the finding updates the literature supporting the idea that leaders must develop compensation and benefits packages while considering the post-pandemic workforce preferences.

Applications to Professional Practice

The findings of this study have several applications to professional practice as they address the specific business problem that some hotel managers may lack in terms of leadership strategies to reduce employee turnover. Recent developments in the phenomenon of employee turnover have led to renewed interest from scholars, particularly related to new workforce behaviors precipitated by the COVID-19 pandemic. COVID-19 accelerated the proliferation of adverse organizational environments with reduced focus on employment wellbeing and new employee sentiments towards organizations which in turn accelerated that rate of workforce resignations (Batiste, 2024; Meyer et al., 2024). Taken together, these studies show that leaders must devise new strategies to reduce employee turnover, given the new pandemic-induced workforce sentiments.

The study distilled four themes, which were supported by extant literature. The elements of individualized consideration, inspirational motivation, and idealized influence were evident in the participants' successful approach to reducing employee turnover. A significant finding in this study was that hotel managers must promote a caring and empathetic culture within the organization to reduce employee turnover. Meyer et al. (2024) attributed a recent global trend in employee turnover to leaders'

increased focus on business efficiency and less on caring about employees' holistic well-being. Hence, there is a definite need for hotel managers to reframe their approach to employee turnover. According to the study's participants, hotel managers should show concern for employees by leading by example, open communication, and using the knowledge gained to tailor responses to their needs to develop a culture of care and empathy throughout the organization. Based on the findings, hotel managers could consider including these behaviors to address employee well-being, which has become increasingly important to reduce employee turnover in a post-pandemic era.

Employee training and development forms a crucial part of strategies to reduce employee turnover. The study showed that individual employee preferences and interests must inform training and development. The result can be explained through the lens of Vroom's (1964) expectancy theory, which alludes to an individual's motivation being influenced by expected results and the intensity of their effort being propelled by the perception that their effort yield desired outcomes. Hence, the study's findings dictate that hotel managers must avoid a generic employee training and development approach. Instead, they should consider policies where training and development initiatives are tailored to employees' interests and expectations and where employees perceive their participation in such initiatives to be worthwhile. Additionally, the study shows that employees derive a sense of pride from receiving certificates. According to the participants, certificates instill a sense of accomplishment and pride within the workforce. Organizations should consider including certificate courses in employee training and development initiatives. Additionally, job rotation was revealed as a potent mechanism in

employee development but must be guided by employees' intertest. The literature review linked interesting work to increased job satisfaction. Therefore, organizational policymakers should also consider aligning employees' preferences within job rotation strategies. Taken together, these types of policies require leaders to apply individualized consideration behaviors when devising training and development initiatives.

The third theme aligns with the extant literature and updates applications to professional practice regarding the work environment, particularly around discourse related to communication. Importantly, practitioners should consider using bottom-up or grassroots communication when attempting to foster a desirable work environment. Additionally, the results show that social events, while effective in creating a positive work environment, must be planned with an understanding of individual variations among employees. Again, transformational leadership behaviors are crucial in gaining this insight. The results of the study also point to a family atmosphere at work. Though not supported in the literature, all participants successfully included promoting a family-like atmosphere at work to reduce turnover. Therefore, organizations should consider reframing policies to become more employee-centric in factoring in creating a family-like atmosphere at work.

Organizations typically recognize the importance of compensation and benefits in reducing employee turnover. However, one significant contribution of the study is underpinned by unanimous agreement from all participants that increasing salaries as part of compensation does not reduce employee turnover. The study shows that hotel managers should instead focus on a benefits strategy informed by individual needs. The

research demonstrated that the compensation and benefits strategy must include timing to support employees when their need to support their families peaks throughout the year. One way that leaders can facilitate this process is to gain an understanding of employees' needs through frequent, meaningful interaction. Additionally, hotel managers should consider moonlighting as a benefit in response to post COVID-19 precipitated attitudes towards work. The study's findings also shed light on the emergence of flexible work schedules as a crucial benefit also resulting from a post-pandemic rest of workforce behaviors. Leaders should consider reframing policies to prioritize work schedules synergistic with employees' personal goals and objectives. Overall, the research implication revolves around the need for organizations to recognize rapidly evolving employee expectations and behavioral shifts toward employees' well-being and motivation. Accordingly, transformational leadership behaviors provide leaders with a conduit to better understand and reorient themselves with the post-pandemic workforce as they devise strategies to reduce employee turnover.

Implications for Social Change

The study's findings directly affect positive social change. Hotels in the Caribbean support fenceline communities and provide revenue for governments to provide social support for the most vulnerable within Caribbean societies. The post-COVID-19 pandemic environment is characterized by employees showing an increased interest in self-fulfillment. A common thread in this study supports the need for leaders to recalibrate strategies to become employee centric. Furthermore, this research provides new information to hotel leaders to address new workforce trends that have contributed to

increased employee turnover. There is a growing body of literature that alludes to the importance of employee wellbeing in sustainable development. Illustrating this, Cooke et al. (2022) argued that employee-centered approaches, as demonstrated in this study, improve individuals and communicate toward achieving the United Nations Sustainable Development Goals. The study also demonstrates that employee support extends to their families, representing a further step towards sustainable development. Accordingly, this study's findings could provide tangible improvements to advancing sustainable development within the Caribbean.

Recommendations for Action

The study addressed successful leadership strategies hotel managers use to reduce employee turnover. According to the results, the post-COVID-19 workforce presents new challenges requiring a novel approach beyond contemporary paradigms. The four themes distilled from the study will allow organizations to reframe policies to reduce employee turnover in this new theatre. Forming a caring and empathetic culture, though a significant theme, could be challenging. However, in line with the study's results, Nguyen et al. (2023) found that transformational leadership behavior was positively associated with culture formation. Therefore, hotel managers should consider using transformational leadership behaviors to address the culture formation challenge and promote a culture of care and empathy. Specifically, managers should consider establishing meaningful relationships to better understand employees' socio-economic circumstances and inform the organization's approach to employee wellbeing. Managers should also lead by example by demonstrating open communication and promoting their

vision of care and empathy. Additionally, strategic hotel leaders must consider establishing programs that support families in times of unforeseen crisis. Furthermore, human resource practitioners should avoid promoting employees to managerial positions based on tenure. Instead, they should implement robust recruitment, selection, and doctrine to ensure managers are qualified and capable of executing the organization's cultural vision.

Hotel managers should consider streamlining contemporary approaches to training and development and work environment to align with employees' interests. Additionally, human resources management practitioners should integrate training development into talent management and consider accredited company-sponsored training courses that support career advancement. Such methodology should not be limited to types of skills development associated with the current job role but must be perceived by the employee as personalized overall career advancement. Additionally, managers should use intellectual stimulation and inspirational motivation behaviors to generate free thinking. Moreover, as part of a paradigm in addressing the post-pandemic workforce, managers should promote entrepreneurship among employees as a part of empowerment and demonstrate commitment to their interests. Furthermore, managers must create an employee-centric work environment. Operationalizing this, managers should consider that hotel employees' facilities mimic those of guests. Managers should also promote policies that support grassroots communication. Additionally, managers should encourage open communication by eliminating barriers within the hierarchy where employees can engage directly with the highest levels of hotel managers.

The study shows that increasing employees' salaries does not reduce employee turnover. Instead, compensation and benefits should be synergistic with employees' needs. Managers should first seek to understand each employee's circumstances by using individualized consideration behavior. The next steps should be guided by timing, where employees can access stipends, bonuses, and other forms of monetary compensation at times throughout the year when they are required to provide above-normal support for their families. Benefits are more potent in decreasing employee turnover than monetary compensation. Hence, human resource practitioners should consider supporting flexible work schedules that suit the employees' personal objectives. Finally, though historically controversial, the study shows that hotel managers should adopt policies that allow employees to moonlight to address the post-pandemic workforce paradigm.

Leaders in other industries and sectors that have experienced high employee turnover post-COVID-19 could benefit from my study. The study's results will be published in the ProQuest database and be accessible to scholar-practitioners who are interested in reducing employee turnover. Additionally, I will share a copy of the research with my study participants to support discussions within their organizations. Furthermore, the study results may also be disseminated through podcasts, LinkedIn, and other appropriate media.

Recommendations for Further Research

The current study is not free of limitations. Future research is required to solve the limitations of the study. The multiple case study was bounded within the hotel industry in the Caribbean. Therefore, the findings are not generalizable across other industries and

geographies. The cultural and economic context of the Caribbean may result in the findings not applying to other contexts. Accordingly, future research could improve this limitation by exploring other industry managers' leadership strategies to reduce employee turnover in other geographies. Additionally, the findings highlighted moonlighting as a strategy to reduce employee turnover. However, such methods require paradigm shifts in conventional organizational approaches to benefits. Therefore, future research should further investigate how moonlighting is operationalized. Additionally, future research could also include investigations from employees' perspectives on the effectiveness of leadership strategies to reduce turnover intent, a precursor to turnover.

Reflections

I have always been interested in the topic of employee turnover and the myriad destructive impacts the phenomenon generates in business and within the wider society. Accordingly, I have consistently sought avenues to understand the issue better. Obtaining a doctoral degree enabled me to study employee turnover and provide tangible solutions to the problem. Recognizing my passion for the topic guided by an interpretivist view, I also acknowledge the potential for bias. Therefore, I applied the lessons learned from my coursework in using reflexivity to mitigate bias in all research process stages.

Nevertheless, the process was not without challenges. Increased climate-related events recently impacted my study population and delayed my data collection schedule. The key takeaway is that climate events that negatively impact participants can significantly hamper research, mainly when using purposive sampling. Therefore, as climate-related events continue to increase, researchers must consider mitigations within

the research process to ensure that the research is not compromised. Despite the unforeseen hurdles, the data gained was unique and provided new perspectives on employee turnover.

Conclusion

Employee turnover remains a substantial issue in the hotel industry, impacting business viability and threatening Caribbean tourism-based economies. Through the lens of the transformational leadership theory, this multiple case study explored leadership strategies hotel managers use to reduce employee turnover. The guiding research question was: What leadership strategies do hotel managers use to reduce employee turnover? New trends characteristic of a postpandemic workforce mindset have necessitated new approaches to reduce employee turnover. The participants used novel people-centered strategies to reduce employee turnover. According to the results, the participating hotel managers reduced employee turnover by using strategies that included: (a) fostering a caring and empathic culture, (b) creating a positive work environment, (c) promoting employee training and development, and (d) implementing employee-centered compensation and benefits. Managers must first understand the new paradigms that have resulted from the post-COVID-19 workforce behaviors and the tendency for the factors to significantly increase turnover when managers use traditional methodologies to reduce turnover. Hence, the study demonstrates the need for business leaders to become realigned with the new workforce priorities, which have shifted exponentially toward employee wellbeing. Hotel managers play a role in positive social change since Caribbean nations depend on the viability of hotels. In supporting this mission, the

study's results can provide hotel leaders with updated information required to design novel approaches to reduce employee turnover.

References

Abdallah Yassine, R., & Jacobs, R. L. (2024). Addressing brain drain through employee development: The interplay of organizational commitment, turnover intention, and individual differences in Lebanon's health-care sector. *European Journal of Training and Development*, *49*(1/2), 175–195. https://doi.org/10.1108/ejtd-01-2024-0005

Abdou, A. H., Khalil, A. A., Mahmoud, H. M., Elsaied, M. A., & Elsaed, A. A. (2022). The impact of hospitality work environment on employees' turnover intentions during COVID-19 pandemic: The mediating role of work-family conflict. *Frontiers in Psychology*, *13*, 1–16. https://doi.org/10.3389/fpsyg.2022.890418

Aboramadan, M., & Dahleez, K. A. (2020). Leadership styles and employees' work outcomes in nonprofit organizations: The role of work engagement. *Journal of Management Development*, *39*(7/8), 869–893. https://doi.org/10.1108/jmd-12-2019-0499

Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, *10*(1), 641–652. https://doi.org/10.5267/j.msl.2019.9.015

Adeoye-Olatunde, O., & Olenik, N. (2021). Research and scholarly methods: Semi-structured interviews. *Journal of the American College of Clinical Pharmacy*, *4*(1), 1358–1367. https://doi.org/https://doi.org/10.1002/jac5.1441

Adnan, M., Ali, M. A., Rafiq, S., & Malik, A. (2022). Transformational and transactional leadership as a function of employee performance. *Journal of Accounting and Finance in Emerging Economies*, *8*(2), 557–566. https://doi.org/10.26710/jafee.v8i2.2414

Adriano, J. A., & Callaghan, C. (2023). Retention and turnover of staff undertaking degree studies: Insights and evidence from South Africa. *Personnel Review*, *52*(4), 1188–1208. https://doi.org/10.1108/pr-08-2019-0427

Afshari, L. (2021). Idealized influence and commitment: A granular approach in understanding leadership. *Personnel Review*, *51*(2), 805–822. https://doi.org/10.1108/pr-03-2020-0153

Aggarwal, A., Jaisinghani, D., & Nobi, K. (2022). Effect of organizational justice and support on organizational commitment and employee turnover intentions: the mediating role of employee engagement. *International Journal of Quality and Service Sciences*, *14*(4), 525–554. https://doi.org/10.1108/ijqss-08-2021-0112

Aguboshim, F. C. (2021). Adequacy of sample size in a qualitative case study and the dilemma of data saturation: A narrative review. *World Journal of Advanced Research and Reviews*, *10*(3), 180–187. https://doi.org/10.30574/wjarr.2021.10.3.0277

Ahmad Saufi, R., Aidara, S., Che Nawi, N. B., Permarupan, P. Y., Zainol, N. R., & Kakar, A. S. (2023). Turnover intention and its antecedents: The mediating role of work–life balance and the moderating role of job opportunity. *Frontiers in Psychology*, *14*(1), 1–12. https://doi.org/10.3389/fpsyg.2023.1137945

Ahn, J.-Y., & Huang, S. (2020). Types of employee training, organizational identification, and turnover intention: Evidence from Korean employees. *Problems and Perspectives in Management*, *18*(4), 517–526. https://doi.org/10.21511/ppm.18(4).2020.41

Akintayo, D. I., & Balogun, A. R. (2024). Integrated talent management strategies and employees' turnover intentions in manufacturing industries, south-west, Nigeria. *Gomal University Journal of Research*, *40*(1), 36–49. https://doi.org/10.51380/gujr-40-01-04

Al Zeer, I., Ajouz, M., & Salahat, M. (2023). Conceptual model of predicting employee performance through the mediating role of employee engagement and empowerment. *International Journal of Educational Management*, *37*(5), 986–1004. https://doi.org/10.1108/ijem-03-2023-0095

Alam, M. K. (2021). A systematic qualitative case study: Questions, data collection, NVIVO analysis and saturation. *Qualitative Research in Organizations and Management: An International Journal*, *16*(1), 1–31. https://doi.org/10.1108/qrom-09-2019-1825

Alizadeh Majd, A., Bell, R., Ali, S., Davoodi, A., & Nasirifar, A. (2024). The effect of job rotation on employee performance: The mediating role of HR strategy and training in the petrochemical industry. *Industrial and Commercial Training*, *56*(2), 93–105. https://doi.org/10.1108/ict-10-2023-0074

Allsop, D. B., Chelladurai, J. M., Kimball, E. R., Marks, L. D., & Hendricks, J. J. (2022). Qualitative methods with NVIVO software: A practical guide for analyzing qualitative data. *Psych*, *4*(2), 142–159. https://doi.org/10.3390/psych4020013

Alrowwad, A., Abualoush, S. H., & Masa'deh, R. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, *39*(2), 196–222. https://doi.org/10.1108/jmd-02-2019-0062

Alvesson, M., & Sandberg, J. (2020). The problematizing review: A counterpoint to Elsbach and Van Knippenberg's argument for integrative reviews. *Journal of Management Studies*, *57*(6), 1290–1304. https://doi.org/10.1111/joms.12582

Amah, O. E., & Oyetunde, K. (2023). The effect of servant leadership on employee turnover in SMEs: The role of career growth potential and employee voice. *International Journal of Entrepreneurship and Small Business*, *48*(4), 432–453. https://doi.org/10.1504/ijesb.2023.130830

Aman-Ullah, A., Aziz, A., Ibrahim, H., Mehmood, W., & Aman-Ullah, A. (2022). The role of compensation in shaping employee's behaviour: A mediation study through job satisfaction during the COVID-19 pandemic. *Revista de Gestão*, *30*(2), 221–236. https://doi.org/10.1108/rege-04-2021-0068

Andrews, M. (2021). Quality indicators in narrative research. *Qualitative Research in Psychology*, *18*(3), 353–368. https://doi.org/10.1080/14780887.2020.1769241

Andriani, R., Disman, D., Ahman, E., & Santoso, B. (2023). Empirical effects of work environment, job satisfaction and work engagement on turnover intention in

hospitality industry. *Jurnal Aplikasi Bisnis Dan Manajemen*, *9*(1), 129–140. https://doi.org/10.17358/jabm.9.1.129

Ann, S., & Blum, S. C. (2020). Motivating senior employees in the hospitality industry. *International Journal of Contemporary Hospitality Management*, *32*(1), 324–346. https://doi.org/10.1108/ijchm-08-2018-0685

Arias Valencia, M. M. (2022). Principles, scope, and limitations of the methodological triangulation. *Investigación y Educación En Enfermería*, *40*(2), 1–14. https://doi.org/10.17533/udea.iee.v40n2e03

Armstrong, A., Flynn, E., Salt, K., Briggs, J., Clarke, R., Vines, J., & MacDonald, A. (2022). Trust and temporality in participatory research. *Qualitative Research*, *23*(4), 1000–1021. https://doi.org/10.1177/14687941211065163

Askerud, A., Jaye, C., Doolan-Noble, F., & McKinlay, E. (2021). What do they get out of it? considering a partnership model in health service research. *Primary Health Care Research & Development*, *22*(1), 1–4. https://doi.org/10.1017/s1463423621000141

Avolio, B. J., & Bass, B. M. (1995). Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *The Leadership Quarterly*, *6*(2), 199–218. https://doi.org/10.1016/1048-9843(95)90035-7

Avrahami, D., Pessach, D., Singer, G., & Chalutz Ben-Gal, H. (2022). A human resources analytics and machine-learning examination of turnover: Implications for theory and Practice. *International Journal of Manpower*, *43*(6), 1405–1424. https://doi.org/10.1108/ijm-12-2020-0548

Azeem, M. U., Bajwa, S. U., Shahzad, K., & Aslam, H. (2020). Psychological contract violation and turnover intention: The role of job dissatisfaction and work disengagement. *Employee Relations: The International Journal*, *42*(6), 1291–1308. https://doi.org/10.1108/er-09-2019-0372

Badoiu, G.-A., Segarra-Ciprés, M., & Escrig-Tena, A. B. (2020). Understanding employees' intrapreneurial behavior: A case study. *Personnel Review*, *49*(8), 1677–1694. https://doi.org/10.1108/pr-04-2019-0201

Bai, Y., Zhou, J., & He, W. (2023). How employee job burnout, work engagement, and turnover intention relate to career plateau during the epidemic. *Social Sciences*, *12*(7), 394. https://doi.org/10.3390/socsci12070394

Baldwin, J., Pingault, J.-B., Schoeler, T., Sallis, H., & Munafo, M. R. (2022). Protecting against researcher bias in secondary data analysis: Challenges and potential solutions. *European Journal of Epidemiology*, *37*(1), 1–10. https://doi.org/10.31234/osf.io/md5pe

Barhate, B., & Dirani, K. M. (2022). Career aspirations of Generation Z: A systematic literature review. *European Journal of Training and Development*, *46*(1/2), 139–157. https://doi.org/10.1108/ejtd-07-2020-0124

Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.

Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organisational culture. *Public Administration Quarterly*, *17*(1), 112–121.

Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness: Through transformational leadership*. Sage.

Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, *88*(2), 207–218. https://doi.org/10.1037/0021-9010.88.2.207

Bastardoz, N., Jacquart, P., & Antonakis, J. (2022). Effect of crises on charisma signaling: A regression discontinuity design. *The Leadership Quarterly*, *0*(0), 101590. https://doi.org/10.1016/j.leaqua.2021.101590

Batiste, H. (2024). Management in times of crisis: A qualitative exploration of the great resignation from a social exchange perspective. *Compensation & Benefits Review*, *56*(3), 138–160. https://doi.org/10.1177/08863687231221854

Bazzoli, A., & Curcuruto, M. (2020). Safety leadership and safety voices: Exploring the mediation role of proactive motivations. *Journal of Risk Research*, *24*(11), 1368–1387. https://doi.org/10.1080/13669877.2020.1863846

Beauty, M., & Aigbogun, O. (2022). Effects of leadership styles on employee performance: A case study of Turnall Holdings Ltd, Harare. *International Journal of Academic Research in Business and Social Sciences*, *12*(1), 290–305. https://doi.org/10.6007/ijarbss/v12-i1/12037

Becker, L., Coussement, K., Büttgen, M., & Weber, E. (2021). Leadership in innovation communities: The impact of transformational leadership language on member participation. *Journal of Product Innovation Management*, *39*(3), 371–393. https://doi.org/10.1111/jpim.12588

Bee Wen, T., Choon Hee, O., Kowang, T. O., Char Fei, T. H., Chuin, T. P., & Wu, C.-H. (2023). An empirical study of leadership styles and employee job performance in

the Malaysian Private Industry. *International Journal of Academic Research in Business and Social Sciences*, *13*(3), 200–207. https://doi.org/10.6007/ijarbss/v13-i3/16453

Bell, R., & Warren, V. (2023). Illuminating a methodological pathway for doctor of business administration researchers: Utilizing case studies and mixed methods for applied research. *Social Sciences & Humanities Open*, *7*(1), 1–8. https://doi.org/10.1016/j.ssaho.2022.100391

Bergelson, I., Tracy, C., & Takacs, E. (2022). Best practices for reducing bias in the interview process. *Current Urology Reports*, *23*(11), 319–325. https://doi.org/10.1007/s11934-022-01116-7

Bergh, C., & Hoobler, J. M. (2022). Why and when is implicit racial bias linked to abusive supervision? The impact of manager racial microaggressions and individualized consideration. *Current Psychology*, *42*(25), 22036–22049. https://doi.org/10.1007/s12144-022-03292-8

Bharadwaj, S. (2023). Influence of training and development interventions on employee retention – an employer brand-based agenda. *LBS Journal of Management & Research*, *21*(2), 157–170. https://doi.org/10.1108/lbsjmr-12-2022-0080

Bharath, M. (2021). Something beyond paycheque to boosting employee retention: Evidence from a south Indian hospital. *Vilakshan - XIMB Journal of Management*, *20*(1), 114–129. https://doi.org/10.1108/xjm-03-2021-0072

Birmingham, W. C., Holt-Lunstad, J., Herr, R. M., & Barth, A. (2024). Social connections in the workplace. *American Journal of Health Promotion*, *38*(6), 886–891. https://doi.org/10.1177/08901171241255204b

Bjørvik, E., Thoresen, L., Salamonsen, A., Fauske, L., & Solbrække, K. N. (2023). Exploring the impact of interview location on knowledge development. *International Journal of Qualitative Methods*, *22*(1), 1–7. https://doi.org/10.1177/16094069231168483

Black, G. B., van Os, S., Machen, S., & Fulop, N. J. (2021). Ethnographic research as an evolving method for supporting healthcare improvement skills: A scoping review. *BMC Medical Research Methodology*, *21*(1), 1–12. https://doi.org/10.1186/s12874-021-01466-9

Boccoli, G., Gastaldi, L., & Corso, M. (2022). The evolution of employee engagement: Towards a social and contextual construct for balancing individual performance and wellbeing dynamically. *International Journal of Management Reviews*, *25*(1), 75–98. https://doi.org/10.1111/ijmr.12304

Bojović, I., & Jovanović, S. S. (2020). Transformational leadership and psychological needs of employees. *Technium Social Sciences Journal*, *7*(1), 226–235. https://doi.org/10.47577/tssj.v7i1.512

Bolt, E. E., Winterton, J., & Cafferkey, K. (2022). A century of labour turnover research: A systematic literature review. *International Journal of Management Reviews*, *24*(4), 555–576. https://doi.org/10.1111/ijmr.12294

Boutmaghzoute, H., & Moustaghfir, K. (2021). Exploring the relationship between corporate social responsibility actions and employee retention: A human resource management perspective. *Human Systems Management*, *40*(6), 789–801. https://doi.org/10.3233/hsm-211202

Brachle, B. J., McElravy, L. J., Matkin, G. S., & Hastings, L. J. (2021). Preparing leadership scholars in Phd programs: A review of research methodology. *Journal of Leadership Education*, *20*(3), 108–119. https://doi.org/https://doi.org/10.12806/V20/I3/R6

Bradley, S. H., DeVito, N. J., Lloyd, K. E., Richards, G. C., Rombey, T., Wayant, C., & Gill, P. J. (2020). Reducing bias and improving transparency in medical research: A critical overview of the problems, progress and suggested next steps. *Journal of the Royal Society of Medicine*, *113*(11), 433–443. https://doi.org/10.1177/0141076820956799

Brandhorst, J. K., Compton, C., Solon, K., Huyler, D., McGill, C. M., & Barnhart, L. (2023). What can grounded theory do for human resource development? An approach for post-pandemic research and beyond. *Human Resource Development Review*, *22*(2), 180–203. https://doi.org/10.1177/15344843221149309

Braun, V., & Clarke, V. (2020). One size fits all? What counts as quality practice in (reflexive) thematic analysis? *Qualitative Research in Psychology*, *18*(3), 328–352. https://doi.org/10.1080/14780887.2020.1769238

Brentnall, C., & Higgins, D. (2022). Problematising philosophical assumptions in EE's invisible college. *International Journal of Entrepreneurial Behavior &Research*, *28*(4), 878–909. https://doi.org/10.1108/ijebr-07-2021-0553

Brzustewicz, P., Escher, I., Hatami, A., Hermes, J., Keränen, A., & Ulkuniemi, P. (2022). Emergence of social impact in company–NGO relationships in corporate volunteering. *Journal of Business Research*, *140*(1), 62–75. https://doi.org/10.1016/j.jbusres.2021.11.089

Budur, T., & Poturak, M. (2021). Transformational leadership and its impact on customer satisfaction. Measuring mediating effects of organisational citizenship behaviours. *Middle East Journal of Management*, *8*(1), 67–91. https://doi.org/10.1504/mejm.2021.111997

Bulińska-Stangrecka, H., & Bagieńska, A. (2021). Culture-based green workplace practices as a means of conserving energy and other natural resources in the manufacturing sector. *Energies*, *14*(19), 1–21. https://doi.org/10.3390/en14196305

Burns, J. M. (1978). *Leadership.* Harper Row.

Burrows, D. N., Porter, C. O., & Amber, B. (2022). Beyond choosing to leave: The interactive effects of on- and off-the-job embeddedness on involuntary turnover. *Journal of Applied Psychology*, *107*(1), 130–141. https://doi.org/10.1037/apl0000881

Busari, A. H., Khan, S. N., Abdullah, S. M., & Mughal, Y. H. (2020). Transformational leadership style, followership, and factors of employees' reactions towards

organizational change. *Journal of Asia Business Studies*, *14*(2), 181–209. https://doi.org/10.1108/jabs-03-2018-0083

Busetto, L., Wick, W., & Gumbinger, C. (2020). How to use and assess qualitative research methods. *Neurological Research and Practice*, *2*(1), 1–10. https://doi.org/10.1186/s42466-020-00059-z

Bwowe, P. W. (2020). Employee turnover intention at a historically disadvantaged South African university. *Journal of Educational and Social Research*, *10*(6), 162–172. https://doi.org/10.36941/jesr-2020-0117

Byrne, D. (2021). A worked example of Braun and Clarke's approach to reflexive thematic analysis/ *Quality & Quantity*, *56*(3), 1391–1412. https://doi.org/10.1007/s11135-021-01182-y

Caduff, C., Bhangu, S., & Provost, F. (2023). Introduction to qualitative research methods – Part I. *Perspectives in Clinical Research*, *14*(1), 39–42. https://doi.org/10.4103/picr.picr_253_22

Caillier, J. G. (2020). The impact of workplace aggression on employee satisfaction with job stress, meaningfulness of work, and turnover intentions. *Public Personnel Management*, *50*(2), 159–182. https://doi.org/10.1177/0091026019899976

Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: Complex or simple? Research case examples. *Journal of Research in Nursing*, *25*(8), 652–661. https://doi.org/10.1177/1744987120927206

Canavesi, A., & Minelli, E. (2021). Servant leadership: A systematic literature review and network analysis. *Employee Responsibilities and Rights Journal*, *34*(3), 267–289. https://doi.org/10.1007/s10672-021-09381-3

Cao, T. T., & Le, P. B. (2022). Impacts of transformational leadership on organizational change capability: A two-path mediating role of trust in leadership. *European Journal of Management and Business Economics*, *0*(0). https://doi.org/10.1108/ejmbe-06-2021-0180

Capell, W. H., Wynia, M. K., Hurley, E. A., & Bonaca, M. P. (2021). Should participants in clinical trials be able to withdraw from passive follow-up? *Ethics & Human Research*, *43*(1), 32–36. https://doi.org/10.1002/eahr.500077

Casu, G., Mariani, M. G., Chiesa, R., Guglielmi, D., & Gremigni, P. (2021). The role of organizational citizenship behavior and gender between job satisfaction and task performance. *International Journal of Environmental Research and Public Health*, *18*(18), 1–14. https://doi.org/10.3390/ijerph18189499

Caza, A., Caza, B. B., & Posner, B. Z. (2021). Transformational leadership across cultures: Follower perception and satisfaction. *Administrative Sciences*, *11*(1), 1–11. https://doi.org/10.3390/admsci11010032

Charma, S., Choudhary, V., & Saini, G. (2021). Effect of job satisfaction on moonlighting intentions: Mediating effect of organizational commitment. *European Research on Management and Business Economics*, *27*(1), 100137. https://doi.org/10.1016/j.iedeen.2020.100137

Charmaz, K., & Thornberg, R. (2021). The pursuit of quality in grounded theory. *Qualitative Research in Psychology*, *18*(3), 305–327. https://doi.org/10.1080/14780887.2020.1780357

Chen, Y., Xia, P., Liu, C., Ye, C., Zeng, Q., & Liang, B. (2024). Corrigendum: A chain mediation model on organizational support and turnover intention among healthcare workers in Guangdong Province, China. *Frontiers in Public Health, 12.* https://doi.org/10.3389/fpubh.2024.1448762

Chen, Z., Choe, C., Cong, J., & Matsushima, N. (2022). Data-driven mergers and personalization. *The RAND Journal of Economics*, *53*(1), 3–31. https://doi.org/10.1111/1756-2171.12398

Cheng, Y., Wang, Y., & Pan, F. (2022). The impact of CSR perceptions on employees' turnover intention during the COVID-19 crisis in China. *International Journal of Environmental Research and Public Health*, *19*(14), 1–14. https://doi.org/10.3390/ijerph19148297

Choper, J., Schneider, D., & Harknett, K. (2021). Uncertain time: Precarious schedules and job turnover in the US service sector. *ILR Review*, *75*(5), 1099–1132. https://doi.org/10.1177/00197939211048484

Clarke, B., Schiavone, S., & Vazire, S. (2023). What limitations are reported in short articles in social and personality psychology? *Journal of Personality and Social Psychology*, *125*(4), 874–901. https://doi.org/10.1037/pspp0000458

Cohen, N. A., & Yoon, J. (2020). Who makes whom charismatic? Leadership identity negotiation in work teams. *Journal of Leadership & Organizational Studies*, *28*(1), 5–16. https://doi.org/10.1177/1548051820950372

Collins, L., Brezina, V., Demjén, Z., Semino, E., & Woods, A. (2022). Corpus linguistics and clinical psychology. *International Journal of Corpus Linguistics*, *28*(1), 28–59. https://doi.org/10.1075/ijcl.21019.col

Cook, R. M., Crabtree, R., Sackett, C. R., Baylin, A., & Sharma, J. (2023). Doctoral students' experiences of nondisclosure with their dissertation chair. *Counselor Education and Supervision*, *62*(1), 64–79. https://doi.org/10.1002/ceas.12265

Cooke, F. L., Dickmann, M., & Parry, E. (2022). Building sustainable societies through human-centred human resource management: Emerging issues and research opportunities. *The International Journal of Human Resource Management*, *33*(1), 1–15. https://doi.org/10.1080/09585192.2021.2021732

Crayne, M. P., & Medeiros, K. E. (2021). Making sense of crisis: Charismatic, ideological, and pragmatic leadership in response to COVID-19. *American Psychologist*, *76*(3), 462–474. https://doi.org/10.1037/amp0000715

Cui, F., Lim, H., & Song, J. (2022). The influence of leadership style in China SMEs on enterprise innovation performance: The mediating roles of organizational learning. *Sustainability*, *14*(6), 1–17. https://doi.org/10.3390/su14063249

Curtis, A. C., & Keeler, C. (2022). Interpretive methodologies in qualitative nursing research. *AJN, American Journal of Nursing*, *122*(10), 45–49. https://doi.org/10.1097/01.naj.0000890224.65902.0a

Cypress, B. S. (2017). Rigor or reliability and validity in qualitative research. *Dimensions of Critical Care Nursing*, *36*(4), 253–263. https://doi.org/10.1097/dcc.0000000000000253

Dalton, D. R., Krackhardt, D. M., & Porter, L. W. (1981). Functional turnover: An empirical assessment. *Journal of Applied Psychology*, *66*(6), 716–721. https://doi.org/10.1037/0021-9010.66.6.716

Dartey-Baah, K., & Agbozo, R. K. (2021). Does organisational politics affect leaders' ability to engage Ghanaian bankers? *Industrial and Commercial Training*, *53*(3), 217–236. https://doi.org/10.1108/ict-09-2019-0091

Davies, L., LeClair, K. L., Bagley, P., Blunt, H., Hinton, L., Ryan, S., & Ziebland, S. (2020). Face-to-face compared with online collected accounts of health and illness experiences: A scoping review. *Qualitative Health Research*, *30*(13), 2092–2102. https://doi.org/10.1177/1049732320935835

Dawadi, S., Shrestha, S., & Giri, R. A. (2021). Mixed-methods research: A discussion on its types, challenges, and criticisms. *Journal of Practical Studies in Education*, *2*(2), 25–36. https://doi.org/10.46809/jpse.v2i2.20

de la Croix, A., Barrett, A., & Stenfors, T. (2018). How to…do research interviews in different ways. *The Clinical Teacher*, *15*(6), 451–456. https://doi.org/10.1111/tct.12953

De Oliveira, B. (2023). Participatory action research as a research approach: Advantages, limitations and criticisms. *Qualitative Research Journal*, *23*(3), 287–297. https://doi.org/10.1108/qrj-08-2022-0101

De Sutter, E., Coopmans, B., Vanendert, F., Dooms, M., Allegaert, K., Borry, P., & Huys, I. (2021). Clinical research in neonates: Redesigning the informed consent process in the digital era. *Frontiers in Pediatrics*, *9*(1), 1–10. https://doi.org/10.3389/fped.2021.724431

Degbey, W. Y., Rodgers, P., Kromah, M. D., & Weber, Y. (2021). The impact of psychological ownership on employee retention in mergers and acquisitions. *Human Resource Management Review*, *31*(3), 1–16. https://doi.org/10.1016/j.hrmr.2020.100745

De Jonckheere, M., & Vaughn, L. M. (2019). Semistructured interviewing in primary care research: A balance of relationship and rigour. *Family Medicine and Community Health*, *7*(2), 1–8. https://doi.org/10.1136/fmch-2018-000057

Denieffe, S. (2020). Commentary: Purposive sampling: Complex or simple? research case examples. *Journal of Research in Nursing*, *25*(8), 662–663. https://doi.org/10.1177/1744987120928156

Department of Health, Education, and Welfare. (1979). *The Belmont report: Ethical principles and guidelines for the protection of human subjects of research.* http://www.hhs.gov/ohrp/humansubjects/guidance/belmont.html

Deterding, N. M., & Waters, M. C. (2021). Flexible coding of in-depth interviews: A twenty-first-century approach. *Sociological Methods & Research*, *50*(2), 708–739. https://doi.org/10.1177/0049124118799377

Dolasinski, M. J., & Roberts, C. (2020). Turnover and performance in full- and select-service hotels. *Journal of Hospitality & Tourism Research, 44*(8), 1335–1338. https://doi.org/10.1177/1096348020955213

Dougherty, M. V. (2021). The use of confidentiality and anonymity protections as a cover for fraudulent fieldwork data. *Research Ethics, 17*(4), 480–500. https://doi.org/10.1177/17470161211018257

Downton, J. V. (1973). *Rebel leadership: Commitment and charisma in the revolutionary process*. Free Press.

Dunwoodie, K., Macaulay, L., & Newman, A. (2022). Qualitative interviewing in the field of work and organisational psychology: Benefits, challenges and guidelines for researchers and reviewers. *Applied Psychology*, *72*(2), 863–889. https://doi.org/10.1111/apps.12414

Edwards, R., & Holland, J. (2020). Reviewing challenges and the future for qualitative interviewing. *International Journal of Social Research Methodology*, *23*(5), 581–592. https://doi.org/10.1080/13645579.2020.1766767

Efianda, A., & Iswahyuni, I. (2021). Political leadership and transactional leadership. *International Journal of Multicultural and Multireligious Understanding*, *8*(9), 238–243. https://doi.org/10.18415/ijmmu.v8i9.3020

Eide, A. E., Saether, E. A., & Aspelund, A. (2020). An investigation of leaders' motivation, intellectual leadership, and sustainability strategy in relation to Norwegian manufacturers' performance. *Journal of Cleaner Production*, *254*(1), 1–12. https://doi.org/10.1016/j.jclepro.2020.120053

Elrayah, M., & Mabkhot, H. (2023). Organizational commitment and employees turnover intention in Saudi public sector: The mediating role of job satisfaction and work environment. *International Journal of Professional Business Review*, *8*(10). https://doi.org/10.26668/businessreview/2023.v8i10.3788

Els, V., Brouwers, M., & Lodewyk, R. B. (2021). Quality of work life: Effects on turnover intention and organisational commitment amongst selected South African Manufacturing Organisations. *SA Journal of Human Resource Management*, *19*(1), 1–10. https://doi.org/10.4102/sajhrm.v19i0.1407

Engelkes, T., Sverke, M., & Lindholm, T. (2024). Predicting loyalty: Examining the role of social identity and leadership in an extreme operational environment—a Swedish case. *Armed Forces & Society*, *50*(3), 607–627. https://doi.org/10.1177/0095327x221150948

Enworo, O. C. (2023). Application of Guba and Lincoln's parallel criteria to assess trustworthiness of qualitative research on indigenous social protection systems. *Qualitative Research Journal*, *23*(4), 372–384. https://doi.org/10.1108/qrj-08-2022-0116

Fauzi, M. A., Martin, T., & Ravesangar, K. (2021). The influence of transformational leadership on Malaysian students' entrepreneurial behaviour. *Entrepreneurial Business and Economics Review*, *9*(1), 89–103. https://doi.org/10.15678/eber.2021.090106

Fielding-Miller, R., Kim, S., Bowles, J., Streuli, S., & Davidson, P. (2022). "We're already doing this work": Ethical research with community-based organizations. *BMC*

Medical Research Methodology, *22*(1), 1–10. https://doi.org/10.1186/s12874-022-01713-7

Finn, G. M., Dueñas, A. N., Kehoe, A., & Brown, M. E. (2022). A novice's guide to qualitative health professions education research. *Clinical and Experimental Dermatology*, *47*(12), 2090–2095. https://doi.org/10.1111/ced.15381

Fische, E., & Guzel, G. (2022). The case for qualitative research. *Journal of Consumer Psychology*, *33*(1), 259–272. https://doi.org/ doi.org/10.1002/jcpy.1300

Foroutan, T., Safavi, H. P., & Bouzari, M. (2021). The ugly side of job rotation. *International Journal of Hospitality Management*, *95*, 102929. https://doi.org/10.1016/j.ijhm.2021.102929

Fox, A., & Busher, H. (2022). Democratising ethical regulation and practice in educational research. *Education Sciences*, *12*(10), 1–10. https://doi.org/10.3390/educsci12100674

Frechette, J., Bitzas, V., Aubry, M., Kilpatrick, K., & Lavoie-Tremblay, M. (2020). Capturing lived experience: Methodological considerations for interpretive phenomenological inquiry. *International Journal of Qualitative Methods*, *19*(1), 1–19. https://doi.org/10.1177/1609406920907254

Froehlich, D. E., Van Waes, S., & Schäfer, H. (2020). Linking quantitative and qualitative network approaches: A review of mixed methods social network analysis in education research. *Review of Research in Education*, *44*(1), 244–268. https://doi.org/10.3102/0091732x20903311

Fusch, P., & Ness, L. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, *20*(9), 1408–1416. https://doi.org/10.46743/2160-3715/2015.2281

Gabriel, O., De Alwis, D., Jayang, E., & Lee Chung Wai, S. (2022). The impact of transformational leadership on Generation Z employee retention and innovative behaviour: A case of Malaysian hotel industry. *International Journal of Multicultural and Multireligious Understanding*, *9*(4), 35–53. https://doi.org/http://dx.doi.org/10.18415/ijmmu.v9i4.3667

Gagné, M., Morin, A. J., Schabram, K., Wang, Z. N., Chemolli, E., & Briand, M. (2020). Uncovering relations between leadership perceptions and motivation under different organizational contexts: A multilevel cross-lagged analysis. *Journal of Business and Psychology*, *35*(6), 713–732. https://doi.org/10.1007/s10869-019-09649-4

Gebregziabher, D., Berhanie, E., Berihu, H., Belstie, A., & Teklay, G. (2020). The relationship between job satisfaction and turnover intention among nurses in Axum comprehensive and specialized hospital Tigray, Ethiopia. *BMC Nursing*, *19*(1), 1–8. https://doi.org/10.1186/s12912-020-00468-0

Georganta, K., & Montgomery, A. (2022). Workplace fun is not enough: The role of work engagement and trust. *Cogent Psychology*, *9*(1). https://doi.org/10.1080/23311908.2022.2060603

George, M. S., Gaitonde, R., Davey, R., Mohanty, I., & Upton, P. (2023). Engaging participants with research findings: A rights-informed approach. *Health Expectations*, *26*(2), 765–773. https://doi.org/10.1111/hex.13701

Gill, S. (2020). Qualitative sampling methods. *Journal of Human Lactation*, *36*(4), 579–581. https://doi.org//10.1177/0890334420949218

Godinic, D., Obrenovic, B., & Khudaykulov, A. (2020). Effects of economic uncertainty on mental health in the COVID-19 pandemic context: Social identity disturbance, job uncertainty and psychological well-being model. *International Journal of Innovation and Economic Development*, *6*(1), 61–74. https://doi.org/10.18775/ijied.1849-7551-7020.2015.61.2005

Gom, D., Lew, T. Y., Jiony, M. M., Tanakinjal, G. H., & Sondoh, S. (2021). The role of transformational leadership and psychological capital in the hotel industry: A sustainable approach to reducing turnover intention. *Sustainability*, *13*(19), 1–20. https://doi.org/10.3390/su131910799

Gong, B., & Sims, R. L. (2023). Psychological contract breach during the pandemic: How an abrupt transition to a work from home schedule impacted the employment relationship. *Journal of Business Research*, *154*(1), 1–13. https://doi.org/10.1016/j.jbusres.2022.08.023

Greenleaf, R. K. (1970). *The servant as leader*. Center for Applied Studies.

Grønvad, M. T., Abildgaard, J. S., & Aust, B. (2024). Moving beyond resistance and readiness: Reframing change reactions as change related subject positioning.

Journal of Change Management, *24*(1), 5–24. https://doi.org/10.1080/14697017.2023.2275253

Grossman, R., & Mazer, D. (2021). Too good to give up? How individuals' team and contextual experiences shape their turnover intentions. *The Psychologist-Manager Journal*, *24*(4), 220–249. https://doi.org/10.1037/mgr0000121

Guest, G., Namey, E., & Chen, M. (2020). A simple method to assess and report thematic saturation in qualitative research. *PLOS ONE*, *15*(5), 1–17. https://doi.org/10.1371/journal.pone.0232076

Gupta, A., & Gomathi, S. (2022). Mediating role of employee engagement on the effect of inclusion and organizational diversity on turnover intention. *International Journal of Human Capital and Information Technology Professionals*, *13*(1), 1–23. https://doi.org/10.4018/ijhcitp.300313

Hai, T. N., Van, T. T., & Thi, H. N. (2021). Relationship between transformational leadership style and leadership thinking of provincial administration leaders. *Emerging Science Journal*, *5*(5), 714–730. https://doi.org/10.28991/esj-2021-01307

Hallo, L., Nguyen, T., Gorod, A., & Tran, P. (2020). Effectiveness of leadership decision-making in complex systems. *Systems*, *8*(1), 1–21. https://doi.org/10.3390/systems8010005

Halpern, S. D., Chowdhury, M., Bayes, B., Cooney, E., Hitsman, B. L., Schnoll, R. A., Lubitz, S. F., Reyes, C., Patel, M. S., Greysen, S. R., Mercede, A., Reale, C., Barg, F. K., Volpp, K. G., Karlawish, J., & Stephens-Shields, A. J. (2021). Effectiveness

and ethics of incentives for research participation. *JAMA Internal Medicine*, *181*(11), 1479–1488. https://doi.org/10.1001/jamainternmed.2021.5450

Hamstra, M. R. W., Schreurs, B., Maxim Laurijssen, L., & Marescaux, E. (2023). Who wants to leave when facing mass lay-off: A regulatory focus perspective on turnover intentions and mobility-oriented behavior. *Career Development International*, *28*(2), 145–159. https://doi.org/10.1108/cdi-11-2022-0315

Han, J. W. (2020). A review of antecedents of employee turnover in the hospitality industry on individual, team and organizational levels. *International Hospitality Review*, *36*(1), 156–173. https://doi.org/10.1108/ihr-09-2020-0050

Hasanah, V. R., Ardiwinata, J. S., Jubaedah, Y., Ariani, I. P., & Ardiyanto, A. P. (2022). The role of community mobilizers in family economic empowerment. *Edukasi*, *16*(2), 153–158. https://doi.org/10.15294/edukasi.v16i2.41562

Henke, R. M. (2023). The great opportunity for workforce health. *American Journal of Health Promotion*, *37*(4), 566–582. https://doi.org/10.1177/08901171231159711

Hennink, M., & Kaiser, B. N. (2022). Sample sizes for saturation in qualitative research: A systematic review of empirical tests. *Social Science & Medicine*, *292*(1), 1–10. https://doi.org/10.1016/j.socscimed.2021.114523

Ho, D. H., Wang, J., & Kim, H.-S. (2023). Exploring leadership style and employee attitude through cluster and sentiment analyses of in-depth interviews of employees. *Administrative Sciences*, *13*(3), 1–13. https://doi.org/10.3390/admsci13030091

Horsfall, M., Eikelenboom, M., Draisma, S., & Smit, J. H. (2021). The effect of rapport on data quality in face-to-face interviews: Beneficial or detrimental? *International Journal of Environmental Research and Public Health*, *18*(20), 1–10. https://doi.org/10.3390/ijerph182010858

Houghton, C., Casey, D., Shaw, D., & Murphy, K. (2013). Rigour in qualitative case-study research. *Nurse Researcher*, *20*(4), 12–17. https://doi.org/10.7748/nr2013.03.20.4.12.e326

Howard-Grenville, J., Nelson, A., Vough, H., & Zilber, T. B. (2021). From the editors. Achieving fit and avoiding misfit in qualitative research. *Academy of Management Journal*, *64*(5), 1313–1323. https://doi.org/10.5465/amj.2021.4005

Hower, H., LaMarre, A., Bachner-Melman, R., Harrop, E. N., McGilley, B., & Kenny, T. E. (2022). Conceptualizing eating disorder recovery research: Current perspectives and future research directions. *Journal of Eating Disorders*, *10*(1), 1–16. https://doi.org/10.1186/s40337-022-00678-8

Howlett, M. (2021). Looking at the 'field' through a zoom lens: Methodological reflections on conducting online research during a global pandemic. *Qualitative Research*, *22*(3), 387–402. https://doi.org/10.1177/1468794120985691

Hu, H., Wang, C., Lan, Y., & Wu, X. (2022). Nurses' turnover intention, hope and career identity: The mediating role of job satisfaction. *BMC Nursing*, *21*(1), 1–11. https://doi.org/10.1186/s12912-022-00821-5

Hui, Z. (2021). Corporate social responsibilities, psychological contracts and employee turnover intention of SMEs in China. *Frontiers in Psychology*, *12*(1), 1–12. https://doi.org/10.3389/fpsyg.2021.754183

Hussain, M. K., & Khayat, R. A. (2021). The impact of transformational leadership on job satisfaction and organisational commitment among hospital staff: A systematic review. *Journal of Health Management*, *23*(4), 614–630. https://doi.org/10.1177/09720634211050463

Huynh, G. T. (2021). The effect of transformational leadership on nonfamily international intrapreneurship behavior in family firms: The mediating role of psychological empowerment. *Journal of Asian Business and Economic Studies*, *28*(3), 204–224. https://doi.org/10.1108/jabes-04-2021-0047

Ibrahim, N., Selim, A., Ng, F., Kasaby, M., Ali, A. M., Eweida, R., Almakki, D., Elaagib, A., & Slade, M. (2022). Experiences of peer support workers supporting individuals with substance use disorders in Egypt: Phenomenological analysis. *BMC Health Services Research*, *22*(1), 1–15. https://doi.org/10.1186/s12913-022-08393-5

Im, D., Pyo, J., Lee, H., Jung, H., & Ock, M. (2023). Qualitative research in healthcare: Data analysis. *Journal of Preventive Medicine and Public Health*, *56*(2), 100–110. https://doi.org/ https://doi.org/10.3961/jpmph.22.471

Inayat, W., & Jahanzeb Khan, M. (2021). A study of job satisfaction and its effect on the performance of employees working in private sector organizations, Peshawar.

Education Research International, *2021*, 1–9. https://doi.org/10.1155/2021/1751495

Irvine, F. E., Clark, M. T., Efstathiou, N., Herber, O. R., Howroyd, F., Gratrix, L., Sammut, D., Trumm, A., Hanssen, T. A., Taylor, J., & Bradbury-Jones, C. (2020). The state of mixed methods research in nursing: A focused mapping review and synthesis. *Journal of Advanced Nursing*, *76*(11), 2798–2809. https://doi.org/10.1111/jan.14479

Islam, M. N., Furuoka, F., & Idris, A. (2020). The impact of trust in leadership on organizational transformation. *Global Business and Organizational Excellence*, *39*(4), 25–34. https://doi.org/10.1002/joe.22001

Islam, M. N., Furuoka, F., & Idris, A. (2021). Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change. *Asia Pacific Management Review*, *26*(2), 95–102. https://doi.org/10.1016/j.apmrv.2020.09.002

Jacobsen, C. B., Hansen, A. L., & Pedersen, L. D. (2022). Not too narrow, not too broad: Linking span of control, leadership behavior, and employee job satisfaction in public organizations. *Public Administration Review*, *83*(4), 775–792. https://doi.org/10.1111/puar.13566

Jafari-Sadeghi, V., Dutta, D. K., Ferraris, A., & Del Giudice, M. (2020). Internationalisation business processes in an under-supported policy contexts: Evidence from Italian SMEs. *Business Process Management Journal*, *26*(5), 1055–1074. https://doi.org/10.1108/bpmj-03-2019-0141

Jaroliya, D., & Gyanchandani, R. (2021). Transformational leadership style: A boost or hindrance to team performance in IT sector. *Vilakshan - XIMB Journal of Management*, *19*(1), 87–105. https://doi.org/10.1108/xjm-10-2020-0167

Jasiński, A. M., & Derbis, R. (2022). Work stressors and intention to leave the current workplace and profession: The mediating role of negative affect at work. *International Journal of Environmental Research and Public Health*, *19*(21), 1–16. https://doi.org/10.3390/ijerph192113992

Jena, L., & Nayak, U. (2023). Organizational career development and retention of millennial employees: Role of job satisfaction, organizational engagement and employee empowerment. *International Journal of Organization Theory & Behavior*, *26*(1/2), 115–131. https://doi.org/10.1108/ijotb-08-2022-0159

Jiang, L., & Liang, X. (2023). Influencing factors of Chinese EFL students' continuance learning intention in SPOC-based blended learning environment. *Education and Information Technologies*, *28*(10), 13379–13404. https://doi.org/10.1007/s10639-023-11734-4

Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: The mediating role of employee engagement. *Frontiers in Psychology*, *13*, 1–12. https://doi.org/10.3389/fpsyg.2022.831060

Jing, J., & Yan, J. (2022). Study on the effect of employees' perceived organizational support, psychological ownership, and turnover intention: A case of China's

employee. *International Journal of Environmental Research and Public Health*, *19*(10), 6016. https://doi.org/10.3390/ijerph19106016

John, A., Shahzadi, G., Khan, K. I., Chaudhry, S., & Sarwar Bhatti, M. A. (2022). Charity begins at home: Understanding the role of corporate social responsibility and human resource practices on employees' attitudes during COVID-19 in the hospitality sector. *Frontiers in Psychology*, *13*(1), 1–11. https://doi.org/10.3389/fpsyg.2022.828524

Johnson, J. L., Adkins, D., & Chauvin, S. (2020). A review of the quality indicators of rigor in qualitative research. *American Journal of Pharmaceutical Education*, *84*(1), 138–146. https://doi.org/10.5688/ajpe7120

Jolly, P. M., McDowell, C., Dawson, M., & Abbott, J. (2021). Pay and benefit satisfaction, perceived organizational support, and turnover intentions: The moderating role of Job Variety. *International Journal of Hospitality Management*, *95*(1), 1–5. https://doi.org/10.1016/j.ijhm.2021.102921

Jones, J. A., & Donmoyer, R. (2020). Improving the trustworthiness/validity of interview data in qualitative nonprofit sector research: The formative influences timeline. *Nonprofit and Voluntary Sector Quarterly*, *50*(4), 889–904. https://doi.org/10.1177/0899764020977657

Jong, J., & Ford, M. (2020). An exploration of the relationship between autonomy congruence, perceived supervisor individualized consideration, and employee outcomes. *Review of Public Personnel Administration*, *41*(3), 566–592. https://doi.org/10.1177/0734371x20917185

Juang, T., Landers, A., Rodrigues, A. E., Schubert, L., & Hendrickson, K. R. (2023). Virtual interviewing in the MedPhys match: Experiences of applicants and programs. *Journal of Applied Clinical Medical Physics*, *24*(6), 1–19. https://doi.org/10.1002/acm2.14007

Jun, K., & Lee, J. (2023). Transformational leadership and followers' innovative behavior: Roles of commitment to change and organizational support for creativity. *Behavioral Sciences*, *13*(4), 1–19. https://doi.org/10.3390/bs13040320

Jun, M., & Eckardt, R. (2023). Training and employee turnover: A social exchange perspective. *BRQ Business Research Quarterly*. https://doi.org/10.1177/23409444231184482

Jung, H. S., Jung, Y. S., & Yoon, H. H. (2021). Covid-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International Journal of Hospitality Management*, *92*(1), 1–10. https://doi.org/10.1016/j.ijhm.2020.102703

Kaiser, R. B. (2024). Has empathy really become more important to leadership since the COVID-19 pandemic? *Consulting Psychology Journal*, *76*(2), 113–136. https://doi.org/10.1037/cpb0000273

Kanchana, L., & Jayathilaka, R. (2023). Factors impacting employee turnover intentions among professionals in Sri Lankan startups. *PLOS ONE*, *18*(2), 1–20. https://doi.org/10.1371/journal.pone.0281729

Kane, E. M., Snethen, J. A., Gwon, S. H., & Oh, H. (2023). Affected family members social support experiences when assisting an individual with substance use

disorder. *Journal of Nursing Scholarship*, *55*(3), 590–598. https://doi.org/10.1111/jnu.12893

Kasdorf, R. L., & Kayaalp, A. (2021). Employee career development and turnover: A moderated mediation model. *International Journal of Organizational Analysis*, *30*(2), 324–339. https://doi.org/10.1108/ijoa-09-2020-2416

Kasim, A., Kuadthong, B., Jailani, N., Mokhtar, M. F., Radha, J. Z., & Leong, M. (2022). The importance of community perspectives on hotel community-related CSR: A position paper. *Sustainability*, *14*(8), 1–17. https://doi.org/10.3390/su14084636

Kennedy-Shaffer, L., Qiu, X., & Hanage, W. P. (2021). Snowball sampling study design for serosurveys early in disease outbreaks. *American Journal of Epidemiology*, *190*(9), 1918–1927. https://doi.org/10.1093/aje/kwab098

Kern, G. L., & Selamat, M. N. (2022). Relationship between leadership style, self esteem and organizational commitment among students from research universities in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, *12*(10), 1808–1822. https://doi.org/10.6007/ijarbss/v12-i10/15387

Khalil, S. H., & Sahibzadah, S. (2021). Leaders' individualized consideration and employees' job satisfaction. *Journal of Business & Tourism*, *3*(2), 183–191. https://doi.org/10.34260/jbt.v3i2.81

Khan, A. N., Khan, N. A., & Bodla, A. A. (2021). The after-shock effects of high-performers turnover in hotel industry: A multi-level study. *International Journal of Contemporary Hospitality Management*, *33*(10), 3277–3295. https://doi.org/10.1108/ijchm-12-2020-1439

Khan, H., Rehmat, M., Butt, T. H., Farooqi, S., & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: A mediation model. *Future Business Journal*, *6*(1), 1–13. https://doi.org/10.1186/s43093-020-00043-8

Khan, I. U., Alvi, A. K., & Khan, M. (2022). Role of distributive justice in relationship between inspirational motivation and employees performance. *Sukkur IBA Journal of Management and Business*, *9*(2), 21–36. https://doi.org/10.30537/sijmb.v9i2.637

Khan, I. U., Amin, R. U., & Saif, N. (2022). Individualized consideration and idealized influence of transformational leadership: Mediating role of inspirational motivation and intellectual stimulation. *International Journal of Leadership in Education*, *0*(0), 1–11. https://doi.org/10.1080/13603124.2022.2076286

Khan, M. A., Farooqi, M. R., Ahmad, M. F., Haque, S., & Alkhuraydili, A. (2024). Influence of compensation, performance feedback on employee retention in Indian retail sector. *Sage Open*, *14*(2). https://doi.org/10.1177/21582440241236615

Khando, K., Gao, S., Islam, S. M., & Salman, A. (2021). Enhancing employees information security awareness in private and public organisations: A systematic literature review. *Computers & Security*, *106*, 1–22. https://doi.org/10.1016/j.cose.2021.102267

Khattak, M. N., Zolin, R., & Muhammad, N. (2020). Linking transformational leadership and continuous improvement. *Management Research Review*, *43*(8), 931–950. https://doi.org/10.1108/mrr-06-2019-0268

Ki, J., & Choi-Kwon, S. (2022). Health problems, turnover intention, and actual turnover among shift work female nurses: Analyzing data from a prospective longitudinal study. *PLOS ONE*, *17*(7), 1–12. https://doi.org/10.1371/journal.pone.0270958

Kim, S. D. (2021). The valuation effects of hotel mergers. *Tourism Economics*, *29*(2), 348–377. https://doi.org/10.1177/13548166211050475

Klein, G. (2023). Transformational and transactional leadership, organizational support and environmental competition intensity as antecedents of intrapreneurial behaviors. *European Research on Management and Business Economics*, *29*(2), 1–11. https://doi.org/10.1016/j.iedeen.2023.100215

Klein, G., & Delegach, M. (2023). Charismatic leadership is not one size fits all: The moderation effect of intolerance to uncertainty and furlough status during the COVID-19 pandemic. *Journal of Leadership & Organizational Studies*, *30*(3), 297–313. https://doi.org/10.1177/15480518231176231

Knott, E., Hamid Rao, E., Summers, K., & Teege, C. (2022). Interviews in the social sciences. *Nature Reviews*, *2*, 1–15. https://doi.org/https://doi.org/10.1038/s43586-022-00150-6

Korstjens, I., & Moser, A. (2018). Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice*, *24*(1), 120–124. https://doi.org/10.1080/13814788.2017.1375092

Kossyva, D., Theriou, G., Aggelidis, V., Sarigiannidis, L., & Chatzoudes, D. (2021). Retention of generation y employees through high performance work systems,

change management and employee engagement. *European Research Studies Journal*, *24*(4), 66–86. https://doi.org/10.35808/ersj/2632

Kraus, S., Breier, M., Lim, W. M., Dabić, M., Kumar, S., Kanbach, D., Mukherjee, D., Corvello, V., Piñeiro-Chousa, J., Liguori, E., Palacios-Marqués, D., Schiavone, F., Ferraris, A., Fernandes, C., & Ferreira, J. J. (2022). Literature reviews as independent studies: Guidelines for academic practice. *Review of Managerial Science*, *16*(8), 2577–2595. https://doi.org/10.1007/s11846-022-00588-8

Kumar, A., Kapoor, S., & Kumar Gupta, S. (2022). Do the qualities of transformational leadership influence employees' job engagement? A survey of the Indian Power Sector. *Problems and Perspectives in Management*, *20*(4), 614–625. https://doi.org/10.21511/ppm.20(4).2022.46

Kuzior, A., Kettler, K., & Rąb, Ł. (2022). Great resignation—ethical, cultural, relational, and personal dimensions of Generation Y and Z employees' engagement. *Sustainability*, *14*(11), 1–9. https://doi.org/10.3390/su14116764

Kvande, M. E., Delmar, C., Lauritzen, J., & Damsgaard, J. B. (2021). Ethical dilemmas embedded in performing fieldwork with nurses in the ICU. *Nursing Ethics*, *28*(7–8), 1329–1336. https://doi.org/10.1177/0969733021996025

Kwarteng Owusu, V., & Gregar, A. (2021). Measuring the antecedents of turnover intentions: Perspectives of private healthcare employees in a less-developed economy. *Problems and Perspectives in Management*, *19*(4), 232–247. https://doi.org/10.21511/ppm.19(4).2021.19

Labrague, L. J., & Santos, J. A. (2020). Fear of Covid-19, psychological distress, work satisfaction and turnover intention among frontline nurses. *Journal of Nursing Management*, *29*(3), 395–403. https://doi.org/10.1111/jonm.13168

Lai, F.-Y., Tang, H.-C., Lu, S.-C., Lee, Y.-C., & Lin, C.-C. (2020). Transformational leadership and job performance: The mediating role of work engagement. *SAGE Open*, *10*(1), 1–11. https://doi.org/10.1177/2158244019899085

Lazzari, M., Alvarez, J. M., & Ruggieri, S. (2022). Predicting and explaining employee turnover intention. *International Journal of Data Science and Analytics*, *14*(3), 279–292. https://doi.org/10.1007/s41060-022-00329-w

Lee, C.-H., & Chen, C.-W. (2021). The impact of psychological contract violation and generation difference in the workplace: An empirical study of China. *Human Systems Management*, *40*(6), 825–841. https://doi.org/10.3233/hsm-201073

Lee, H., Zhang, X. A., Sung, Y. H., Lee, S., & Kim, J.-N. (2022). Symmetry, inclusion and workplace conflicts: Conflict management effects of two leadership strategies on employee advocacy and departure. *Journal of Communication Management*, *26*(3), 349–370. https://doi.org/10.1108/jcom-01-2022-0011

Lee, S., Byun, G., & Kim, S. (2021). Effects of coworkers' helping behavior on employees' knowledge sharing and creativity: The moderating role of interactional justice. *International Journal of Environmental Research and Public Health*, *18*(24), 1–14. https://doi.org/10.3390/ijerph182413302

Lee, W. J., & Choi, S. U. (2021). Internal and external corporate social responsibility activities and firm value: Evidence from the shared growth in the supply chain. *Borsa Istanbul Review*, *21*(1), 57–69. https://doi.org/10.1016/j.bir.2021.02.007

Lee, W. R., Choi, S. B., & Kang, S.-W. (2021). How leaders' positive feedback influences employees' innovative behavior: The mediating role of voice behavior and job autonomy. *Sustainability*, *13*(4), 1–13. https://doi.org/10.3390/su13041901

Lei, W. S., Suntikul, W., & Chen, Z. (2023). Tourism development induced social change. *Annals of Tourism Research Empirical Insights*, *4*(1), 1–10. https://doi.org/10.1016/j.annale.2023.100088

Liebermann, S. C., Blenckner, K., Diehl, J.-H., Feilke, J., Frei, C., Grikscheit, S., Hünsch, S., Kohring, K., Lay, J., Lorenzen, G., & Reinhardt, J. (2021). Abrupt implementation of telework in the public sector during the COVID-19 crisis. *Zeitschrift Für Arbeits- Und Organisationspsychologie A&O*, *65*(4), 258–266. https://doi.org/10.1026/0932-4089/a000367

Lim, J. Y., & Moon, K.-K. (2021). Transformational leadership and employees' helping and innovative behaviors: Contextual influences of organizational justice. *International Journal of Manpower*, *43*(4), 1033–1053. https://doi.org/10.1108/ijm-02-2020-0044

Lisak, A., & Harush, R. (2021). Global and local identities on the balance scale: Predicting transformational leadership and effectiveness in multicultural teams. *PLOS ONE*, *16*(7), 1–31. https://doi.org/10.1371/journal.pone.0254656

Liu, H., Dust, S. B., Xu, M., & Ji, Y. (2020). Leader–follower risk orientation incongruence, intellectual stimulation, and creativity: A configurational approach. *Personnel Psychology*, *74*(1), 143–173. https://doi.org/10.1111/peps.12417

Liu, Y., & Song, J. (2022). Predictive analysis of the psychological state of charismatic leaders on employees' work attitudes based on artificial intelligence affective computing. *Frontiers in Psychology*, *13*, 1–15. https://doi.org/10.3389/fpsyg.2022.965658

Liu-Lastres, B., Wen, H., & Huang, W.-J. (2022). A reflection on the great resignation in the hospitality and tourism industry. *International Journal of Contemporary Hospitality Management*, *35*(1), 235–249. https://doi.org/10.1108/ijchm-05-2022-0551

Lobe, B., Morgan, D., & Hoffman, K. A. (2020). Qualitative data collection in an era of social distancing. *International Journal of Qualitative Methods*, *19*(1), 1–8. https://doi.org/10.1177/1609406920937875

Lyons, P., & Bandura, R. (2020). Employee turnover: Features and perspectives. *Development and Learning in Organizations: An International Journal*, *34*(1), 1–4. https://doi.org/10.1108/dlo-02-2019-0048

Maertz, C. P., Keith, M. G., Raghuram, S., Porter, C. M., & Dalton, G. L. (2022). Advancing theory and practice on managing dysfunctional turnover: Developing an improved measure of turnover reasons. *Group & Organization Management*, *0*(0), 1–43. https://doi.org/10.1177/10596011211065880

Mahmoud, A. B., Reisel, W. D., Fuxman, L., & Mohr, I. (2020). A motivational standpoint of job insecurity effects on organizational citizenship behaviors: A generational study. *Scandinavian Journal of Psychology*, *62*(2), 267–275. https://doi.org/10.1111/sjop.12689

Makarim, A. F., & Muafi, M. (2021). The effect of green human resource management (GHRM) practices on turnover intention. *International Journal of Research in Business and Social Science (2147- 4478)*, *10*(5), 83–94. https://doi.org/10.20525/ijrbs.v10i5.1269

Maltarich, M. A., Reilly, G., & DeRose, C. (2020). A theoretical assessment of dismissal rates and unit performance, with empirical evidence. *Journal of Applied Psychology*, *105*(5), 527–537. https://doi.org/10.1037/apl0000448

Martinez, S.-A., & Leija, N. (2023). Distinguishing servant leadership from transactional and transformational leadership. *Advances in Developing Human Resources*, *25*(3), 141–188. https://doi.org/10.1177/15234223231175845

Martini, M., Gerosa, T., & Cavenago, D. (2022). How does employee development affect turnover intention? Exploring alternative relationships. *International Journal of Training and Development*, *27*(1), 39–56. https://doi.org/10.1111/ijtd.12282

Matthews, A. D., & Erickson, K. (2024). Exploring the use of individualized consideration by minor hockey coaches. *International Journal of Sports Science & Coaching*, *19*(1), 77–87. https://doi.org/10.1177/17479541231193302

Maxwell, J. A. (2021). Why qualitative methods are necessary for generalization. *Qualitative Psychology*, *8*(1), 111–118. https://doi.org/10.1037/qup0000173

McCarthy, I. O., Moonesinghe, R., & Dean, H. D. (2020). Association of employee engagement factors and turnover intention among the 2015 U.S. Federal government workforce. *SAGE Open*, *10*(2), 1–11. https://doi.org/10.1177/2158244020931847

McGrath, C., Palmgren, P. J., & Liljedahl, M. (2018). Twelve tips for conducting qualitative research interviews. *Medical Teacher*, *41*(9), 1002–1006. https://doi.org/10.1080/0142159x.2018.1497149

Meacham, H., Holland, P., Pariona-Cabrera, P., Kang, H., Tham, T. L., Bartram, T., & Cavanagh, J. (2025). The role of family support on the effects of paramedic role overload on resilience, intention to leave and promotive voice. *Personnel Review*, *54*(1), 236–255. https://doi.org/10.1108/pr-08-2023-0685

Megheirkouni, M., & Moir, J. (2023). Simple but effective criteria: Rethinking excellent qualitative research. *The Qualitative Report*, *28*(3), 848–864. https://doi.org/10.46743/2160-3715/2023.5845

Mehra, V., & Srivastava, S. (2024). The role of empathy in leadership on employee satisfaction and organizational performance: A qualitative analysis. *Economic Sciences*, *20*(2), 107–115. https://doi.org/10.69889/zvvekm14

Mellis, A. M., & Bickel, W. K. (2020). Mechanical turk data collection in addiction research: Utility, concerns and best practices. *Addiction*, *115*(10), 1960–1968. https://doi.org/10.1111/add.15032

Memon, M. A., Salleh, R., Mirza, M. Z., Cheah, J.-H., Ting, H., Ahmad, M. S., & Tariq, A. (2020). Satisfaction matters: The relationships between HRM practices, work

engagement and turnover intention. *International Journal of Manpower*, *42*(1), 21–50. https://doi.org/10.1108/ijm-04-2018-0127

Men, L. R., Yue, C. A., & Liu, Y. (2020). “Vision, passion, and care:” the impact of charismatic executive leadership communication on employee trust and support for organizational change. *Public Relations Review*, *46*(3), 1–12. https://doi.org/10.1016/j.pubrev.2020.101927

Meyer, V., Culié, J.-D., Philippe, X., Sorreda, T., Garcia, J.-F., & Tessier, L. (2024). ‘The great resignation’: The ambivalences of the liquid employee facing a consumerist work relationship. *European Management Journal*. https://doi.org/10.1016/j.emj.2024.11.008

Mhatre, S. G., & Mehta, N. K. (2022). Review of phenomenological approaches and its scope in human resource management. *Journal of Organizational Effectiveness: People and Performance*, *10*(1), 112–131. https://doi.org/10.1108/joepp-12-2021-0354

Michael, N., & Fotiadis, A. (2022). Employee turnover: The hotel industry perspective. *Journal of Tourism, Heritage and Services Marketing*, *8*(1), 38–47. https://doi.org/https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4121197

Mickson, M. K., Anlesinya, A., & Malcalm, E. (2021). Mediation role of diversity climate on leadership and job satisfaction in the Ghanaian public sector. *World Journal of Entrepreneurship, Management and Sustainable Development*, *17*(2), 167–188. https://doi.org/10.1108/wjemsd-10-2019-0080

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, *44*(6), 1102–1121. https://doi.org/10.5465/3069391

Mohajan, H. K. (2020). Quantitative research: A successful investigation in natural and social sciences. *Journal of Economic Development, Environment and People*, *9*(4), 52–79. https://doi.org/10.26458/jedep.v9i4.679

Mohammed Abu Hussein, A., Montaser Mohammad, A., Alheet, A., Hussein Abu Joma, M., & Abu lehyeh, S. (2023). Relationships between human resource management practices, employee satisfaction, service quality, and employee service behavior in the hotel industry. *Problems and Perspectives in Management*, *21*(1), 242–252. https://doi.org/10.21511/ppm.21(1).2023.21

Mokoena, W., Schultz, C. M., & Paul Dachapalli, L.-A. (2022). A talent management, organisational commitment and employee turnover intention framework for a government department in South Africa. *SA Journal of Human Resource Management*, *20*(1), 1–10. https://doi.org/10.4102/sajhrm.v20i0.1920

Montgomery, D. P. (2023). “This study is not without its limitations”: Acknowledging limitations and recommending future research in applied linguistics research articles. *Journal of English for Academic Purposes*, *65*(1), 1–11. https://doi.org/10.1016/j.jeap.2023.101291

Moon, K.-K., & Park, J. (2019). Leadership styles and turnover behavior in the US federal government: Does span of control matter? *International Public Management Journal*, *22*(3), 417–443. https://doi.org/10.1080/10967494.2018.1557767

Morales, E., McKiernan, E. C., Niles, M. T., Schimanski, L., & Alperin, J. P. (2021). How faculty define quality, prestige, and impact of academic journals. *PLOS ONE*, *16*(10), 1–13. https://doi.org/10.1371/journal.pone.0257340

Mori, K., Adi, N. P., Odagami, K., & Nagata, T. (2024). Bridging perceived organizational support with learning motivation and work engagement: The mediating role of focus on opportunity. *Journal of Occupational Health*, *66*(1). https://doi.org/10.1093/joccuh/uiae024

Morse, J. M. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. *Qualitative Health Research*, *25*(9), 1212–1222. https://doi.org/10.1177/1049732315588501

Moser, A., & Korstjens, I. (2018). Series: Practical guidance to qualitative research. Part 3: Sampling, data collection and analysis. *European Journal of General Practice*, *24*(1), 9–18. https://doi.org/10.1080/13814788.2017.1375091

Motulsky, S. L. (2021). Is member checking the gold standard of quality in qualitative research? *Qualitative Psychology*, *8*(3), 389–406. https://doi.org/10.1037/qup0000215

Moustakas, C. (1995). *Phenomenological research methods*. Sage Publications.

Murtiningsih, R. S. (2020). The impact of compensation, training & development, and organizational culture on job satisfaction and employee retention. *Indonesian Management and Accounting Research*, *19*(1), 33–50. https://doi.org/10.25105/imar.v19i1.6969

Muthimi, J., Kilika, J., & Kinyua, G. (2021). Exploring the role of inspirational motivation to institutions of higher learning. *International Journal of Research in Business and Social Science*, *10*(4), 455–466. https://doi.org/10.20525/ijrbs.v10i4.1234

Muthu, K., & Wesson, N. (2023). The impact of COVID-19 on company performance per industry sector: Evidence from South Africa. *Journal of Economic and Financial Sciences*, *16*(1), 1–12. https://doi.org/10.4102/jef.v16i1.801

Mwita, K. (2022). Factors influencing data saturation in qualitative studies. *International Journal of Research in Business and Social Science*, *11*(4), 414–420. https://doi.org/10.20525/ijrbs.v11i4.1776

Mysirlaki, S., & Paraskeva, F. (2020). Emotional intelligence and transformational leadership in virtual teams: Lessons from MMOGS. *Leadership & Organization Development Journal*, *41*(4), 551–566. https://doi.org/10.1108/lodj-01-2019-0035

Nagy, J. T. (2023). Hungarian legal ethnography in light of the oeuvre of Ernő Tárkány szücs. *Acta Ethnographica Hungarica*, *67*(1), 37–69. https://doi.org/10.1556/022.2022.00022

Nam, N. D., & Lan, U. T. (2024). The impact of motivation, loyalty, and engagement on employee retention in public enterprises – A study in Hanoi. *Journal of Science Ho Chi Minh City Open University – Economics and Business Administration*, *19*(3), 78–94. https://doi.org/10.46223/hcmcoujs.econ.vi.19.3.2598.2024

Namin, B. H., Marnburg, E., & Bakkevig Dagsland, Å. H. (2022). The effect of a caring climate on frontline employees' turnover intention in the service industry: A serial

multiple mediation model. *Scandinavian Journal of Hospitality and Tourism*, *22*(3), 235–254. https://doi.org/10.1080/15022250.2022.2047778

Nassaji, H. (2020). Good qualitative research. *Language Teaching Research*, *24*(4), 427–431. https://doi.org/10.1177/1362168820941288

Nassif, A. G., Hackett, R. D., & Wang, G. (2020). Ethical, virtuous, and charismatic leadership: An examination of differential relationships with follower and leader outcomes. *Journal of Business Ethics*, *172*(3), 581–603. https://doi.org/10.1007/s10551-020-04491-8

Natow, R. S. (2020). The use of triangulation in qualitative studies employing elite interviews. *Qualitative Research*, *20*(2), 160–173. https://doi.org/10.1177/1468794119830077

Nawaz, N., Gajenderan, V., Manoharan, M., & Parayitam, S. (2024). Disentangling the relationship between transformational leadership and work engagement: Employee empowerment as a mediator and work experience and gender as moderators. *Cogent Business & Management*, *11*(1). https://doi.org/10.1080/23311975.2023.2291851

Nawrocka, S., De Witte, H., Brondino, M., & Pasini, M. (2021). On the reciprocal relationship between quantitative and qualitative job insecurity and outcomes. testing a cross-lagged longitudinal mediation model. *International Journal of Environmental Research and Public Health*, *18*(12), 1–28. https://doi.org/10.3390/ijerph18126392

Ng, E., & Stanton, P. (2023). Editorial: The great resignation: Managing people in a post Covid-19 pandemic world. *Personnel Review*, *52*(2), 401–407. https://doi.org/10.1108/pr-03-2023-914

Ng, T. W., Yim, F. H., Chen, H., & Zou, Y. (2024). Employer-sponsored career development practices and employee performance and turnover: A meta-analysis. *Journal of Management*, *50*(2), 685–721. https://doi.org/10.1177/01492063221125143

Nguyen, N. P., Hang, N. T., Hiep, N., & Flynn, O. (2023). Does transformational leadership influence organisational culture and organisational performance: Empirical evidence from an emerging country. *IIMB Management Review*, *35*(4), 382–392. https://doi.org/10.1016/j.iimb.2023.10.001

Nguyen, N. T., Hooi, L. W., & Avvari, M. V. (2021). Leadership styles and organisational innovation in Vietnam: Does employee creativity matter? *International Journal of Productivity and Performance Management*, *72*(2), 331–360. https://doi.org/10.1108/ijppm-10-2020-0563

Nie, T., Tian, M., Cai, M., & Yan, Q. (2023). Job autonomy and work meaning: Drivers of employee job-crafting behaviors in the VUCA Times. *Behavioral Sciences*, *13*(6), 1–16. https://doi.org/10.3390/bs13060493

Nyirenda, L., Kumar, M. B., Theobald, S., Sarker, M., Simwinga, M., Kumwenda, M., Johnson, C., Hatzold, K., Corbett, E. L., Sibanda, E., & Taegtmeyer, M. (2020). Using research networks to generate trustworthy qualitative public health research

findings from multiple contexts. *BMC Medical Research Methodology*, *20*(1), 1–10. https://doi.org/10.1186/s12874-019-0895-5

Obschonka, M., Pavez, I., Kautonen, T., Kibler, E., Salmela-Aro, K., & Wincent, J. (2023). Job burnout and work engagement in entrepreneurs: How the psychological utility of entrepreneurship drives healthy engagement. *Journal of Business Venturing*, *38*(2), 1–31. https://doi.org/10.1016/j.jbusvent.2022.106272

Oerther, S. (2021). Designing interview guides on stress and coping related to parenting pre-teen children: An example from a hermeneutic phenomenological study. *Nursing Open*, *8*(5), 2142–2152. https://doi.org/10.1002/nop2.778

Oh, K.-S., Han, J. R., & Park, S. R. (2021). The influence of hotel employees' perception of CSR on organizational commitment: The moderating role of job level. *Sustainability*, *13*(22), 1–16. https://doi.org/10.3390/su132212625

Oliveira, H., & Bonito, J. (2023). Practical work in science education: A systematic literature review. *Frontiers in Education*, *8*, 1–20. https://doi.org/10.3389/feduc.2023.1151641

Olsen, O. K., Ågotnes, K. W., Hetland, J., Espevik, R., & Ravnanger, C. A. (2023). Virtual team-cooperation from home-office: A quantitative diary study of the impact of daily transformational- and passive-avoidant leadership – and the moderating role of Task Interdependence. *Frontiers in Psychology*, *14*(1), 1–11. https://doi.org/10.3389/fpsyg.2023.1188753

Ordonez-Ponce, E., Clarke, A., & MacDonald, A. (2021). Business contributions to the sustainable development goals through community sustainability partnerships.

Sustainability Accounting, Management and Policy Journal, *12*(6), 1239–1267. https://doi.org/10.1108/sampj-03-2020-0068

Ouyang, C., Zhu, Y., & Ma, Z. (2022). Ambidextrous leadership and employee voice behavior: The role of work motivation and ambidextrous culture. *Psychology Research and Behavior Management*, *Volume 15*(1), 2899–2914. https://doi.org/10.2147/prbm.s385033

Ozkan, A. H. (2021). Abusive supervision climate and turnover intention: Is it my coworkers or my supervisor ostracizing me? *Journal of Nursing Management*, *30*(6), 1462–1469. https://doi.org/10.1111/jonm.13398

Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, *7*(8), 577–588. https://doi.org/10.13106/jafeb.2020.vol7.no8.577

Pandey, S., & Mahesh, J. (2023). Emerging trends in people-centric human resource management: A systematic literature review. *Vision: The Journal of Business Perspective*. https://doi.org/10.1177/09722629231182853

Parks, P. (2023). Story circles: A new method of narrative research. *American Journal of Qualitative Research*, *7*(1), 58–72. https://doi.org/https://doi.org/10.29333/ajqr/12844

Peddle, M. (2021). Maintaining reflexivity in qualitative nursing research. *Nursing Open*, *9*(6), 2908–2914. https://doi.org/10.1002/nop2.999

Peng, J., Li, M., Wang, Z., & Lin, Y. (2021). Transformational leadership and employees' reactions to organizational change: Evidence from a meta-analysis. *The Journal of Applied Behavioral Science*, *57*(3), 369–397. https://doi.org/10.1177/0021886320920366

Peng, S., Liao, Y., & Sun, R. (2020). The influence of transformational leadership on employees' affective organizational commitment in public and nonprofit organizations: A moderated mediation model. *Public Personnel Management*, *49*(1), 29–56. https://doi.org/10.1177/0091026019835233

Peterson, R. R., & DiPietro, R. B. (2021). Exploring the impact of the COVID-19 pandemic on the perceptions and sentiments of tourism employees: Evidence from a small island tourism economy in the Caribbean. *International Hospitality Review*, *35*(2), 156–170. https://doi.org/10.1108/ihr-10-2020-0063

Phan Tan, L., & Pham Xuan, L. (2024). Examining the effect of a supportive work environment on volunteer retention: Job embeddedness as a mediator. *Journal of Workplace Behavioral Health*, *39*(4), 440–462. https://doi.org/10.1080/15555240.2024.2312129

Poku, C. A., Donkor, E., & Naab, F. (2022). Impacts of nursing work environment on turnover intentions: The mediating role of burnout in Ghana. *Nursing Research and Practice*, *2022*, 1–9. https://doi.org/10.1155/2022/1310508

Priya, A. (2020). Case study methodology of qualitative research: Key attributes and navigating the conundrums in its application. *Sociological Bulletin*, *70*(1), 94–110. https://doi.org/10.1177/0038022920970318

Puni, A., Hilton, S. K., & Quao, B. (2020). The interaction effect of transactional-transformational leadership on employee commitment in a developing country. *Management Research Review*, *44*(3), 399–417. https://doi.org/10.1108/mrr-03-2020-0153

Qiu, Y., & Magnan, M. (2021). Economic links and the wealth effects of layoff announcements along the supply chain. *International Journal of Physical Distribution & Logistics Management*, *52*(1), 48–67. https://doi.org/10.1108/ijpdlm-01-2021-0010

Rameshkumar, M. (2020). Employee engagement as an antecedent of organizational commitment – A study on Indian seafaring officers. *The Asian Journal of Shipping and Logistics*, *36*(3), 105–112. https://doi.org/10.1016/j.ajsl.2019.11.003

Ramlah, S., Sudiro, A., & Juwita, H. A. (2021). The influence of compensation and job stress on turnover intention through mediation of job satisfaction. *International Journal of Research in Business and Social Science (2147- 4478)*, *10*(4), 117–127. https://doi.org/10.20525/ijrbs.v10i4.1206

Rasheed, M. I., Okumus, F., Weng, Q., Hameed, Z., & Nawaz, M. S. (2020). Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry. *Journal of Hospitality and Tourism Management*, *44*(1), 98–107. https://doi.org/10.1016/j.jhtm.2020.05.006

Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of

organizational support and employee wellbeing. *International Journal of Environmental Research and Public Health*, *18*(5), 1–17. https://doi.org/10.3390/ijerph18052294

Rehman, N., Mahmood, A., Ibtasam, M., Murtaza, S. A., Iqbal, N., & Molnár, E. (2021). The psychology of resistance to change: The antidotal effect of organizational justice, support and leader-member exchange. *Frontiers in Psychology*, *12*, 1–15. https://doi.org/10.3389/fpsyg.2021.678952

Richter, A., Vander Elst, T., & De Witte, H. (2020). Job insecurity and subsequent actual turnover: Rumination as a valid explanation? *Frontiers in Psychology*, *11*, 1–12. https://doi.org/10.3389/fpsyg.2020.00712

Rispel, L. C., Chirwa, T., & Blaauw, D. (2014). Does moonlighting influence south african nurses' intention to leave their primary jobs? *Global Health Action*, *7*(1). https://doi.org/10.3402/gha.v7.25754

Roberts, R. (2020). Qualitative interview questions: Guidance for novice researchers. *The Qualitative Report*, *25*(9), 3185–3203. https://doi.org/10.46743/2160-3715/2020.4640

Romano, S., Fucci, D., Scanniello, G., Baldassarre, M. T., Turhan, B., & Juristo, N. (2021). On researcher bias in software engineering experiments. *Journal of Systems and Software*, *182*(1), 1–18. https://doi.org/10.1016/j.jss.2021.111068

Romi, M. V., Alsubki, N., Almadhi, H. M., & Propheto, A. (2022). The linkage between leadership styles, employee loyalty, and turnover intention in healthcare industry. *Frontiers in Psychology*, *13*, 1–5. https://doi.org/10.3389/fpsyg.2022.890366

Rose, J., & Johnson, C. W. (2020). Contextualizing reliability and validity in qualitative research: Toward more rigorous and trustworthy qualitative social science in leisure research. *Journal of Leisure Research*, *51*(4), 432–451. https://doi.org/10.1080/00222216.2020.1722042

Rotenstein, L. S., Brown, R., Sinsky, C., & Linzer, M. (2023). The association of work overload with burnout and intent to leave the job across the healthcare workforce during COVID-19. *Journal of General Internal Medicine*, *38*(8), 1920–1927. https://doi.org/10.1007/s11606-023-08153-z

Rowlands, J. (2021). Interviewee Transcript Review as a tool to improve data quality and participant confidence in sensitive research. *International Journal of Qualitative Methods*, *20*(1), 1–11. https://doi.org/10.1177/16094069211066170

Rutakumwa, R., Mugisha, J. O., Bernays, S., Kabunga, E., Tumwekwase, G., Mbonye, M., & Seeley, J. (2020). Conducting in-depth interviews with and without voice recorders: A comparative analysis. *Qualitative Research*, *20*(5), 565–581. https://doi.org/10.1177/1468794119884806

Ryu, S. (2020). The role of mixed methods in conducting design-based research. *Educational Psychologist*, *55*(4), 232–243. https://doi.org/10.1080/00461520.2020.1794871

Saad Alessa, G. (2021). The dimensions of transformational leadership and its organizational effects in public universities in Saudi Arabia: A systematic review. *Frontiers in Psychology*, *12*, 1–16. https://doi.org/10.3389/fpsyg.2021.682092

Saha, S., Das, R., Lim, W. M., Kumar, S., Malik, A., & Chillakuri, B. (2023). Emotional intelligence and leadership: Insights for leading by feeling in the future of work. *International Journal of Manpower*, *44*(4), 671–701. https://doi.org/10.1108/ijm-12-2021-0690

Saira, S., Mansoor, S., & Ali, M. (2020). Transformational leadership and employee outcomes: The mediating role of psychological empowerment. *Leadership & Organization Development Journal*, *42*(1), 130–143. https://doi.org/10.1108/lodj-05-2020-0189

Salama, W., Abdou, A. H., Mohamed, S. A., & Shehata, H. S. (2022). Impact of work stress and job burnout on turnover intentions among hotel employees. *International Journal of Environmental Research and Public Health*, *19*(15), 1–20. https://doi.org/10.3390/ijerph19159724

Salari, M., & Nastiezaie, N. (2020). The relationship between transformational leadership and organizational intimacy with mediating role of organizational empathy. *International Journal of Psychology and Educational Studies*, *7*(1), 51–60. https://doi.org/10.17220/ijpes.2020.01.005

Salehi, M., & Sadeq Alanbari, S. A. (2023). Knowledge sharing barriers and knowledge sharing facilitators in innovation. *European Journal of Innovation Management*, *0*(0). https://doi.org/10.1108/ejim-12-2022-0702

Santos, J. (2020). Using input-output analysis to model the impact of pandemic mitigation and suppression measures on the workforce. *Sustainable Production and Consumption*, *23*, 249–255. https://doi.org/10.1016/j.spc.2020.06.001

Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.

Scheffelaar, A., Janssen, M., & Luijkx, K. (2021). The story as a quality instrument: Developing an instrument for quality improvement based on narratives of older adults receiving long-term care. *International Journal of Environmental Research and Public Health*, *18*(5), 1–17. https://doi.org/10.3390/ijerph18052773

Schneider, D., & Harknett, K. (2020). Hard Times: Routine schedule unpredictability and material hardship among service sector workers. *Social Forces*, *99*(4), 1682–1709. https://doi.org/10.1093/sf/soaa079

Schnitzler, L., Paulus, A. T., Roberts, T. E., Evers, S. M., & Jackson, L. J. (2023). Exploring the wider societal impacts of sexual health issues and interventions to build a framework for research and policy: A qualitative study based on in-depth semi-structured interviews with experts in OECD member countries. *BMJ Open*, *13*(1), 1–9. https://doi.org/10.1136/bmjopen-2022-066663

Schreier, A. A., Wilson, K., & Resnik, D. (2006). Academic research record-keeping: Best practices for individuals, group leaders, and institutions. *Academic Medicine*, *81*(1), 42–47. https://doi.org/10.1097/00001888-200601000-00010

Serenko, A. (2023). The great resignation: The great knowledge exodus or the onset of the great knowledge revolution? *Journal of Knowledge Management*, *27*(4), 1042–1055. https://doi.org/10.1108/jkm-12-2021-0920

Shabangu, P., Meintjes, C., & Ngcwangu, S. (2022). A purposeful multi-stakeholder learning dialogue (PMSLD) approach to mitigate high-conflict collective

bargaining. *Communicare: Journal for Communication Studies in Africa*, *41*(2), 118–134. https://doi.org/10.36615/jcsa.v41i2.1390

Sharip, S. M., Daud, D., Kamdari, N. A., Ibrahim, S. S., Awang, M., & Ismail, R. (2023). Rahmah among Muslim leaders: The case of waqf institutions. *Journal of Islamic Thought and Civilization*, *13*(2), 242–257. https://doi.org/10.32350/jitc.132.16

Sharma, S., & Rautela, S. (2024). Employee moonlighting: A review and research agenda. *Journal of Management Development*, *43*(4), 491–513. https://doi.org/10.1108/jmd-08-2023-0251

Shepherd, W. J., Ployhart, R. E., & Kautz, J. (2020). The neglected role of collective customer perceptions in shaping collective employee satisfaction, service climate, voluntary turnover, and involuntary turnover: A cautionary note. *Journal of Applied Psychology*, *105*(11), 1327–1337. https://doi.org/10.1037/apl0000480

Shepperd, J. A., Pogge, G., Hunleth, J. M., Ruiz, S., & Waters, E. A. (2021). Guidelines for conducting virtual cognitive interviews during a pandemic. *Journal of Medical Internet Research*, *23*(3), 1–5. https://doi.org/10.2196/25173

Shie, E.-H., & Chang, S.-H. (2022). Perceived principal's authentic leadership impact on the organizational citizenship behavior and well-being of teachers. *SAGE Open*, *12*(2), 1–14. https://doi.org/10.1177/21582440221095003

Shtembari, E., Kufo, A., & Haxhinasto, D. (2022). Employee compensation and benefits pre and post COVID-19. *Administrative Sciences*, *12*(3), 106. https://doi.org/10.3390/admsci12030106

Siangchokyoo, N., Klinger, R. L., & Campion, E. D. (2020). Follower transformation as the linchpin of transformational leadership theory: A systematic review and future research agenda. *The Leadership Quarterly*, *31*(1), 1–18. https://doi.org/10.1016/j.leaqua.2019.101341

Simanjuntak, E., Suryanto, S., & Hendriani, W. (2022). Using ethnography in psychological research: Challenges and opportunities. *Buletin Psikologi*, *30*(1), 45–58. https://doi.org/10.22146/buletinpsikologi.56215

Skelton, A. R., Nattress, D., & Dwyer, R. J. (2020). Predicting manufacturing employee turnover intentions. *Journal of Economics, Finance and Administrative Science*, *25*(49), 101–117. https://doi.org/10.1108/jefas-07-2018-0069

Skukauskaite, A., Yilmazli Trout, I., & Robinson, K. A. (2021). Deepening reflexivity through art in learning qualitative research. *Qualitative Research*, *22*(3), 403–420. https://doi.org/10.1177/1468794120985676

Soh, S. L.-H., Lane, J., & Tan, C.-W. (2020). Researcher as instrument: A critical reflection using nominal group technique for content development of a new patient-reported outcome measure. *International Practice Development Journal*, *10*(2), 1–9. https://doi.org/10.19043/ipdj.102.010

Solarino, A. M., & Aguinis, H. (2021). Challenges and best-practice recommendations for designing and conducting interviews with elite informants. *Journal of Management Studies*, *58*(3), 649–672. https://doi.org/10.1111/joms.12620

Stake, R. E. (1995). *The art of case study research*. Sage.

Stein-Smith, K. (2020). The independent scholar as change agent: The case of foreign language advocacy. *Journal of Language Teaching and Research*, *11*(5), 663–670. https://doi.org/10.17507/jltr.1105.01

Stenfors, T., Kajamaa, A., & Bennett, D. (2020). How to … assess the quality of qualitative research. *The Clinical Teacher*, *17*(6), 596–599. https://doi.org/10.1111/tct.13242

Stough, L. M., & Lee, S. (2021). Grounded theory approaches used in educational research journals. *International Journal of Qualitative Methods*, *20*(1), 1–13. https://doi.org/10.1177/16094069211052203

Strijker, D., Bosworth, G., & Bouter, G. (2020). Research methods in rural studies: Qualitative, quantitative and mixed methods. *Journal of Rural Studies*, *78*(1), 262–270. https://doi.org/10.1016/j.jrurstud.2020.06.007

Stroumpoulis, A., Kopanaki, E., & Karaganis, G. (2021). Examining the relationship between information systems, sustainable SCM, and competitive advantage. *Sustainability*, *13*(21), 1–21. https://doi.org/10.3390/su132111715

Stuckey, H. (2015). The second step in data analysis: Coding qualitative research data. *Journal of Social Health and Diabetes*, *03*(01), 7–10. https://doi.org/10.4103/2321-0656.140875

Stuckey, H., & Peyrot, M. (2020). Living with diabetes: Literature review and secondary analysis of qualitative data. *Diabetic Medicine*, *37*(3), 493–503. https://doi.org/10.1111/dme.14255

Syarif, D. S., Soelistya, D., & Suyoto, S. (2024). Strategy for reducing employee turnover intention: The influence of organizational culture and work environment as mediated by job satisfaction. *Manazhim*, *6*(1), 224–245. https://doi.org/10.36088/manazhim.v6i1.4512

Tahmasbi, S., Karimnia, S., & Rahimi, A. (2022). A combination of action research and reflective journal writing in an English as a foreign language class: Learners' psychological point of views and their grammar use in writing. *Frontiers in Psychology*, *13*, 1–13. https://doi.org/10.3389/fpsyg.2022.810775

Tang, W., Stordeur, S., Vandenberghe, C., & D'hoore, W. (2024). Leaders' individualized consideration, team commitment and patient loyalty: The role of social and task-related contexts. *Journal of Occupational and Organizational Psychology*, *97*(3), 1185–1211. https://doi.org/10.1111/joop.12511

Taylor-Clark, T. M., Swiger, P. A., Anusiewicz, C. V., Loan, L. A., Olds, D. M., Breckenridge-Sproat, S. T., Raju, D., & Patrician, P. A. (2022). Identifying potentially preventable reasons nurses intend to leave a job. *JONA: The Journal of Nursing Administration*, *52*(2), 73–80. https://doi.org/10.1097/nna.0000000000001106

Thanh, N. H., & Quang, N. V. (2022). Transformational, transactional, laissez-faire leadership styles and employee engagement: Evidence from Vietnam's public sector. *Sage Open*, *12*(2), 215824402210946. https://doi.org/10.1177/21582440221094606

Thao, T. D., Minh, P. V., Xuan, N. D., & Thien, P. D. (2022). Impact of leadership style on the employees' occupational stress and intention to leave in Vietnamese supply enterprises in the context of COVID-19. *International Journal of Advanced and Applied Sciences*, *9*(8), 84–91. https://doi.org/10.21833/ijaas.2022.08.011

Theofanidis, D., & Fountouki, A. (2018). Limitations and delimitations in the research process. *Perioperative Nursing*, *7*(3), 155–163. https://doi.org/10.5281/zenodo.2552022

Thompson, G., Buch, R., Thompson, P.-M. M., & Glasø, L. (2021). The impact of transformational leadership and interactional justice on follower performance and organizational commitment in a business context. *Journal of General Management*, *46*(4), 274–283. https://doi.org/10.1177/0306307020984579

Thuan, L. C. (2020). Motivating follower creativity by offering intellectual stimulation. *International Journal of Organizational Analysis*, *28*(4), 817–829. https://doi.org/10.1108/ijoa-06-2019-1799

Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. (2020). The impact of transformational leadership on employee retention: Mediation and moderation through organizational citizenship behavior and communication. *Frontiers in Psychology*, *11*(1), 1–11. https://doi.org/10.3389/fpsyg.2020.00314

Tomaszewski, L. E., Zarestky, J., & Gonzalez, E. (2020). Planning qualitative research: Design and decision making for new researchers. *International Journal of Qualitative Methods*, *19*, 1–7. https://doi.org/10.1177/1609406920967174

Topa, G., Aranda-Carmena, M., & De-Maria, B. (2022). Psychological contract breach and outcomes: A systematic review of reviews. *International Journal of Environmental Research and Public Health*, *19*(23), 1–25. https://doi.org/10.3390/ijerph192315527

Torres-Hostos, L. R., Gearing, R. E., de La Cruz Lugardo, P. I., Perez Ramirez, B., Brewer, K., Silva Arciniega, M. del R., & Aparicio Soriano, L. (2022). Ethical considerations in global mental health research: Lessons learned from binational U.S.–Mexico collaborations. *Families in Society: The Journal of Contemporary Social Services*, *104*(1), 86–93. https://doi.org/10.1177/10443894221122509

Trevor, C. O., & Piyanontalee, R. (2020). Discharges, poor-performer quits, and layoffs as valued exits: Is it really addition by subtraction? *Annual Review of Organizational Psychology and Organizational Behavior*, *7*(1), 181–211. https://doi.org/10.1146/annurev-orgpsych-012119-045343

Tseole, T., & Ngulube, P. (2022). Improving knowledge retention in the cross-border mergers of the telecommunications industry of Lesotho. *Business Information Review*, *39*(4), 124–135. https://doi.org/10.1177/02663821221110119

Tu, Y., Li, D., & Wang, H.-J. (2021). Covid-19-induced layoff, survivors' Covid-19-related stress and performance in hospitality industry: The moderating role of social support. *International Journal of Hospitality Management*, *95*(1), 1–8. https://doi.org/10.1016/j.ijhm.2021.102912

Tuval-Mashiach, R. (2021). Is replication relevant for qualitative research? *Qualitative Psychology*, *8*(3), 365–377. https://doi.org/10.1037/qup0000217

Umaña-Hermosilla, B., de la Fuente-Mella, H., Elórtegui-Gómez, C., & Fonseca-Fuentes, M. (2020). Multinomial logistic regression to estimate and predict the perceptions of individuals and companies in the face of the COVID-19 pandemic in the ñuble region, Chile. *Sustainability*, *12*(22), 1–20. https://doi.org/10.3390/su12229553

Upadhyay, U. D., & Lipkovich, H. (2020). Using online technologies to improve diversity and inclusion in cognitive interviews with young people. *BMC Medical Research Methodology*, *20*(1), 1–10. https://doi.org/10.1186/s12874-020-01024-9

Urbancová, H., Vrabcová, P., & Pacáková, Z. (2024). Communication from below: Feedback from employees as a tool for their stabilisation. *Heliyon*, *10*(7). https://doi.org/10.1016/j.heliyon.2024.e28287

Valero-Pastor, J. M., García-Avilés, J. A., & Carvajal, M. (2021). Transformational leadership and innovation in digital-only news outlets. Analysis of Quartz and El Confidencial. *Journalism Studies*, *22*(11), 1450–1468. https://doi.org/10.1080/1461670x.2021.1927153

Valldeneu, M., Ferràs, X., & Tarrats-Pons, E. (2021). Transformational behaviors: Increasing work engagement in multinational environments. *Problems and Perspectives in Management*, *19*(2), 519–527. https://doi.org/10.21511/ppm.19(2).2021.41

van Sambeek, N., Baart, A., Franssen, G., van Geelen, S., & Scheepers, F. (2021). Recovering context in psychiatry: What contextual analysis of service users' narratives can teach about recovery support. *Frontiers in Psychiatry*, *12*(1), 1–14. https://doi.org/10.3389/fpsyt.2021.773856

Varavallo, G., Scarpetti, G., & Barbera, F. (2023). The moral economy of the great resignation. *Humanities and Social Sciences Communications*, *10*(1), 1–12. https://doi.org/10.1057/s41599-023-02087-x

Venketsamy, A., & Lew, C. (2022). Intrinsic and extrinsic reward synergies for innovative work behavior among South African knowledge workers. *Personnel Review*, *53*(1), 1–17. https://doi.org/10.1108/pr-02-2021-0108

Vo, T. T., Tuliao, K. V., & Chen, C.-W. (2022). Work motivation: The roles of individual needs and social conditions. *Behavioral Sciences*, *12*(2), 1–19. https://doi.org/10.3390/bs12020049

Vroom, V. H. (1964). *Work and motivation*. Wiley.

Wang, L., Cui, Y., Wang, X., Wang, J., Du, K., & Luo, Z. (2021). Regulatory focus, motivation, and their relationship with creativity among adolescents. *Frontiers in Psychology*, *12*(1), 1–10. https://doi.org/10.3389/fpsyg.2021.666071

Wang, W., & Sun, R. (2020). Does organizational performance affect employee turnover? A re-examination of the turnover–performance relationship. *Public Administration*, *98*(1), 210–225. https://doi.org/10.1111/padm.12648

Wang, Y., Kim, S., Rafferty, A., & Sanders, K. (2020). Employee perceptions of HR practices: A critical review and future directions. *The International Journal of Human Resource Management*, *31*(1), 128–173. https://doi.org/10.1080/09585192.2019.1674360

Wang, Z., Du, J., Yu, M., Meng, H., & Wu, J. (2021). Abusive supervision and newcomers' turnover intention: A perceived workplace ostracism perspective. *The*

Journal of General Psychology, *148*(4), 398–413. https://doi.org/10.1080/00221309.2020.1751043

Warrick, D. D. (2023). Revisiting resistance to change and how to manage it: What has been learned and what organizations need to do. *Business Horizons*, *66*(4), 433–441. https://doi.org/10.1016/j.bushor.2022.09.001

Wasti, S. P., Simkhada, P., van Teijlingen, E., Sathian, B., & Banerjee, I. (2022). The growing importance of mixed-methods research in health. *Nepal Journal of Epidemiology*, *12*(1), 1175–1178. https://doi.org/10.3126/nje.v12i1.43633

Wei, X., & He, Y. (2022). Exploration on the role of transformational leadership linkage psychological empowerment in stimulating employees' innovation behavior in an uncertain environment: Based on entrepreneurship perspective. *Occupational Therapy International*, *2022*, 1–11. https://doi.org/10.1155/2022/9259180

Westbrook, K. W., Nicol, D., Nicol, J. K., & Orr, D. T. (2022). Effects of servant leadership style on hindrance stressors, burnout, job satisfaction, turnover intentions, and individual performance in a nursing unit. *Journal of Health Management*, *24*(4), 670–684. https://doi.org/10.1177/09720634221128100

Whittingham, K. L., Earle, A. G., Leyva-de la Hiz, D. I., & Argiolas, A. (2023). The impact of the United Nations Sustainable Development Goals on corporate sustainability reporting. *BRQ Business Research Quarterly*, *26*(1), 45–61. https://doi.org/10.1177/23409444221085585

Wilson Heenan, I., De Paor, D., Lafferty, N., & Mannix McNamara, P. (2023). The impact of transformational school leadership on school staff and school culture in primary

schools—a systematic review of international literature. *Societies*, *13*(6), 133. https://doi.org/10.3390/soc13060133

Woehler, M., Floyd, T. M., Shah, N., Marineau, J. E., Sung, W., Grosser, T. J., Fagan, J., & Labianca, G. (Joe). (2021). Turnover during a corporate merger: How workplace network change influences staying. *Journal of Applied Psychology*, *106*(12), 1939–1949. https://doi.org/10.1037/apl0000864

Wong, C. A., Song, W. B., Jiao, M., O'Brien, E., Ubel, P., Wang, G., & Scales, C. D. (2021). Strategies for research participant engagement: A synthetic review and conceptual framework. *Clinical Trials*, *18*(4), 457–465. https://doi.org/10.1177/17407745211011068

Xia, H., Vu, H. Q., Law, R., & Li, G. (2020). Evaluation of hotel brand competitiveness based on hotel features ratings. *International Journal of Hospitality Management*, *86*(1), 1–11. https://doi.org/10.1016/j.ijhm.2019.102366

Xiong, B., Wu, X., & Sui, Q. (2023). The impact of transformational leadership on the turnover intention of the new generation of knowledgeable employees: A moderated mediation model. *Frontiers in Psychology*, *13*(1), 1–14. https://doi.org/10.3389/fpsyg.2022.1090987

Xu, Y., Jie, D., Wu, H., Shi, X., Badulescu, D., Akbar, S., & Badulescu, A. (2022). Reducing employee turnover intentions in tourism and hospitality sector: The mediating effect of quality of work life and intrinsic motivation. *International Journal of Environmental Research and Public Health*, *19*(18), 1–18. https://doi.org/10.3390/ijerph191811222

Xue, H., Luo, Y., Luan, Y., & Wang, N. (2022). A meta-analysis of leadership and intrinsic motivation: Examining relative importance and moderators. *Frontiers in Psychology*, *13*(1), 1–13. https://doi.org/10.3389/fpsyg.2022.941161

Xue, J., Wang, H., Chen, M., Ding, X., & Zhu, M. (2022). Signifying the relationship between psychological factors and turnover intension: The mediating role of work-related stress and moderating role of job satisfaction. *Frontiers in Psychology*, *13*(1), 1–11. https://doi.org/10.3389/fpsyg.2022.847948

Xuecheng, W., Iqbal, Q., & Saina, B. (2022). Factors affecting employee's retention: Integration of situational leadership with social exchange theory. *Frontiers in Psychology*, *13*, 1–13. https://doi.org/10.3389/fpsyg.2022.872105

Ye, P., Liu, L., & Tan, J. (2022). Influence of leadership empowering behavior on employee innovation behavior: The moderating effect of personal development support. *Frontiers in Psychology*, *13*, 1–15. https://doi.org/10.3389/fpsyg.2022.1022377

Ye, Y., & Lau, K. H. (2022). Competitive green supply chain transformation with dynamic capabilities—an exploratory case study of Chinese electronics industry. *Sustainability*, *14*(14), 1–23. https://doi.org/10.3390/su14148640

Yi Lin Chow, D., Wen Chan, X., & Micelotta, E. (2021). Cross-border M&As: Theorizing the negative effect of political ideology mismatch with host country labor institutional context on employee outcomes. *Journal of Business Research*, *128*(1), 164–173. https://doi.org/10.1016/j.jbusres.2021.02.011

Yin, J., Bi, Y., & Ni, Y. (2022). The impact of COVID-19 on turnover intention among hotel employees: A moderated mediation model. *Journal of Hospitality and Tourism Management*, *51*, 539–549. https://doi.org/10.1016/j.jhtm.2022.05.010

Yin, R. K. (2002). *Case study research: Design and methods*. Sage.

Yin, R. K. (2018). *Case study research and application: Design and methods* (6th ed.). Sage.

Younis, S., Ahsan, A., & Chatteur, F. M. (2023). An employee retention model using organizational network analysis for voluntary turnover. *Social Network Analysis and Mining*, *13*(1), 1–18. https://doi.org/10.1007/s13278-023-01031-w

Yucel, İ. (2021). Transformational leadership and turnover intentions: The mediating role of employee performance during the COVID-19 pandemic. *Administrative Sciences*, *11*(3), 1–21. https://doi.org/10.3390/admsci11030081

Yue, C. A. (2021). Navigating change in the era of Covid-19: The role of top leaders' charismatic rhetoric and employees' organizational identification. *Public Relations Review*, *47*(5), 1–12. https://doi.org/10.1016/j.pubrev.2021.102118

Zainab, B., Akbar, W., & Siddiqui, F. (2022). Impact of transformational leadership and transparent communication on employee openness to change: Mediating role of employee organization trust and moderated role of change-related self-efficacy. *Leadership & Organization Development Journal*, *43*(1), 1–13. https://doi.org/10.1108/lodj-08-2020-0355

Zhang, K., & Yang, N. (2024). A new theory of employee turnover: From the perspective of psychological goal system. *Nankai Business Review International*, *15*(2), 224–247. https://doi.org/10.1108/nbri-09-2022-0092

Zhao, X., Yang, Y., Han, G., & Zhang, Q. (2022). The impact of positive verbal rewards on organizational citizenship behavior—the mediating role of psychological ownership and affective commitment. *Frontiers in Psychology*, *13*. https://doi.org/10.3389/fpsyg.2022.864078

Ziegert, J. C., Mayer, D. M., Piccolo, R. F., & Graham, K. A. (2021). Collectivistic leadership in context: An examination of how and when collective charismatic leadership relates to unit functioning. *Journal of Leadership & Organizational Studies*, *28*(2), 112–136. https://doi.org/10.1177/1548051820986536

Appendix: Interview Protocol

Date:

Participant Code:

Introduction

1. Begin with personal introduction, brief overview of the research topic, importance of the study. Inform the participants that the interview will be recorded and notes taken and advise of approximate length of interview.
2. Explain member checking and transcript review procedure. Reiterate that participation in the study is voluntary and that they can withdraw at any time by communication of this intention orally or written and allow time for any questions
3. Provide participant with consent form and explain the contents and explain their rights as part of ethical research. Confirm if there are any questions prior to signing the form. Finally, have the participants sign the consent form and provide them with a copy of the form.

Pre- Interview

1. Conduct a test of the audio recorder equipment and confirm permission to record the interviews and take notes.
2. Plan approximately 30-40 minutes for participants to respond to my interview questions.
3. Plan time to include probe and follow-up questions.

4. Confirm with participants that they are comfortable and remind them of right to withdraw from study at any time

Interview process

1. Ensure recorder is on.
2. Start conducting the interviews. Record the date, time, location, and the alphanumeric code for the participants.
3. Note non- verbal cues such as expressions and mannerisms throughout interview.
4. Complete the sequence of questions
5. Follow up with further questions based on responses or observations.
6. Thank the participant at the end of the interview and confirm participant's contact information for possible follow-up member checking interviews.