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## Hiring Practices and Staff Retention at a Non-Profit Organization in Florida

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# Walden University

College of Health Sciences and Public Policy

This is to certify that the doctoral study by

Jajaira Matos Jemmott

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.

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Walden University  
2026

Abstract

Hiring Practices and Staff Retention at a Non-Profit Organization in Florida

by

Jajaira Matos Jemmott

MA, Everest University, 2013

BS, Everest University, 2011

Professional Administrative Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Public Administration

Walden University

February 2026

## Abstract

A nonprofit organization in Florida that provides wraparound services to vulnerable families faced a significant staff retention problem, where persistent turnover disrupted service delivery, strained grant funding, contributed to burnout, and increased the cost of rehiring and training. Addressing this organizational challenge was critical to ensuring consistent, high-quality services. Guided by the practice-focused question, What changes can the client organization implement to retain staff and reduce training costs? The purpose of this study was to explore organizational factors influencing staff retention and recommend evidence-based strategies for improvement. The conceptual framework incorporated Herzberg's motivation-hygiene theory, Lewin's change theory, and social exchange theory, which provided a foundation for understanding how motivation, organizational change processes, and reciprocal relationships shape employees' long-term commitment. Data were collected through an internal organizational survey of 18 participants and analyzed using systematic coding and triangulation with existing literature to ensure credibility. Findings were that manageable workloads, professional development opportunities, mental health support, and supportive leadership were key drivers of retention. Recommendations included implementing sustainable workforce strategies and enhancing employee training. Potential implications for public administration practice includes improved workforce planning and wellness initiatives that support organizational effectiveness. Positive social change implications include increased organizational stability, improved service outcomes for vulnerable families, and a healthier work environment that fosters long-term staff commitment.

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## Dedication

This professional administrative study is dedicated to my children, Jayden and Jaleaha Jemmott. I went back to school to obtain an associate's degree and never imagined that I would obtain a bachelor's degree, a master's degree, and now a doctorate degree. These accomplishments came after they were born because I wanted to lead by example. I worked on all my degrees while caring for my family because they are my motivation. The grace of God, my faith, and my family helped form the person I have become and have given me the strength I needed to succeed.

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## Section 1: Introduction

Founded in 2018, the client organization leverages decades of collective staff experience to deliver integrated family services. The client organization focuses on empowering families to become the best version of themselves. The client organization aims to streamline access to services by offering a centralized location for comprehensive support. The client organization focuses on forming partnerships that can be used to provide services for families in need, providing a holistic approach to services.

The client organization reported that they are having issues retaining staff. It is an ongoing issue that causes financial instability. It also sets back productivity due to the process of replacing workers. The client organization is a nonprofit agency that depends on grants. Like most organizations that rely on grants, the organization is responsible for deliverables to continue receiving grants (Khalid & Nawab, 2018). It is crucial for the organization to fulfill the grant requirements because the grant provides money to pay employee salaries. The client organization wants to retain staff long-term to be successful and provide the services needed to their clients as well as meet their grant deliverables.

### **Background and Problem**

Despite its mission, the client organization faces persistent challenges with staff retention. Persistent vacancies undermine organizational stability. The client organization spends money on hiring and training staff who do not stay long-term. When positions are vacant, it puts pressure on management to fill those vacancies. Vacancies cause the work to be shifted around for other employees to assist. This can cause work burnout in the workplace for those employees receiving the added workload. Open vacancies can put

the client organization's grants at risk because it puts a strain on the client organization delivering its deliverables due to being short-staffed.

The client organization's hiring process includes interviewing, onboarding, and training staff, which requires significant time and resources. When a worker leaves, the organization may incur costs ranging from 30% to 200% of their salary (Pou & Manoa, 2023). Job retention becomes a problem that impacts the organization and its workers by placing the client organization under financial strain every time someone resigns. Many possible factors contribute to this problem, which include professional development, work-life balance, supportive leadership, mental health support, and compensation. This study will contribute to solving this problem by assisting the client organization in retaining staff and helping them save on training costs.

### **Purpose**

The founder of the client organization had a vision to help families in need. They wanted to provide services for families that would help make them whole. The goal was to reduce the trauma that families face when dealing with mental health or substance abuse issues. The organization provides a safe place to receive treatment while providing a holistic approach. The organization wanted to serve people by providing them with a one-stop shop effect without sending them to multiple places to receive help. The client organization has multiple locations throughout Jacksonville, FL. They provide therapeutic services, clinical services, substance abuse treatment, community education, community services, peer work, and case management.

There is a high turnover rate among workers who work within agencies that assist children in need and who are involved in the child welfare system. This leads to challenges in retaining case workers or community workers who work with children and families who are at a high risk of danger. The national average is 30% for the child welfare turnover rate (Casey Family Programs, 2017). One factor contributing to the turnover rate issue is the safety concerns for the children being served. Retaining coordinators, peer workers, and case workers is a significant challenge for the client organization and similar agencies. It has been reported that the turnover rate in child welfare agencies is between 20.0 and 40.0% annually (Office of the Administration for Children & Families, 2021). It is crucial to address job retention within the client organization to focus on favorable outcomes for them and the families they serve.

The client organization reported an issue with retaining staff. When staff leave, it places the client organization at financial risk. The client organization is at risk of losing its grant and other employees who receive the added workload. It is an overall issue that poses multifaceted operational and financial challenges for the client organization. This qualitative professional administrative study (PAS) was conducted to assist the client organization in improving its retention. This study examined the client organization's internal practices and employee perceptions to identify factors influencing staff retention. This study provides recommendations that can assist the client organization in retaining staff. This study can help the client improve the turnover rate and keep a steady workflow. Understanding the factors that influence caseworkers to stay in their positions

long term is essential to decrease retention in the client organization and provide a stable work environment for the organization.

According to the client organization, the worker turnover rate has remained significantly high in previous years. This affected the organization, the clients they serve, the grants they receive, and the client organization's budget. This study has focused on what contributes to the high turnover rate by obtaining information from the employees. It was important to find out and address the challenges the client organization was facing so that they could make improvements that focused on employee satisfaction and retention.

### **Summary of Data Sources and Analysis**

The employees were the main source of data collected. The data collected from the survey helped to understand the needs of the employees of the client organization. Survey data captured employee perspectives on workload, organizational culture, and leadership support. The study has highlighted concerns that the employees have. The study has analyzed what employees feel works in the client organization. It was important to analyze the issues facing the client organization to ensure the work environment is a positive and welcoming environment. It was crucial to meet the needs of the employees to keep them committed to the work environment that the client organization offers (Khan, 2021). During the development of this study, it was essential to research issues identified in previous studies.

This study has examined other studies on job retention to identify what works and what does not. This study relied on a survey of the employees. This general qualitative

case study was designed to support the client organization in enhancing job retention and promoting long-term staff retention. The nature of these types of administrative qualitative case studies has been a serious concern for years. The employee turnover rate remains high and has a significant impact on the organization.

### **Definitions**

*Hygiene*: Dissatisfiers, displeasure, unfulfillment (Pou & Manoa, 2003).

*Job retention*: When staff are inspired to stay long term in an organization (Das & Mukulesh Baruah, 2013).

*Job satisfaction*: Being content and satisfied with your employment (Montuori et al., 2022).

*Leadership*: The ability to inspire and guide individuals toward achieving organizational goals (Khoshhal & Guraya, 2019).

*Motivators*: Satisfying Factors that motivate satisfaction (Pou & Manoa, 2003).

*SWOT Analysis*: Stands for Strengths, Weaknesses, Opportunities, and Threats that the organization can use to make effective changes (Teoli et al., 2023).

### **Significance**

Understanding why the client organization is having trouble retaining staff will help them make changes to keep employees working with them long term. Findings may inform of strategic improvements that enhance employee commitment and reduce turnover. The study aimed to implement positive changes and reinforce effective practices among current employees. Retaining staff is cost-effective, assists in work productivity, improves employee relationships, boosts morale, reduces stress, and builds

rapport (Friedman, 2022). This study can further contribute to the client organization and similar organizations with concerns about keeping employees working long term. The research can help impact not only the client organization but also the partners and community members affected by the low retention rate.

### **Summary**

The client organization continues to experience administrative issues with retaining staff. The study's results will enable the client organization to implement changes that can help retain employees in the long term. Section 1 covered the client organization background, problem statement, purpose of the study, research question, nature of the administrative study, significance, and significance to practice. Section 2 focuses on the conceptual framework, relevance to public organization, organization background, the function of the research, and the role of the researcher. The study's conceptual framework will focus on Herzberg's motivation-hygiene theory, Lewin's social change theory, and social exchange theory.

## Section 2: Conceptual Framework and Relevant Literature

### **Introduction**

The client organization faces ongoing challenges in retaining staff long-term. This section presents the conceptual framework guiding the study and reviews relevant literature on employee retention in nonprofit organizations. This qualitative study explored the underlying factors contributing to employee turnover within the client organization. In this study, I also evaluated other studies to determine which methods are most effective in retaining staff. Additionally, Section 2 of this study will outline the conceptual framework that best suits the client organization. It will also address the study's concept, the client organization's background, and the researcher.

### **Literature Search Strategy**

The literature review focused on identifying effective staff retention strategies relevant to nonprofit organizations. Key concepts included employee turnover, job satisfaction, workplace environment, and work-life balance. Literature covers relevant and credible sources. Key concepts include employee retention, job satisfaction, employee turnover, workplace environment, and work-life balance. Keywords included in the search are *employee turnover*, *job satisfaction*, and *retention*. The combined databases used for this research include MEDLINE/PubMed, CINAHL, APA PsycInfo, SocIndex, ScienceDirect, Academic Search Complete, Social Sciences, Citation Index, Education Source, Emerald Insight, Directory of Open Access Journals, Research Gate, Google Scholar, Political Science Complete, and Public Administration Abstracts. Sources include peer-reviewed articles, books, and past research reports. Search strings

include employee retention and retention strategies, job satisfaction and employee turnover, and environment and work-life balance. Research relevance is ensuring that sources address the research question by using credible and reputable sources, focusing on up-to-date resources.

### **Conceptual Framework**

Herzberg's motivation-hygiene theory distinguishes between motivators, such as recognition and achievement. Hygiene factors like salary and supervision. These elements influence employee satisfaction and retention (Kurt, 2021). The client organization's key issue is retaining workers. These workers work in the social service field, including peer support workers, community educators, and mental health professionals, focusing on drug addiction and prevention, as well as keeping children safe. Child welfare providers are a huge component of the client organization. The employees are required to work together with multiple organizations and clients. The organization relies on the employees' work outcomes to adhere to grant deliverables, which help pay employees' salaries (Lizano et al., 2021). The employees are responsible for advocating for clients and arranging treatment for them, while ensuring the safety of children.

The conceptual framework for job retention encompasses several factors that influence why employees leave an organization. Herzberg's two-factor theory focuses on the important issues that employees think about when leaving an organization: motivators and hygiene. Motivators include factors such as job promotions and the employee's satisfaction with the work they perform. Hygiene factors focus on work compensation,

work conditions, and the organization's leadership. Factors that influence employees leaving the workplace are the work environment and work policies. Employees focus on what motivates them to work and stay in the organization. A motivator for an employee can be the appreciation and recognition they receive from the organization. Praise and rewards can serve as key motivators for employee retention. Employees focus on various aspects of their work environment before deciding to leave the workplace. The goal is for the employees to have enough satisfaction that they choose to stay in the organization. This can be accomplished by decreasing their dissatisfaction. If the organization can decrease an employee's dissatisfaction, then it can minimize the feeling of being overburdened. This feeling can cause employees to leave the organization.

Lewin's change theory complements this framework by emphasizing the process of organizational change through unfreezing, changing, and refreezing behaviors (Vo et al., 2022). This means that employees can be motivated to change, and a process will take place to help make that change. Employees need positive reinforcement to drive them to make a change. This can decrease the resistance to leaving the workplace. Employees require intrinsic and extrinsic motivators to embrace organizational change. If the drive is higher than the resistance, the chances of the employee staying within the organization are higher. Rules, policies, and procedures should be a team effort to reinforce positive change (Vo et al., 2022). Employees are more likely to adhere to changes if they are part of the process of making the changes and know why the changes are being made (Galbraith, 2018). If an employee's motivation stays at the same level or lower level than the restraining forces, then there will be no change.

Social exchange theory adds a relational dimension, suggesting that employees are more likely to remain in organizations where they perceive mutual benefit and support (Bondar et al., 2022). Social exchange theory states that employees are more likely to remain in an organization long-term if they benefit from their employment. Employees' experiences in the workplace may impact their mental health. The workplace environment can add to aggression and impact how an employee feels. It can create stress in an employee's work life, leading to an unbalanced work life and causing an employee to leave the organization if it becomes an intolerable situation.

As shown in Figure 1, employees and organizations can benefit from financial gain, commitment, and job satisfaction. Employees can also benefit from having stable mental health and being in control of the stresses the job brings. If financial gain, commitment, job satisfaction, and good mental health are not provided to the employee, it can lead to the employee leaving the workplace, resulting in a high turnover rate for the organization.

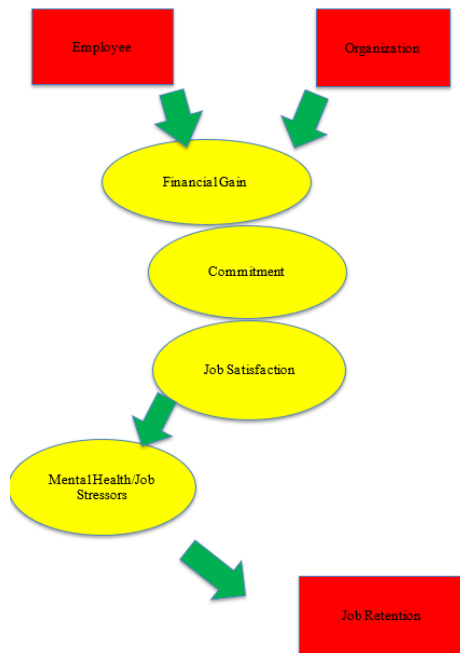
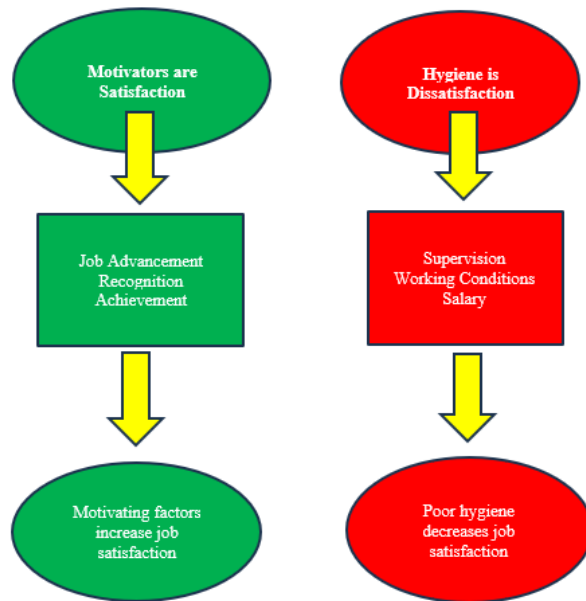
**Figure 1***Workplace Benefits Using Social Exchange Theory*

Figure 2 illustrates how motivators increase satisfaction and retention, whereas deficiencies in hygiene factors lead to dissatisfaction and turnover. It shows how motivating factors bring satisfaction to the employee. When the employee is motivated, they tend to stay in the workplace. Hygiene factors that decrease satisfaction led to employees leaving the workplace, which brings retention to the organization. Motivating factors include job advancement, job recognition, and work achievement. Hygiene factors that bring dissatisfaction to the employee in the workplace are work supervision, working conditions, and salary.

**Figure 2***Workplace Benefits Using Herzberg's Motivation Hygiene Theory*

The client organization's focus is on retaining staff. The goal is to understand the factors that influence employees' decisions to leave the organization. Some factors include the organization's practices, work environment, organizational structure, and positive leadership. For the client organization to retain staff, it must focus on job satisfaction and what motivates workers (Kurt, 2021). Supportive supervisors and coworker support are important for job satisfaction. Effective leadership establishes a strong foundation for an effective team, allowing workers to navigate through challenges and emerge stronger (Mazzetti & Schaufeli, 2022). Employees need to grow and feel they are achieving something in their careers. Employees also look for opportunities to advance in the workplace. When employees are satisfied with the organization as a whole, they tend to stay long-term. When employees do not have favorable work

conditions, receive poor salaries, and experience ineffective leadership, they may perceive this as dissatisfaction, leading them to consider leaving the workplace. When employees have a balanced workplace that motivates them, job retention decreases because employees feel appreciated and valued. Employees who stay long-term in the workplace tend to get their needs met and feel they can balance life and work effectively. Employees seek a decrease in work stressors and an increase in overall job satisfaction. They are looking for a balance that favors the benefits allotted to them.

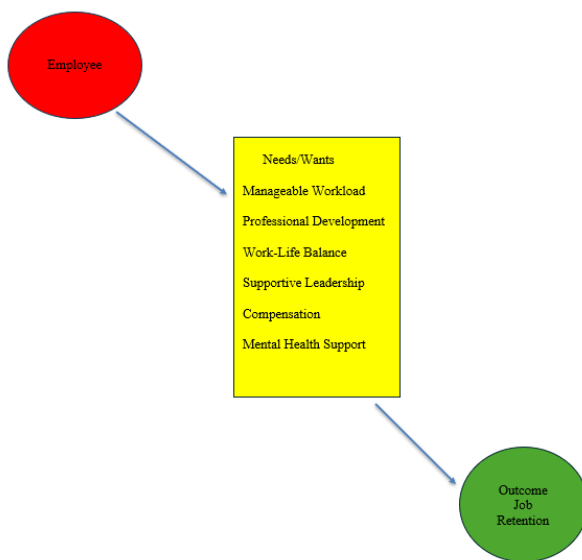
To further contextualize the conceptual framework, a SWOT analysis was conducted to assess the client organization's strengths, weaknesses, opportunities, and threats. It was important to discuss the workplace culture within the client organization. Assessing whether the organizational culture had a healthy environment was important. Another important issue looked at was whether the workload provided for the employees was manageable and sustainable. I survey the employees on opportunities for advancement. A key issue reviewed during the survey was whether the work offered a work-life balance for the employees. Determining if the employees could take time off to focus on their personal needs was essential. Finding out what employees felt about leadership, policy, and procedure helped navigate the responses to see if there was an issue with employees approaching leadership when needed. The research focused on the mental health policy in the organization and whether the employees can benefit from it. Lastly, the research addressed salary satisfaction.

Figure 3 summarizes the factors influencing job retention, highlighting the importance of aligning employee needs with organizational practices. Employees want a

manageable workload; they want to be able to advance at work, and they want to be able to work and have flexibility in their home life. Employees are looking for supportive leadership and a fair salary. They also want to work without worrying about their mental health.

**Figure 3**

*Factors Causing Job Retention*



## Literature Review for the Study

### Organizational Culture

The workplace environment is relevant in retaining employees. A positive work environment enhances employees' commitment to work (Zhenijing et al., 2022). An important factor is that employees need to be part of the decision-making process in the organization. Employees need to feel heard, and their first-hand knowledge should be considered when making decisions. When involved in decision-making, employees tend

to help execute needed changes (Charles et al., 2021). Employees are integral to both organizational operations and client outcomes, making their retention a strategic priority. Letting Employees be part of the decision process not only brings a healthy work environment but also shows the employees that their input is important and builds healthy relationships (Mambula et al., 2021). Employees need to feel like they are being treated fairly. When employees are committed to their work, they tend to stay long term (Zhenjing et al., 2022).

### **Supportive Leadership**

The leadership of an employee affects the work environment. When an employee can respect their leadership and feel supported by them, they tend to have a positive work ethic and work with integrity. Having good leadership can reduce the turnover rate. Positive leadership influences and leads to satisfied employees who stay in the workplace (Abhamid et al., 2014). Positive and supportive leadership leads employees to a trusting, problem-solving, and supportive workplace, which builds resiliency (Yan et al., 2021).

### **Professional Development**

To retain staff, the client organization should consider how satisfied workers are with their job duties. Having an opportunity to enhance and advance in their career is attributed to job satisfaction, which entices workers to stay. Investing in your employees' career growth offers opportunities for them to grow within the organization. When an organization invests in training and development, it shows the employees that it is willing to enhance their knowledge and invest in both the workers and the organization (Waters & Rodriguez, 2017). Employees having the opportunity to continue training and learning

while on the job show they can grow within the organization. It shows that they are committed to growing (Walters & Rodriguez, 2017).

### **Work-Life Balance**

Employees benefit from a work-life balance. They want to manage their work lives without feeling they must give up their personal lives. Work-life balance contributes to satisfaction in both work and home life and can reduce stress while fulfilling personal satisfaction (Gragnano et al., 2020). Work-life balance contributes to lower levels of worker burnout and allows the employee to separate work from home life (Stanley & Sebastine, 2023). Work-life balance enables employees to prioritize their personal well-being outside of work, ultimately enhancing their success in the workplace. Working in the case management field or with young, vulnerable children means workers are dealing with highly stressful situations, and without a work-life balance, there is a risk of burning out and losing employees (Stanley & Sebastian, 2023). Organizations must investigate ways employees can take time, balance the workday, and decompress themselves from the stresses of the job. Things like remote work, flexing time, taking breaks, and using vacation time led to positive productivity from employees (Waworuntu et al., 2022). Giving consistent work breaks to employees tends to balance off the workday and give employees a chance to decompress. Taking breaks reduces stress (Randolph, 2016).

### **Mental Health Support**

A dysfunctional workplace can lead to employee burnout, resulting in employees resigning from the organization. Providing resources that support an employee's mental health is essential to maintaining a healthy work environment. Employees with positive

mental health tend to have a healthy work ethic. People with poor mental health tend to have a lower work ethic (Lu & Shan, 2022). Organizations providing mental health programs in the workplace have improved employee interaction and decreased care costs (Bondar et al., 2022). There are things in life that a person may encounter without any notice, and providing mental health programs benefits the organization and the employee. The US surgeon reports that mental health should be looked at in the workplace, and it provides a foundation for success (Novotney, 2022). Providing mental health programs in the workplace can be cost-effective for the organization. It will not only reduce retention but also increase productivity. PLOS Medicine published a study that found most mental health presentations to be cost-effective (Le et al., 2021). In the long run, funding mental health programs outweighs hiring new personnel.

### **Compensation**

The compensation an employee receives is another critical factor in retaining staff. Employees' compensation evaluates their worth and should be proper and fair (Fulmer et al., 2023). Fair compensation rewards employees for their work ethic and the value they bring to the organization. Compensation plays a significant role in job retention. Compensation can be more than an employee's salary, medical benefits, and bonuses. What an organization can offer as additional incentives also makes a difference for an employee. Employees tend to stay in an organization if they feel fairly compensated for their work (Sorn et al., 2023).

**Manageable Workload**

It is important to recognize that positive motivation encourages employees to strive for success in the workplace. A heavy and unattainable workload can contribute to employees leaving a job. An unmanageable workload can contribute to feelings of unfairness and dissatisfaction (Inegbedion et al., 2020). If your workload is too high, it can lead to low morale. This can affect the organization because workers will not be motivated to be productive due to being overwhelmed by their workload. When employees feel burdened, they tend to resign (Inegbedion et al., 2020). Workers need a sustainable workload to help them succeed in their careers. They need to manage the work given to them to be successful in the workplace.

**Previous Methods**

The Human Resources Director at the client organization has reported a few approaches to prevent job retention. They have implemented monthly recognition awards. The client organization also tries to do potlucks quarterly. They also advise staff to consult with their supervisor or anyone higher up the chain of command if needed. They offer an open-door policy.

**Summary**

In conclusion, the client organization must build strong, positive leadership, compensate staff fairly, and create a safe, healthy work environment to retain staff effectively. The client organization needs to address what satisfies and dissatisfies employees to effectively retain staff. The client organization needs to address these key factors to increase job satisfaction and retention. Employees need to be motivated and

invested to stay in the organization. Section 3 will focus on survey questions, sources of evidence, participants, the organization, and submission of the application for Walden IRB approval. An analysis will be maintained for the study to maintain its integrity, which includes data integrity and credibility.

### Section 3: Data Collection Process and Analysis

#### **Introduction**

The nonprofit client organization, which works with vulnerable families in Florida, continues to experience high staff turnover, resulting in financial strain, service disruptions, and challenges in meeting grant deliverables. This urgent issue creates pressure on the remaining staff and creates organizational instability. The purpose of this qualitative study was to examine organizational practices and employee perceptions to identify key factors influencing staff retention. The study was conducted to provide actionable recommendations that support long-term workforce stability, enhance employee satisfaction, and improve service continuity.

This section outlines the research design, data collection procedures, analytical strategy, and ethical considerations employed in this qualitative study. It is essential to retain staff long-term for the betterment of the organization (Caudhary & Sharma, 2024). The client organization's issue is the inability to retain staff, resulting in reduced productivity. I conducted a survey with employees at the client organization's workplace to help the client organization make changes that can enhance the workplace and encourage employees to stay long-term with the organization. In this section, I will discuss the methodology for this study, which includes what employees are looking for in the workplace. It focuses on what is satisfactory to an employee and what is a stressor. The goal was to see what factors positively influence employees and cause satisfaction in the workplace.

### **Practice-Focused Research Question and Research Design**

In this qualitative study, the focus was on what internal organizational practices and employee perceptions influenced staff retention at the client organization. This question aligns with the study's conceptual framework, which includes Herzberg's motivation hygiene theory, Lewin's change theory, and social exchange theory. These theories together emphasize the importance of job satisfaction, organizational change, and various relationships that influence employee retention. Exploring factors like leadership support, compensation, mental health resources, and professional development influences employees' decisions to remain in the organization. The goal of the study was to create actionable insights to support long-term stability in the workplace. I researched what employees believe they need to stay working in the client organization in the long term. Talking to the human resource director and confirming what the organization already does was crucial to this study, as it is essential to understand the measures the client organization has implemented to retain staff in the long term. It is essential to understand the goals that the client organization has for its employees (Fisher et al., 2021). It is essential to identify and implement changes that can enhance a more productive work environment.

The survey provided the data needed for this qualitative study. The questions asked in the survey were open-ended. There were also questions that had a selection of answers to choose from (see Appendix A). This allowed participants to express their viewpoints without being limited in their responses. Previous surveys show that there are different motivators for employees leaving the workplace. Sharing the questions with the

human resource director and the client organization's CEO was important to ensure the data's validity. The survey was anonymous to ensure that employees were protected and felt comfortable participating. The data responses received from the survey were adequate to answer the research question and provide essential information to the client organization for the study.

The study results were able to directly address the question of what organizational practices influence staff retention at the client organization. By analyzing employee feedback on workload, leadership, compensation, and mental health support, the recommendations were designed to mitigate the high turnover rate that causes service disruption and financial strain. The recommendations align with the study's conceptual framework, incorporating Herzberg's motivation-hygiene theory, Lewin's change theory, and social exchange theory to ensure that proposed changes are evidence-based and responsive to the employees' needs. In the long run, the deliverables provide the client organization with a guide to improve retention and maintain stabilization in the organization. The study results provide vital information for the client organization and other organizations having difficulty retaining staff. This research aimed to help the client organization implement changes in procedures that can assist in retaining staff in the long term. The survey was designed to help the client organization identify solutions to retain its employees. This section of the qualitative research study will provide an in-depth analysis of the data collected.

This qualitative research employed a general qualitative case study approach, utilizing a survey to conduct interviews with employees. A qualitative approach is

appropriate because the aim was to use employee experience, organizational practices, and contextual factors to seek answers for the client organization. A qualitative case study is relevant to studying the natural world with issues to form realistic solutions.

When staff leave, one issue the client organization faces is meeting its grant deliverables. When the client organization loses staff, it loses the work that can be accomplished (Frone & Blais, 2020). Deliverables are needed to sustain the grant. When deliverables are not met, the client organization can incur financial losses. There is always a risk of losing grants when deliverables are not met, which places employee salaries at risk.

### **Roles of the Researcher and Client Organization**

As the researcher, the client organization is relying on my research to help them identify ways to retain staff. I have served in a professional capacity within the client organization in the past and possess academic training in public administration. I do not hold a formal position with the client organization in a supervisory position. I am an independent contractor who accepts assignments within the organization. There is no power imbalance that could influence participation or responses. While I do maintain a professional respect for the organization's mission, I have no personal relationship with the participants that could compromise the research.

I have sorted all the collected data to identify key issues that the client organization needs to address to provide a solution to the work retention gap it is facing. The client organization played a supporting role in facilitating this study by granting me access to the survey participants and the Human Resource Director, who provided me

with any necessary information for this qualitative study. The client organization did not influence the research or final recommendations, preserving the integrity of the research. At the end of the research, my task was to identify solutions and strategies that the client organization can use to keep employees engaged and motivated to continue providing the work they have been tasked with completing.

To ensure the research had no potential bias, I adhered to qualitative protocols to ensure the data collection and analysis were neutral. Ethics have been and continue to be extremely important in conducting this study. It was important to stay neutral when analyzing the data. It was important to protect the integrity of the data by keeping it confidential. The survey was and continues to be confidential to make the organization a stronger, healthier workplace.

### **Methodology**

Data was collected through a structured survey administered to employees across multiple departments. The survey included both closed-ended and open-ended questions, designed to solicit employees' perspectives on workload, leadership, compensation, professional development, work-life balance, and mental health support. The survey was conducted through an online link that the employees could access. This was the best way to protect the employees' confidentiality. It also helped employees feel safe in communicating their issues that cause dissatisfaction in the workplace, which can lead them to want to leave the organization. It was essential to provide employees with a space to share their experiences. This was the best course for participants to feel comfortable and be open and honest. The employees were from various backgrounds. They were able

to share their viewpoints on what works for each individual and what does not work for them in the workplace. This survey included diversity, encompassing different genders, age groups, and varying lengths of time working with the client organization. The respondents had different roles/positions within the organization. The participants were asked for permission to participate in the survey. They were advised that this study would help the client organization make positive changes. I was able to receive approval from all parties. I received consent via email from the client organization to conduct the survey with the employees. The client organization is aware that this survey will help determine what changes, if any, need to be conducted to help staff stay long-term within the client organization. The client organization approved the survey's questions. I have and will continue to keep the survey responses confidential and have advised all participants before the survey was administered. It is and continues to be crucial to keep the vitality of the survey to protect the participants' rights and ensure that their responses remain confidential. I used literature associated with job retention to help develop survey questions. It was important to allow space for the employees to state any ideas or comments. I was the only one responsible for the survey analysis.

I have examined recurring issues and identified key concerns related to job retention to ensure the survey accurately addresses the issue of job retention. I have organized the data collection by responses to the questions. The way the questions were answered grouped responses and provided a percentage for each question's outcome. All questions focused on job retention.

The survey's outcome will help the client organization with job retention by helping them understand what possible causes lead employees to leave the client organization. Using Herzberg's two-factor theory helped demonstrate the correlation between job retention and increased workplace satisfaction. It showed that when people have positive motivation, they stay in the workplace long-term. When an employee is satisfied, the risk of retention decreases. In factoring in the social exchange theory, I can advise the client organization that when employees have good work experience, they are motivated to stay in the organization long term. This affects how the employee overall feels in the workplace. The survey helped provide the client organization with insights into the employees' experiences. The qualitative data helped the client organization understand employees' feelings and thoughts. It helped expose the underlying issues that cause employees to be dissatisfied in the workplace, leading to resigning. The data was collected online. Once the survey was completed, I was able to sign into the platform and analyze the data.

### **Strategy for Data Analysis**

A qualitative research strategy was used to analyze data collected from the surveys. Survey responses were analyzed using thematic analysis. The researcher manually coded open-ended responses to identify recurring themes related to job satisfaction and retention. Codes were grouped into the conceptual framework categories, which included motivators and hygiene factors. After reviewing and evaluating the data received and the literature researched, I came to an evaluation that would assist in answering the client organization's research question. Due to the client organization

being relatively small, the projected completion of the research took a little over a year. It was important to realize that there would be unplanned obstacles and different availability when requesting information. To be successful, it was essential to allocate sufficient time to gather the necessary information. Data analysis was a crucial step in determining the research's desired outcome. The client organization's present staff survey information was a vital source for this research.

The coding used was automatically grouped based on the responses received from the survey questions. The researcher developed codes for hygiene factors and motivators that included satisfied or dissatisfied responses. The codes were also used to measure professional development, work-life balance, supportive leadership, mental health support, and compensation. The survey automatically grouped the responses and sectioned them by the provided answers. The survey was conducted using SurveyMonkey, which assisted in analyzing the data obtained. The results of the collected data provided the following recommendations: effective workspace needs, an increase in pay or time off, training in time management, and having supplies when needed.

## **Issues of Trustworthiness**

### **Credibility**

To establish credibility in this qualitative research, several strategies were used to ensure the trustworthiness of the findings. Triangulation was achieved through comparing the survey responses with existing relevant literature. Additionally, limited contact with the client organization and participants to support contextual understanding. Saturation

was monitored to ensure that recurring themes were sufficiently explored, and no new insights emerged. Self-awareness practices were maintained to identify and mitigate research bias. To help ensure the validity of the research, an online platform was used to offer a level of comfort and honesty to the survey participants. The participants were able to express their views, likes, and dislikes, connecting the independent variable, hygiene factors, such as salary, and motivators like recognition.

### **Transferability**

To support transferability, the study provided details for readers to assess the findings, which were similar to those of other nonprofit organizations. The participants surveyed represented various roles and departments within the client organization. They were able to offer multiple perspectives on retention challenges, which enhanced the relevance of the findings.

### **Dependability**

Dependability was assessed by using a clear documentation process maintained throughout the study. This included the data collection procedure and coding. Triangulation reinforced dependability, validating findings. These combined strategies support the internal validity of the research and reinforce the credibility of its conclusions.

### **Confirmability**

To settle confirmability, the research engaged in identifying any potential personal bias issues. The researcher did this by documenting reflections throughout the study. This helped ensure that the findings were established based on participant data and

not influenced by research preconceptions. The researcher ensured transparency and validation throughout the research process.

### **Intra- and Intercoder Reliability**

This study primarily focused on single research coding. Intra-coder reliability was maintained by continuously reviewing the data and coding criteria. The data segments were verified at different stages to ensure coding consistency and stability in interpretation. If additional coders were needed, intercoder reliability would have been established.

### **Ethical Procedures**

The client organization's identity will remain confidential. During the research, the participants' confidentiality has been maintained. Before the participants started the survey, confidentiality was discussed in detail. The client organization submitted an agreement to participate in the research. The researcher completed a proposal before moving to the prospectus. For the researcher to conduct the survey, the client organization had to agree to and consent to the survey being sent to its employees. The surveys were sent via email. Each participant was informed of the expectation of participating in the survey by the researcher. The participants were advised when the surveys were concluded.

The researcher did not come across any ethical concerns. The researcher worked at the client organization years ago and continued to work as an independent contractor. The researcher was able to conduct the research without implicating any biases. The

researcher was able to document and use the data provided by the employees during the survey.

The research involved collecting survey data from the employees of the client organization. The data was kept confidential. The identities of the participants were not disclosed during the collection or analysis of the report. No personally identifiable information was included in the data. Archival data, such as internal organizational policies and information shared, were also treated as confidential and used solely for contextual analysis. Participants were informed of the confidentiality protocols during the informed consent process.

The study guaranteed anonymity. It was crucial to protect the participant's identity. Confidentiality was maintained. All responses did not include names, job titles, or any other identifiable information. The distinction between anonymity and confidentiality was clearly communicated to participants, and any concerns were addressed prior to data collection.

Confidential data was and continues to be stored on a secure, password-protected device. There are no traceable responses to specific individuals. The data will be retained following the completion of the study, and the researcher will follow Walden University's Institutional Review Board (IRB) policy. The researcher did not offer any financial or material incentives for participation. All responses were voluntary and unbiased. Participants were informed that their decision to participate or decline would have no impact on their employment status or relationship with the organization. All

ethical procedures were reviewed and approved by Walden University's IRB prior to data collection.

### **Summary**

This qualitative researcher collected data by analyzing survey responses geared towards understanding how employees feel. The participants were able to voice their opinions on what satisfies them within the client organization and what dissatisfies them. This was the only data collected and gathered that was implemented in this qualitative study. Once the data was collected, an analysis was created for the client organization. The next section of this study focuses on the methods used to collect data. It includes the process of analyzing the data. Surveying the employees was the method used for data collection.

## Section 4: Results and Recommendations

### **Introduction**

The purpose of this research was to address the issue of job retention within the client organization, which raises concerns regarding the client organization's ability to meet its grant deliverables. It also becomes costly for them to hire and train new employees. This research focused on improving the organization in ways that enables employees to feel secure in the workplace. After receiving institutional review board approval, I began gathering data by creating a survey for the client organization. The research question for the study is what changes the client organization can implement to retain staff and save on training costs. In this qualitative professional administrative study, I focused on the approaches that the client organization should take to be effective in job retention and minimizing organizational costs. I gathered data by conducting a survey of employees at the client organization to answer this question and achieve the research goal in this qualitative study. I provided the client organization's human resource director with a link to forward to the employees completing the survey anonymously. Since the client organization is a small agency, the goal was to receive 15 responses from participants. I received 18 survey responses. I then evaluated the problem of the client organization and reviewed the gaps that the employees shared in the anonymous survey. I was able to conduct a SWOT analysis, which focuses on strengths, weaknesses, opportunities, and threats (CIPD, 2025).

This section will cover data analysis and its findings. This section will discuss deliverables and recommendations for the client organization. This section will include

the evidence of trustworthiness, strengths, and limitations of the study. I also discuss the client's organization strengths, weaknesses, opportunities, and threats.

### **Data Collection**

The participant demographic data collected for this research involves 18 anonymous participants who work within the client organization. The participants ranged in age from 18 to 62. Fourteen participants were female, and four participants were male. The research survey began on May 20, 2025, and concluded on July 1, 2025. The survey was conducted by providing a link to the human resource director at the client organization, who then forwarded the link to the employees. The director sent out the survey link four times to encourage participants to engage in the survey. Once the staff completed the survey, the responses were automatically transmitted to the researcher via SurveyMonkey. Survey Monkey then recorded the responses for me to view and evaluate. The survey did not include names or occupations to help ensure the survey remained anonymous. The survey consisted of 32 questions. The data collected ranged from the length of time at the client organization to feedback validation, satisfaction with work duties, supervision, personal growth and development, work-life balance, mental health, work timeframes, benefits, challenges, and barriers that employees face.

### **Data Analysis**

The data analysis followed an inductive approach. It began with the open coding of survey responses, which identified important information. The responses were reviewed by line, and the codes reflected the participants' perceptions, concerns, and experiences. They were then grouped into categories based on similarities, like mental

health, compensation, workload, and leadership support. This process allowed me to group data together that aligned with the researcher's conceptual framework. The survey for the study was conducted through SurveyMonkey, which enabled the collection of data in percentages.

The issue of retention has caused challenges for the nonprofit client organization. When evaluating the 18 respondents, it was clear that most of the employees have only been working for the client organization for under 3 years. There were only two participants who had been in the organization for over 3 years (see Table 1).

**Table 1**

*Participant Demographics*

Respondent	Age Range	Gender	Amount of Time in Company
R1	42-62	Female	0-3 Years
R2	31-41	Female	0-3 Years
R3	31-41	Female	0-3 Years
R4	18-30	Female	0-3 Years
R5	42-62	Male	0-3 Years
R6	18-30	Female	0-3 Years
R7	42-62	Female	4-7 Years
R8	42-62	Male	0-3 Years
R9	42-62	Male	0-3 Years
R10	31-41	Female	0-3 Years
R11	31-41	Female	0-3 Years
R12	42-62	Female	0-3 Years
R13	42-62	Female	0-3 Years
R14	18-30	Female	0-3 Years
R15	42-62	Male	0-3 Years
R16	18-30	Female	0-3 Years
R17	18-30	Female	0-3 Years
R18	42-62	Female	4-7 Years

All 18 participants felt that their ideas and feedback were valued, and 94% of the participants were satisfied with their role in the client organization. All participants felt they had opportunities for growth in the workplace, and all participants were satisfied

with their supervisor. Eighty-three percent of the participants were satisfied with the work-life balance offered by the client organization.

When asked what could be implemented to improve things, employees stated that having supplies when needed was a significant issue. The employees would like to have supplies stocked up in the office. It was stated that office supplies are ordered as needed, resulting in employees having to wait for supplies. Another issue employees discussed was having issues with time management. The client organization will benefit from implementing time management training for employees. Some employees find it challenging to manage their time and feel the need for guidance on how to manage it effectively. In evaluating the survey, some employees expressed a need for a quieter workspace. The employees work in a shared space and would like to work in a space that has minimal interruptions. Another gap found in the analysis of the survey is that employees would like to see a slight increase in pay or an increase in personal time off.

While most responses aligned, a few alternative perspectives emerged. The survey was carefully examined and interpreted to ensure that the employees' interpretation was accurately reflected. The employees were able to include their individual experiences and express the importance of staff need to discourage leaving the workplace.

### **Findings**

In this section, I have presented the findings from the survey conducted. The survey was conducted with 18 employees from the non-profit client organization. The results showed that 100% of the employees surveyed within the client organization felt valued. They also felt comfortable in providing feedback to their supervisors. All the

employees surveyed felt that their supervisors were positive and supportive. Based on responses, 94.44% of the employees were satisfied with their current role and responsibilities. All employees felt there were opportunities for career growth and personal development. Results showed that 16.67% of employees are not satisfied with the work-life balance provided by the client organization, and 11.11% of employees feel that the client organization does not provide sufficient assistance with mental health resources.

There are 88.89% of employees who have been working for the client organization for 3 years or less. This means that more than half of the employees who participated in the survey are new to the company. Some employees in the client organization felt that they needed tools to improve their time management skills, which would help them better fulfill their roles. Some employees would like a slight increase in pay or personal time off. Most employees want to continue receiving training, discussing cases on a weekly basis, and attending supervisory meetings. The employees feel this helps them with their job development. The employees would like to continue monthly staff meetings. The employees felt that this brings them together and makes them feel like they are a family. The employees report that, despite the company's growth, there is a high turnover rate among staff, and the workload is redistributed. Some staff feel that the mental health and substance misuse program seems to have priority over the other programs. Most employees appreciate the diverse culture the client organization has and the food that is shared during monthly meetings. A challenge employees face is communicating effectively across different departments. Employees report that at times it

is difficult to get access to office supplies, and they must wait for items that are needed to complete job functions.

The employees voice concerns about needing time management training. The employees felt they wanted to be able to discuss their cases more than once a month. Employees have stated they would like to see a slight increase in pay or personal time off. This would encourage them to stay with the organization long term. The employees raised concerns about not having a workspace where they can concentrate due to the shared space.

The client organization can use this data as an opportunity to make minor adjustments that can produce a large positive impact for the client organization. Most of the employees are proud to work for the client organization and feel appreciated. The employees would like to see minor adjustments and changes that they feel will benefit them.

The results of the findings can bring positive changes. These findings can present an opportunity for the client organization to collaborate with its employees. Making changes can positively impact the organization by retaining employees. It can also show the employees that their voices are heard.

### **Deliverables and Recommendations**

After analyzing the survey results, I identified several approaches that could minimize job turnover within the client organization. These approaches can also save money on hiring and training new employees. The survey conducted at the client organization highlighted the client organization's strengths, weaknesses, opportunities,

and threats. The recommended solutions that will potentially address the problem identified by the client organization are as follows:

### **Recommendation 1**

Employees reported that they work in an open space, which makes it difficult for them to work. Employees reported needing an area that is quiet to work so they can hear themselves think. It is important for staff to feel comfortable and have privacy at work. An employee's stress is heightened when they share office space due to finding it difficult to concentrate. When employees share an open space, they tend to engage less because they are aware that others are present. They are aware that people can hear and see everything they do. Sharing an open workspace can lead to increased job retention. Open workspaces tend to place people in a position to withdraw from interacting personally and turn to using email instead (Bernstein & Turban, 2018). One recommendation is to place cubicles in the open workspace area. This provides employees with a sense of privacy, making them more comfortable communicating with their clients. If cubicles are not foreseeable, another recommendation is to provide employees with noise control headphones and to have a space designated for phone calls in all areas (The Unintended Effects of Open Office Space-News-Harvard Business School, 2018).

### **Recommendation 2**

Employees report that a slight increase in pay or in personal time off would make them feel more valued. Most employees were satisfied with their compensation but reported having difficulty managing a balance between work and life. If a pay raise is not

foreseeable, an increase in personal time off would help employees feel like they have time to decompress. Employees benefit from more incentives than just their salary. Employees are looking for personal time to enjoy their health and well-being (Rodriguez-Sanchez et al., 2020).

### **Recommendation 3**

Most employees stated they felt there was room for growth within the client organization. However, one issue that employees would like training on is time management. Employees felt that they could benefit from time management training. Time management is important because it helps improve production in the workplace (Irikefe, 2018). This training can be cost-effective. The training can be provided in the form of a webinar or by a human resource professional conducting time management training. LinkedIn offers a few management fundamentals webinars that are free.

### **Client Organization Deliverables**

The results of the study can be used to make changes to retain staff, which would produce deliverables for the client organization. Producing grant deliverables is important because it is what keeps the organization funded. Changes made can help ensure that the client organization achieves grant deliverables without constant setbacks. The results enable the client organization to make minimal changes that can have a significant impact on retaining employees and meeting grant expectations.

The client organization is highlighted by its strengths. The employees described issues with the workspace that they would like to see changed. If the client organization does not make changes, there is a threat that employees will leave the client organization.

The client organization can take this as an opportunity to strengthen its weaknesses. If the client organization decides not to make changes, it will continue to face threats to staff retention. This qualitative research was conducted to assist the client organization in retaining staff. The SWOT analysis helped discover the strengths and weaknesses in the client organization. The results were based on a survey of the organization's employees. The survey helped provide the employees' views of the client organization as well as their experiences.

Recommendations for future research would include 100% participation from all employees in the organization. This would include the leadership team and management teams. Making small changes can have significant implications for positive change within the client organization, as well as other organizations that face similar issues with their employees.

### **Evidence of Trustworthiness**

Making sure that the study is trustworthy was essential in ensuring the credibility of the study. The survey was anonymous to protect the participants. It also allowed the participants to add any feedback they felt was relevant. Once the survey data were analyzed, the percentages presented from the responses were used to interpret and validate the data.

The survey was conducted with employees from the client organization. The participants represented a diverse range of ages and backgrounds. The survey was conducted via a link sent to the Human Resource Director, and the responses to the

survey were directly submitted to SurveyMonkey. The responses were only viewed by me, the researcher, ensuring the credibility of the results.

To ensure that my thoughts and potential biases did not influence the research, I used only the data presented for findings and conclusions. I did not share my thoughts or leave anything for interpretation. This ensured the research's trustworthiness. This helped make the findings credible.

### **Strengths and Limitations of the Study**

The SWOT analysis shows the strengths, weaknesses, opportunities, and threats for the client organization. The strengths of the study benefited the client organization in a positive way. The strengths highlight what employees feel works best for them to be productive. The client organization can capitalize on its strengths by focusing on providing employees with benefits that benefit both the employees and the organization.

The weaknesses identified were areas where the client organization lacks. It highlighted the limitations of the client organization by providing them with a blueprint of what changes can be made to make improvements in the organization. The limitations of this study included the possibility that employees were not entirely truthful in their responses to the survey. The employees may have felt that the survey was not anonymous, thus making them reluctant to respond honestly. Another limitation is that the client organization is a small organization, which means the sample size is small. The responses may not reflect the same outcome for a larger population.

The study provides the client organization with an opportunity to make positive changes that can increase productivity and keep morale up in the organization. The study

provides the client organization with an opportunity to show its employees that their voice matters. The client organization is provided with opportunities for change. The study offers the client organization a way to reduce retention. If the client organization chooses not to make changes, it may pose a threat to the client organization with the continual lapse in positions. The future of the employees at the client organization is at risk.

### **Summary**

Section 4 of this qualitative professional administrative study outlined the purpose of the study. Section 4 discussed the research questions and the grant deliverables for the client organization. Section 4 reflected the positive and negative aspects of the study, as well as the improvements offered to the client organization to enhance its operations. The findings, data, deliverables, and recommendations were presented. The strengths, weaknesses, opportunities, and threats of the client organization were discussed. The next section, section 5, will include the dissemination plan and the conclusion. Section 5 discusses the target audience and the feedback received from employees, and recommendations for making improvements.

## Section 5: Dissemination Plan and Conclusion

### **Dissemination Plan**

The dissemination plan is essential to provide answers to the outcome of the professional administrative study to the client organization. The goal is for the dissemination plan to reach not only the client organization but also any audience that can benefit from the study. The dissemination plan assists in sharing the outcome of the study to reach the correct audience so that the study can have a positive impact on the client organization, providing useful results in staff retention.

The findings and recommendations from this study will be disseminated to the client organization's leadership and human resources department. A formal presentation and executive summary will be delivered to facilitate strategic planning and implementation of retention strategies. The goal is for the client organization to benefit from the study. This includes not only the client organization but its partners. Reaching the target organization is crucial in implementing positive changes. The client organization's leaders will receive their findings in their offices. I will provide a written document explaining my findings. I will also discuss my recommendations with the client organization. The executive summary provided to the client organization was simple and explain why the recommended changes will impact retaining the employees.

Once the client organization is given an explanation, it can understand why changes will be beneficial in addressing the issue of retention. The outcome can help other agencies that are facing job retention issues. This research can impact positive social change by addressing issues that employees face in the work environment.

This qualitative PAS was conducted to assist the client organization in retaining staff long-term. Many positive strengths came from the employee survey, like the client organization being caring and approachable. The employees love the mission of the organization. It means a lot to the employees to work for an organization that works to assist those in need. The client organization has the tools and recommendations to make changes that can improve job retention.

### **Summary**

Based on the results of this study, job retention is driven by various aspects that go beyond finance. It is important to focus on changes that can have long-term effects within the client organization or any organization dealing with job retention. Employees are seeking various things, including positive leadership, fair compensation, good benefits, time management training, and work-life balance. A turning point in job retention can be when employees feel heard and respected. Positive outcomes can result from employees who feel valued and believe their opinions matter. The study results show what can be adjusted to help satisfy employees in the workplace without hurting the client organization. Making changes can help minimize job retention.

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11. Did you feel supported in your role regarding resources, training, and guidance?
12. How would you describe your working relationship with your manager and team?
13. What aspects of the company culture did you enjoy the most? What did you find challenging?
14. Are there any internal processes or policies that made your work more difficult or frustrating?
15. What would you suggest the company changes to improve employee satisfaction?
16. Do you feel your ideas and feedback are valued and acted upon? Yes, No
17. Would you recommend this company to a friend or colleague? Why or why not?
18. Are any obstacles holding you back from completing your work goals on time?
19. What are some improvements you feel can be useful to your day-to-day activities?
20. What are some positives and negatives about your role?
21. Do you feel your mental health is jeopardized?
22. Does the organization assist with any mental health issues?
23. Do you anticipate being with the organization in the next 5 years?
24. Are you actively looking for other work?
25. Please share any additional thoughts, issues, or recommendations.

## Appendix B: Executive Summary

This qualitative professional administrative study was conducted to assist the client organization in retaining staff long term. By retaining staff, the client organization will save on training costs and continue to deliver presentable deliverables to their funding sources. I conducted a SWOT analysis, which helps to establish reasons for employees to stay in the organization long term. It provides information obtained by employees to the client organization to help retain staff.

The positive outcomes that came from the employee survey are a strength for the client organization. A strength that the client organization has is that employees see the organization as caring and approachable. The employees feel the work they provide is fulfilling and helpful to others. Employees feel they are supported and enjoy the flexibility the job offers. Employees enjoy monthly meetings and eating food together, making them feel like a family. The employees like receiving recognition for the work accomplished. Weaknesses that employees shared in the survey are listed below, with some recommendations.

### **Recommendation 1**

Employees reported that they work in an open space, which makes it difficult for them to work. Employees reported needing an area that is quiet to work so they can hear themselves think. It is important for staff to feel comfortable and have privacy at work. An employee's stress is heightened when they share office space due to finding it difficult to concentrate. When employees share an open space, they engage less because they know other people are around (The Unintended Effects of Open Office Space-News-

Harvard Business School, 2018). Everything they do and say can be heard. Sharing an open workspace causes an increase in job retention. Open workspaces tend to place people in a position to withdraw from interacting personally and turn to using email instead (Bernstein & Turban, 2018). One recommendation is to place cubicles in the open workspace. This gives employees a sense of privacy, making them comfortable communicating with their clients. If cubicles are not foreseeable, another recommendation is to provide employees with noise control headphones and to have a space designated for phone calls in all areas.

### **Recommendation 2**

Employees report that a slight increase in pay or in personal time off would make them feel more comfortable within the client organization. Most employees were satisfied with their compensation but had difficulty managing work and life, stating that an increase in personal time off would help staff feel appreciated if they are not able to get a pay increase. Due to employees wanting to appreciate the balance of work and home life, they would opt for receiving more time off. Employees benefit from more incentives than just their salary. Employees are looking for personal time to enjoy their health and well-being (Rodriguez-Sanchez et al., 2020).

### **Recommendation 3**

Most employees state they feel there is room for growth within the client organization. However, one issue that employees would like training on is time management. Employees feel that they can benefit from time management training. Time management is important because it helps improve production in the workplace (Irikefe,

2018). This training can be cost-effective. It can be a webinar or a human resource professional conducting time management training. LinkedIn offers a few management fundamentals webinars that are free. The employees have voiced concerns that time management training is needed. The employees want to be able to discuss cases more often than once a month. Employees have voiced that a slight increase in pay or personal time off would encourage them to stay in the organization long term. The employees raised concerns about not having a workspace where they can concentrate due to the shared space.

The client organization can use this as an opportunity to make minor changes that can impact the direction of the organization in a positive way. For the most part, employees are proud of the work they do and feel appreciated. They just would like to see minor adjustments and changes that they feel will benefit them. This is an opportunity for both employees and the client organization as a whole to make successful positive changes that can impact them in a positive direction, giving the organization firm stability with joint actions from all parties.

If the client organization does not try to make slight changes, it can threaten the organization with continual job loss. Once the survey was conducted, it was apparent that most employees were in the client organization for a short amount of time. 88.89% of the employees surveyed have currently been working for the client organization for 0-3 years. Continual new staff that replace employees threaten the grant deliverables and the organization's training finances.