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Strategies Used by Banking Managers to Reduce Employee Turnover

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MBA, University of Laverne, 1992

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Doctoral Study Submitted in Partial Fulfillment

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Abstract

Employee retention of an organization's most talented and skilled employees is vital to success. A lack of managerial strategies for motivating teams and a lack of understanding employees' needs adds to an increased rate of employee turnover in banking organizations. Some bank managers do not possess the abilities and strategies required to reduce employee turnover. Grounded by the motivation-hygiene theory; the purpose of this qualitative case study was to explore successful strategies some bank managers used to reduce employee turnover. The population consisted of 5 banking managers in 3 banking organizations located in Toronto GTA, Ontario Canada in which successful retention strategies have been implemented in the last 5 years. Data were collected from semistructured face-to-face interviews and employee handbooks. Member checking aided to assure the credibility of the analysis and interpretations. Data were analyzed by using coding techniques to identify keywords, phrases, and concepts. The process led to the following 4 themes: (a) the motivational effect to retain bank employees, (b) management traits to retain bank employees, (c) effective strategies to retain bank employees, and (d) trends shaping future retention of bank employees. The implications for social change include the potential to reduce turnover by improving the employee work experience and retaining talent by building a positive work environment and a positive customer experience.

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Dedication

I would like to dedicate this research to my family. To my husband, Dr. Shahid Azhar, who motivated and supported me through the program. Without whom this would not have happened. To my children who were patient and cooperative to understand my study priorities and goals and prayed for my success with flying colors. I hope I was an inspiration to you both as you can achieve anything once you set your mind to it. Finally, I would like to dedicate this study to my parents for fostering in me the importance of education and hard-work.

Acknowledgments

My journey of DBA was challenging but satisfying. With the support of my chair, committee, and family I achieved the reality of a dream. First I would like to thank my God for blessing me the strength and opportunity for completing this journey. Secondly, I would like to acknowledge and thank my chair, Dr. Michael Lavelle whose consistent guidance, support, and encouragement helped me throughout the entire doctoral study process. I would also like to thank my committee members, Dr. Jamiel Vadell, for his timely reviews and support and feedback along the way and Dr. Neil Mathur for the significant role he had played in increasing the quality of this study through his expert reviews. I would like to thank Dr. Freda Turner for her support and leadership. Lastly many thanks to all study participants for their time, motivation, inspiration, and encouragement for progress.

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Section 1: Foundation of the Study

Organizational leaders attempt to retain experienced and high-caliber employees to minimize turnover costs (Dinger, Thatcher, Stepina, & Craig, 2012). Retention is a priority for managers (Harris, Li, & Kirkman, 2014). Managers recognize that replacing employees cost more than retaining them (Guilding, Lamminmaki, & McManus, 2014). When employees leave, organizational leaders often find a decline in the quality of their organization's products and services (Abii, Ogula, & Rose, 2013). Employees with low job satisfaction are expected to report turnover intentions (Kim & Park, 2014). The impact of employee turnover in the workplace is a challenging issue. In this qualitative multiple case study, I explored retention strategies managers used to reduce employee turnover in the banking industry. Company leaders strive to retain employees, and a high turnover rate has a high business cost to organizations (Maertz & Boyar, 2012).

Background of the Problem

Losing employees with abilities and expertise is damaging to businesses. Employee turnover rates affect staff confidence and productivity (Huffman, Payne, & Casper, 2013). Senior management and human resources play a significant role in planning and implementing strategies to monitor employee turnover rates (Keni, Muthuveloo, Ping, & Rahman, 2013). The evidence of a relationship between turnover and reduced organizational performance demonstrates that the losses in human and social capital from turnover are more significant than the potential gains of replacing departing employees with better or less valuable ones (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013).

Organizational managers need to develop and implement strategies to retain and develop employees within their business. Bank employees provide products and services to corporate clients and consumers. To remain competitive, management must promote stable, long-term talent management strategies to attract, hire, cultivate, and retain talent (Oladapo, 2014). Quality customer service is vital to the service industry, and bank employees play a significant role in managing loyal customers. Management should take the actions necessary to retain employees to provide consistent quality customer service (George & Zakkariya, 2015).

Retaining the right talent is crucial to business services and for current and future potential competitive advantage. Management needs to meet the needs and expectations of their employees and promote them through continuous learning and career growth opportunities (Tiwari & Lanka, 2015). Losing qualified employees is a problem for the banking industry as it has an immediate impact on customer relations, customer satisfaction, and delivery of services.

Turnover is affected by lack of promotions, job security, challenging and meaningful work tasks, training, and development of new skills (Goud, 2014). Attracting, training and retaining employees are critical to managers for reducing employee turnover. Exploring the factors linked to employee retention in the banking industry may give bank managers the strategies they need to reduce employee turnover.

Problem Statement

In June 2015, 2.7 million employees in the United States voluntarily withdrew from their positions in various industries (Bureau of Labor Statistics, 2015).

Organizational leaders lose an average of $9,000 when replacing a first-year employee and $47,000 when replacing an employee with 2 or more years of tenure (Avery, Volpone, McKay, King, & Wilson, 2012). The general business problem is that bank managers are negatively affected by a lack of understanding of how managerial style may improve employee retention. The specific business problem is that some bank managers lack strategies to reduce employee turnover.

Purpose Statement

The purpose of the qualitative multiple case study was to explore strategies used by some bank managers to reduce employee turnover. The target population was banking managers in Greater Toronto, Ontario, Canada. From three organizations, five managers with more than 5 years of experience were selected due to their success in retaining employees. The implication for positive social change was that managers might adopt strategies that are successful in reducing turnover by improving the employee work experience and retaining talent for building a positive work environment and a positive customer experience.

Nature of the Study

I chose a qualitative research method so that I could explore issues in detail and depth. A qualitative research design was appropriate to meet the goal of the study to explore the strategies banking managers used to reduce employee turnover and to improve retention. A mixed method involves the statistical aspect of quantitative research and qualitative descriptions to analyze data (Leedy & Ormrod, 2013). The quantitative method uses numbers and measurable data; researchers follow specific research questions rather than a general area of interest (Richards & Morse, 2012). A mixed method involves the statistical aspect of quantitative research and qualitative descriptions to analyze data (Leedy & Ormrod, 2013). Neither quantitative nor mixed methods were appropriate for the study because its objective was to explore the strategies used by managers to reduce turnover rates and increase retention.

I used a multiple case study design for the study to explore, in-depth, a specific, complex phenomenon in its real-world context (Yin, 2013). Researchers conducting case studies ask questions to obtain an in-depth perception of an entity or event at a given time. Neither a phenomenological nor a narrative design would be a good fit for the study. The purpose of a phenomenology study is to recognize a phenomenon; the focus is on the emotional side of human experience, which was not the main purpose of this study. The narrative design was not suitable for the study because it would include detailed stories of the participants' lives and a focus on the biography of one or more members (Petty, Thomson, & Stew, 2012).

Research Question

What strategies do bank managers use to reduce employee turnover?

Interview Questions

1. What strategies have you employed that successfully led to the retention of your employees?
2. How does staff turnover affect organizational productivity?
3. What strategies did you use to create positive and supportive manager–employee relationships?

4. What policies and administrative practices do you use for employee motivation?
5. What strategies did you use to recognize employees in their jobs?
6. What career development opportunities are in place for employees?
7. What role do employee benefits play in retaining employees?
8. What other information would you like to provide that we have not discussed already?

Conceptual Framework

The two-factor or motivation-hygiene theory by Herzberg, Mausner, and Snyderman (1959) was the conceptual framework for the study. It is based on interviews with engineers and accountants in the Pittsburgh area. The theory differentiates between motivators and hygiene factors. The motivators include challenging tasks, performance appreciation, employee engagement, purposeful opportunities, and work empowerment. The motivators result in achievement--recognition, success, or personal growth--based on intrinsic factors of the job.

The hygiene factors include supervision, working conditions, salary, job security, and interpersonal relations. They meet the needs of employees to prevent undesirable situations. Developments in hygiene factors eliminate the barriers to positive attitudes (Herzberg et al., 1959). Organizational managers promote a positive and supportive atmosphere to reduce employee turnover (Islam, Ahmad, & Ahmed, 2013). The conceptual framework was appropriate for exploring the strategies bank managers may use to address intrinsic and extrinsic factors for reducing employee turnover and improving retention.

Operational Definitions

The following definitions may lead to a better understanding of the study. These definitions represent terms that require further description and give clarification. The definitions apply to the following terms to the purpose of the study.

Extrinsic factors: The hygiene factors are supervision, working conditions, coworkers, pay, policies and procedures, job security, status, and personal life (Herzberg et al., 1959).

Intrinsic factors: Herzberg et al. (1959) described these as motivating factors that included achievement, recognition, responsibility, advancement, growth, and the work itself.

Management leadership: Management leadership is a role attached to the office of a manager. It is the process in which the manager uses interpersonal skills to influence employees to accomplish specific organizational goals (Getz & Roy, 2013).

Manager: A manager is an individual who is accountable for managing, organizing, and coordinating resources to achieve organizational goals (Gittell & Douglass, 2012).

Motivation: Motivation is the process of developing intent, energy, determination, and action to carry out certain behavior (Hunter, 2012).

Retention: Retention refers to the procedures that organizational leaders take to encourage professionals to continue employment with the organization for the maximum period (James & Mathew, 2012).

Turnover: Turnover is when an employee departs from an organization, and it includes suspensions, resignations, layoffs, and discharges (Hom, Mitchell, Lee, & Griffeth, 2012).

Assumptions, Limitations, and Delimitations

Assumptions are the researchers' views, what they know, and how they conduct a study (Scotland, 2012). Study limitations are aspects of the study that are beyond the control of the researchers. Delimitations are restrictions that researchers use to define the scope of a study. The following subsections offer descriptions of the assumptions, limitations, and delimitations that guided the study.

Assumptions

Assumptions are facts relevant to the study over which a researcher has little control or cannot verify (Lips-Wiersma & Mills, 2013). The study was based on five assumptions. The first assumption was that retention strategies are significant in the banking industry in Greater Toronto, Ontario, Canada. The second assumption was that the use of multiple sources of data available provided reliable information. Semi-structured interviews were employed, and other data, such as employee retention records, were collected, analyzed, and triangulated to answer the research question. The third assumption was the participant were willing to explore general subjects, including employee retention strategies in the banking industry. The fourth assumption in the study was that a qualitative multiple case study approach was the best research design. Multiple case study designs are applicable for studying an aspect in a natural context or for learning what happened or why it happened (Yin, 2014). The fifth assumption was that bank managers gave open and honest answers to the questions and provided current documents to complete the case study.

Limitations

Limitations of a study are possible gaps that are out of a researcher's control (Leedy & Ormrod, 2013). The findings from the study indicated the opinions of only the managers interviewed and not the views of remaining managers within the organization. I have narrowed the study population to the chosen managers in the banking industry. In numerous situations, an organization's confidentiality terms restricted the quality and parts of the responses that participants provided. The data for the study came from managers in a bounded geographic area in a particular industry and may not describe the opinions and experiences of bank managers in different geographic locations.

Scope and Delimitations

Scope and delimitations are the boundaries of the research. They define the beginning and endpoints of a case (Yin, 2014). The study included eight interview questions presented to 5 participants. The study participants were managers in their respective companies with a minimum of 5 years of experience in banking management with experience in executing employee retention strategies. I did not interview subordinates for their opinions on the study participants' retention strategies, and I not approach various employees of the organizations to obtain their views.

Significance of the Study

Employee turnover leads to a decrease in employee productivity (López & Sune, 2013). Minimizing employee turnover and maximizing productivity are the focus of organizational managers. Recognizing, learning, and implementing effective strategies may help increase employee motivation, profitability, and retention.

The Value to the Business

Effective retention strategies lead to higher organization retention rates, and ineffective policies can result in a decrease in organizational achievement (James & Mathew, 2012). Managerial skills in cultivating a productive and healthy work setting and managing employees' work experiences are critical aspects within an organization (Gayathri, Sivaraman, & Kamalambal, 2012). The findings of the qualitative study included insights for financial institution managers on how to support and develop strategies to increase employee retention and minimize turnover to improve organization profitability and retention of talented employees.

Contribution to Effective Practice of Business

The findings from the study may increase the awareness of organizational leaders who are exploring strategies to retain bank employees. Knowing the strategies that senior leaders are applying could produce insight into useful and efficient processes to (a) retain employees, (b) decrease a cost connected with employee turnover, (c) guard operational competence, and (d) support competitiveness. Gursoy, Rahman, and Swanger (2012) examined the importance of managers' commitment to encouraging employees' devotion to their organizations to persist through challenging economic times. Determining the practical strategies bank managers are following can aid in maintaining profitability, retaining organizational knowledge, and enhancing employees' work experience.

Contribution to Positive Social Change

This study has the potential for positive social change. Managers may adopt successful strategies to reduce turnover by improving the employee work experience and retaining talent for building a positive work environment and a positive customer experience. Retention is improved with employee engagement, autonomy in decision making, professional development, and continuous learning (Isfahani & Boustani, 2014). Organizational leaders can benefit from obtaining information and knowledge about the effects of employee turnover and practice strategies to decrease turnover and enhance productivity, growth, and profitability.

A Review of the Professional and Academic Literature

The relationship between employee turnover and organizational achievement is significant, and researchers have studied it in multiple contexts (Park & Shaw, 2013). Employers understand that a committed, skillful, and motivated workforce is the core of growth and necessary to stay competitive (Gallardo & Thunnissen, 2016). The purpose of this qualitative multiple-case study was to explore the strategies used by bank managers to reduce employee turnover. A relationship exists among these four elements: job satisfaction, employee work setting, pay, and organizational environment (Kumar, Ahmed, Shaikh, Hafeez &, Hafeez, 2013). Exploring retention strategies may improve productivity and group efficiency, as well as increase employee confidence, job satisfaction, and retention (Khalili, 2014).

The following databases were used to identify peer-reviewed articles published after 2012: ABI/INFORM Complete, Academic Search Complete, Business Source Complete, ProQuest Central, ProQuest Dissertations and Theses Full Text, SAGE Premier, and Science Direct. The keywords and phrases used in the database searches were as follows: *employee retention, staff turnover, extrinsic and intrinsic factors, the cost of turnover, organizational culture and commitment, management, talent management, Herzberg's two-factor theory,* and *motivation theories*. The multiple case study includes 201 references. References with a publication date 2012 or later represent 88.93% of the total references. The frequency of the sources appears in Table 1.

Table 1

Frequency of the Study Sources

Sources	Within 5 years	Older than 5 years	Total
Peer-reviewed journals	186	15	201
Government websites	2	0	2
Books	6	17	23
Total	194	32	226

The literature review included four primary sections: conceptual frameworks, employee motivation, employee retention strategies, and employee turnover. The main section had subsections. The conceptual framework section included information on the following four subsections: (a) historical literature, (b) Herzberg's two-factor theory, (c) support for the theory, and (d) criticism of the theory. The employee motivation section included information on the following four subsections: (a) the understanding of employee needs, (b) the need for group association, (c) employee development needs, and (d) the management of expectations. The employee retention strategies section included information on the following three subsections: (a) challenges, (b) retention strategies, and (c) the development of retention strategies. The employee turnover section contains information on four key subsections: (a) reasons for turnover, (b) cost of turnover, (c) organizational culture and commitment, and (d) organizational commitment in financial institutions. A diagram of the research topics and their order in the literature shown in Figure 1.

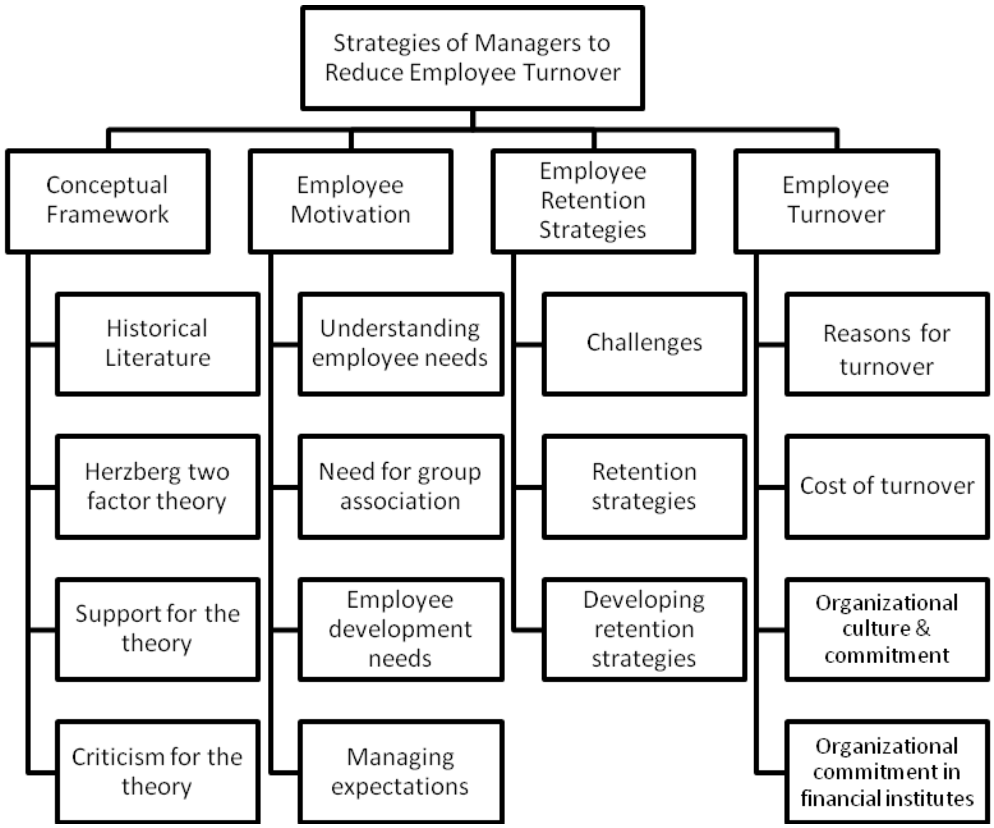

Figure 1. Literature review sources for the strategies of managers to reduce employee turnover.

Conceptual Framework

The conceptual framework supporting the research is Herzberg's two-factor theory, also known as the motivation-hygiene theory (Herzberg, 1966; Herzberg et al., 1959). The review starts with a historical account of the development of motivational theory, including Herzberg's Two-Factor Theory (Herzberg et al., 1959; Herzberg, 1966), and its application in related studies. Extrinsic and intrinsic job satisfaction and motivation factors are defined. The appropriateness of that theory presented by the cited research draws the support and criticisms to the theory when examined in multiple settings. The literature review also discusses the influence of extrinsic and intrinsic motivation factors and their relationship to employee turnover and retention.

Historical literature. Researchers use *content* theories to cope with what motivates people and with individual needs and aims. Some of the more famous theories in the category include Maslow's hierarchy of needs theory (1954), McClelland's needs theory (1961), and Herzberg's two-factor theory (1959). Researchers use *process* theories to determine the method of motivation and the way motivation happens. The process theories are complex and explore the logic of the individual in their choices and motivations. Some of the process theories include Vroom's expectancy theory (1964), Locke's goal-setting theory (1969), and Adams's equity theory (1965).

In the introduction to the original study, Herzberg et al. provided a brief description of the value of studying attitudes and job satisfaction (Herzberg et al., 1959),. The description indicated that industry business leaders faced a situation in which they needed to know which techniques would increase the productivity and efficiency of individuals on the job. To industry leaders, the outcome of a study meant improved productivity, reduced turnover, lowered absence, and easy working relations. To the community, the study outcome meant reduced emotional losses, an increase in the overall productive potential of the industry, and the correct application of human resources. To individuals, the study outcome was knowledge of the capabilities that drive to improved morale, better satisfaction, and greater self-realization.

Complexities of employee motivation and job satisfaction exist in the 21st century. Taylor (1967) presented the science of incentive systems as a means of motivation. Part of Taylor's (1967) work served as the basis for Locke and Latham's (1976) goal-setting theory of motivation. Likert (1961) focused on employee participation in decision making. In 1935, cognitive theorist Kurt Lewin led up to intrinsic and extrinsic analysis. Lewin considered behavior to be a role of the environment and the person and Herzberg later generalized it.

The literature indicated that researchers began to recognize the growing importance of needs and motives in human behavior. Maslow's categorical hierarchy of needs lists physiological needs as motivators in a fixed order: (a) safety, (b) love, (c) esteem, and (d) self-actualization. McClelland (1961) used the learned needs theory of motivation to introduce the need for achievement, affiliation, and power, and Herzberg (1966; Herzberg et al., 1959) reported which factors led to employees' satisfaction or dissatisfaction with the job. Herzberg's theory was similar to Maslow's needs hierarchy. Alderfer's (1972) existence-relatedness-growth theory modified Maslow's (1954) hierarchy by declaring that needs may change by person and can motivate in agreement.

Vroom (1964) described a connection between motivation and individuals' beliefs about their capacity to operate at required levels and earn rewards. Porter and Lawler (1968) took Vroom's work further and suggested a model of intrinsic and extrinsic motivation that includes job and rewards, respectively. Despite strong practitioner support, Herzberg's two-factor theory of motivation became part of a decade-long academic debate that involved questions regarding its methodology and claimed a different use of terms. During that period, the theory emerged as durable and has since been consistent with the fundamental principles of the motivation-hygiene theory of positive psychology.

Herzberg's two-factor theory. The conceptual framework for the study based on Herzberg's (1959; 1974) motivation-hygiene theory, which is also known as Herzberg's two-factor theory. Herzberg's two-factor theory of motivation (Herzberg, 1966; Herzberg et al., 1959) was the initial theory from various needs theorists. Based on the study of 200 Pittsburgh-based accountants and engineers, Herzberg concluded that people had two sets of needs: (a) hygiene or extrinsic factors and (b) motivators or intrinsic factors. Herzberg indicated satisfaction and dissatisfaction were separate constructs affected by distinct motives rather than differing values of the same factors.

Herzberg's view of motivation also explained Maslow's (1943) influence by recognizing motivation as a function of growth when learning produces personal progress. The self-development is important to attaining an organization's long-term business objectives. Herzberg described seven principles that would add to a motivating work atmosphere for employees. The principles involved restricting authorities, improved accountability, complete work assignments, job empowerment, direct communications, challenging work, and tasks to build expertise. Herzberg separated the principles from the regular job-filling methods such as job rotation, increasing production prospects, and continuing small tasks. The principles indicated that the role of managers went beyond the wages, hours, and terms and conditions of employment.

A blend of intrinsic and extrinsic factors may lead to an efficient employee retention strategy. High competition to find and retain staff requires managers and human resource staff to make a better judgment on what motivates their workers to avoid the high costs linked to turnover. Employee departure from an organization leads to low productivity and the waste of intellectual resources. Organizations lose their human resources, which creates an opportunity for competitors to use the human capital asset. The extrinsic factors are supervision, working conditions, coworkers, salary, policies and procedures, status, and job security (Herzberg, 1966; Herzberg et al., 1959). Herzberg claimed that these factors did not help as satisfiers, but their deficiency could be a cause of dissatisfaction.

Supervision. Herzberg (Herzberg, 1966; Herzberg et al., 1959) linked the factor with an employee's opinion about the relationship with an immediate supervisor. Unfavorable judgments had a strong influence on weaker job satisfaction, engagement, and the intent to leave. A positive supervisor-employee relationship determines the quality of two-way communication, trust, and achievement while enhancing job satisfaction, organizational commitment, and lowering intentions to quit.

Work conditions. Work conditions refer to the physical work atmosphere, including space, lighting, ventilation, and equipment (Herzberg, 1966; Herzberg et al., 1959). In a study of industrial and office workers, job satisfaction had a vital link to personal adaptability, the work environment, social cooperation, privacy, and fewer diversions or disturbances. Understanding the individual needs of an employee in an organization encouraged commitment and provide a proper work environment.

Coworkers. The quality of relationships between colleagues affects the genuine feelings and positive support connected with job satisfaction, which includes coaching, assisting with assignments, and giving guidance. Positive coworker relationships contribute to motivation and adjust against stress. Also, the relationships decrease employee turnover.

Pay. Dissatisfaction in salary drives turnover intention, which is a cause of employee turnover (Choi, Cheong, & Feinberg, 2012). Employees' pay is an extrinsic compensation acquired from employees' work results (Wakefield, Curry, Mueller, & Price, 2012). Extrinsic rewards, incentives, and disciplines affect employees' conduct (Pereira & Anderson, 2012). Herzberg (1974) and Herzberg et al. (1959) explained that salary is a hygiene factor that concerns employee job dissatisfaction. Kwon and Rupp (2013) also indicated that pay is a means used to motivate employees.

Policies. Herzberg (Herzberg, 1966; Herzberg et al., 1959) connected policies to employee attitudes about communication, organizational practices, and benefits. In the regard, policies, procedures, and systems that sustain a real interest in employee well-being support organizational commitment. In the banking industry, job satisfaction, commitment, and the policies to reduce high turnover rates are important.

Job security. Job security refers to actual situations that influence job security or tenure (Herzberg, 1966; Herzberg et al., 1959). Job security also affects the level of responsibility and opportunity for advancement. Organizational uncertainty and continuing change with adverse outcomes threaten job security.

Status. According to Herzberg (Herzberg, 1966; Herzberg et al., 1959), status leads to employees' feelings of significance, fame, or position in life. Examples include a large office, company transportation, or added unique privilege that separates one employee from another. Creating job status by directing employees to meaningful work in every position improved employee retention.

The intrinsic factors are (a) achievement, (b) recognition, (c) the work itself, (d) responsibility, (e) advancement, and (f) growth (Herzberg, 1966; Herzberg et al., 1959). The absence of these factors is not dissatisfying, but their presence is a motivational force. Motivation improves by reorganizing work with expanded chances for advancement, personal growth, recognition, and responsibility.

Achievement. Herzberg (Herzberg, 1966; Herzberg et al., 1959) joined the factor with perceptions of accomplishment, such as finishing a task or settling an issue. Employees with significant achievement work long hours, take challenging tasks and show a readiness to grasp maximum outcomes. Employees perceive achievement as a challenge that created enthusiasm, enhance task retention, and point the employees toward accomplishment and knowledge, which promotes intrinsic motivation.

Recognition. According to Herzberg (Herzberg, 1966; Herzberg et al., 1959), a link exists between positive and negative feedback regarding an achievement. Recognition is an efficient means of motivation and an indication from management to employees that their contributions are valued. Supervisors underuse the concept. Nonfinancial recognition also leads to greater levels of motivation, and adequate support encourages individual growth and development. A work environment with employee regard, recognition, and appreciation have less employee turnover (Stinchcomb & Leip, 2013).

Responsibility. Responsibility refers to control over one's work or that of employees (Herzberg, 1966; Herzberg et al., 1959). To accomplish the given responsibility, empowering employees plays a significant role (Herzberg et al., 1959). Empowered employees exhibit innovation in many ways, such as by increasing the quality of customer service and the business process.

Advancement. Herzberg (Herzberg, 1966; Herzberg et al., 1959) reported that advancement relates to an employee's view of a change in rank or status. Employees who can improve their learning skills and grow professionally are important factors in employee retention (McGilton, Boscart, Brown, & Bowers, 2013). It is critical for managers to meet the employees and discuss their professional goals.

Growth. While advancement concerns may change, growth is about the potential for progress in the future (Herzberg, 1966; Herzberg et al., 1959). Growth can refer to horizontal mobility, advancement opportunities, or gaining new skills. An employee who is supported to grow at work has the confidence to perform beyond the job description. Growth opportunities provide employers with security that the employee stayed for long.

The work. The work aspect of Herzberg's (Herzberg, 1966; Herzberg et al., 1959) theory involves individual employees' opinions about the job conditions and distributed tasks that have a direct influence on employee motivation at work. Job design is an essential factor in increasing the motivation levels among workers. An example of a good effect is an engineer who was appointed to manage a team and performance.

Support for the theory. Herzberg's two-factor theory has provided a relevant understanding of some job satisfaction factors and their impact on turnover in some situations. Researchers described replicating Herzberg's methodology, which without exception provided results that confirmed Herzberg's duality. Derby-Davis (2014) applied Herzberg's two-factor theory for the purpose of job satisfaction and intention to stay on the job. Derby-Davis (2014) indicated that motivation and hygiene factors were important determinants of job satisfaction that reduced turnover intent in the nursing industry. Ghazi, Shahzada, and Khan (2013) employed Herzberg's (1959) motivation-hygiene theory to quantify the levels of satisfaction and motivation of employees toward the job. The study's conclusions showed that the motivation of employees relied on the achievement of hygiene factors. Hygiene factors must remain a priority to obtain a higher level of motivation and satisfaction to develop employee performance (Ghazi et al., 2013).

Herzberg's two-factor theory found support in a study into masters of business administration graduate's behaviors and their primary job selection criteria. The results showed that those who made decisions based on intrinsic standards felt more satisfied and committed to their work than those who made them by extrinsic factors. The results revealed that factors influenced job satisfaction and commitment. Islam and Ali (2013) applied the model of Herzberg's (1959) motivation–hygiene theory to discover the work factors that increase job satisfaction and job dissatisfaction for teachers in the university sector. Islam and Ali (2013) noted work factors that foster employee satisfaction for many teachers, such as (a) achievements, (b) recognition, (c) work itself, (d) responsibility, and (e) advancement. Among the motivators, achievement and work itself lead to better employee satisfaction (Islam & Ali, 2013).

Islam and Ali (2013) also found that employee pay, university policy, and growth opportunities are dissatisfiers that influence employee job dissatisfaction. Islam and Ali (2013) further discovered that supervision, relationships with the supervisors and co-workers and working conditions could positively affect employee satisfaction. Relationships with co-workers provide better satisfaction as opposed to remaining hygiene factors (Islam & Ali, 2013).

Organizational leaders understand the importance of talent development for the organization's success (Lavine, 2014). Employee engagement and steady performance need the motivation to acquire organization goals (Shuck & Herd, 2012). Scholars have highlighted a strong link between employee motivation, assurance, performance measurement, and supervisors' styles (Aggarwal & Krishnan, 2013). Sangar and Rangnekar (2014) noted that employee motivation leads to real prosperity and working capability.

Cho and Perry (2012) tested managers' employees' attitudes that prevent intrinsic motivation. The findings revealed an active connection between intrinsic motivation and turnover intention. Authority at work highly influences and improves employee commitment and work attitude (Moore, Cangemi, & Ingram, 2013). Managers perceive a direct association between (a) employee motivation and (b) employee performance and responsibility (Vallerand, 2012).

Management and leadership are responsible for creating best practices and opportunities for motivation (Cerasoli, Nicklin, & Ford, 2014). Chen and Zhao (2012) observed that the role of organizations is to cultivate a culture of effective learning practices for change management. Training and peer coaching for employee motivation assisted organizations in improving the retention of staff. Cerasoli et al. (2014) affirmed that intrinsic motivation and extrinsic motivation are clear indicators of employee performance, and efficient motivation programs can enhance employee performance levels. Supervisors can adopt motivation programs as well because their behavior and practices are genuinely persuasive to employees.

Criticism of the theory. Herzberg's (Herzberg, 1966; Herzberg et al., 1959) theory has received a reasonable amount of criticism. Initially, researchers described the theory's basic methodology as too restricted. Some researchers argued for gaining preference in Herzberg's method of analysis on semistructured interviews. The rest of the researchers concluded there was no practical support for the theory, and it distorted the nature of job satisfaction. When used in a study regarding forecasting turnover, the researchers found it to be complex and presumed.

Locke (1978) criticized Herzberg's (Herzberg, 1966; Herzberg et al., 1959) failure to connect goal setting to employee motivation. Locke contended that there are various sources of job satisfaction and dissatisfaction, and the theory is identical to the dual theory of man's needs. Locke challenged Herzberg's point of view that individuals' natural and mental processes are different and work without synergy. Locke contended Herzberg's belief that because motivators and hygiene factors are unidirectional, so are natural and emotional needs. Locke noted that there was a difference between individuals' wants and preferences. People place a separate emphasis on various factors. Herzberg and associates disregarded these comments and analyses.

Mottaz (1985) studied the impact of intrinsic rewards and extrinsic rewards on job satisfaction of 1,385 employees in various industries, such as hospitals, universities, order-processing firms, and a plastics factory. Mottaz concluded that intrinsic rewards supported by extrinsic were a trend of job satisfaction in the working group. Mottaz also noted that extrinsic factors such as high compensation, advancement, and benefits are powerful only in lower-level jobs, which conflicted with Herzberg's thesis that employees cannot achieve job satisfaction through hygiene factors.

Employee Motivation

To attract, motivate, and retain employees, managers' abilities to manage recruitment, compensation, and performance management systems for their organizations are critical. Motivation has a vital role because it reinforces the organization by raising the confidence of its employees. Motivated employees complete their tasks more efficiently than unmotivated employees do. When promoted employees become highly motivated and maintain to make notable results in the organization (Salau, Falola, &, Akinbode, 2014). Motivation directs the performance of an employee. Understanding the motivation of high-performance workers will assure they continue to provide quality and valuable work (Kehoe & Wright, 2013). If managers neglect motivation, then organizational leaders may drain their valuable employees.

Understanding employee needs. Retaining skilled employees and reducing high employee turnover are essential management challenges in a company. Some turnover is normal, but high turnover rates can lead to scenarios in which staffing is insufficient to satisfy customers' needs, which can destroy employee morale. High turnover involves high costs of hiring and training new employees.

Herzberg et al. (1959) noted that factors that motivate individuals through recognizing and satisfying their individual needs, goals, and purposes could meet these desires. Herzberg et al. also concluded that a deficiency of the factors that positively support employees, which are the motivating factors, would lead employees to concentrate on different, non-job-related hygiene factors. When organizational leaders are active in meeting their employees' needs, employees respond with trust that motivates them to stay longer, with a commitment to the business, they suggest ways to develop the company's services or products and strive to satisfy customers and stakeholders. Performance linked rewards serve as motivators for employees in improving the performance (Chomal & Baruah, 2014). Learning what an employee needs can enable managers to improve effective retention strategies (Gouveia, Milfont & Guerra, 2014). Managers who increase employee retention strategies can satisfy the needs of employees and increase the chances of improving employee retention (Gouveia et al., 2014).

Need for group association. Zameer, Ali, Nisar, and Amir (2014) stated that improving company groups stimulates the employees' need to feel they are part of a group in an organization. Groups in the work setting consist of staff who associate with teams (Fitzsimmons & Stamper, 2014). Synergy happens when the behavior or achievements of a group affect the conduct or performance of its members (Shevellar, Sherwin, & Barringham, 2014). Managers who create workplace groups can link them to drive employees to work harder to achieve organizational goals (Fitzsimmons & Stamper, 2014; Zameer et al., 2014). Employees can satisfy their needs by being part of workplace groups (Shevellar et al., 2014; Zameer et al., 2014). The nearness, charm, and interest generated by the zeal to accomplishing group goals can satisfy the needs of some employees (Zameer et al., 2014). Workplace stressors linked to groups include activities, circumstances, and experiences in which group members make distinct requirements of people (Shevellar et al., 2014).

Employee development needs. Managers can use the literature on Herzberg's motivation theory to learn how to cope with complications in the workplace and different human needs. Herzberg's thoughts on motivation and the hygiene-motivation theory can help managers know what motivates people. Researchers value Herzberg for the traditional hygiene and motivational factors theory. The primary concern was people's well-being at work. Herzberg et al. (1959) noted that employees remain responsible for their jobs as long as they receive training and have the relevant resources. A demanding and meaningful job with advancement will motivate employees (Herzberg et al., 1959).

Employee development is a collective obligation that entails a collaboration between the employee and the manager. The manager's role as a performance coach involves activities such as defining performance, encouraging employees to know their organization's strategic goals, recognizing growth opportunities, providing accurate and improving feedback and giving needed resources. If company plans or lack of adequate means hinder employees' needs, such as the need for growth, changes are necessary for the organization (de Haan et al., 2014).

Managing expectations. Tough business conditions are pushing company leaders to look for trends to ensure consistent performance and sustain their human capital. To obtain results and commitment from employees, managers can recognize and aim to meet individuals' expectations (Downes & Choi, 2014). For the purpose, organizational managers who can understand what motivates employees may decrease absenteeism and turnover, which in turn influences productivity outcomes (Bareket-Bojmel, Hochman, & Ariely, 2014). When managers know and discuss employee expectations and goals, the managers try to help their internal stakeholders, who are the employees, adequately.

Employee Retention Strategies

Managers ensure that staff members feel appreciated and encouraged, retain employees, and act as an organizational sustaining force during change (Shahid & Azhar, 2013). High turnover rates can be a sign of managers' difficulties with retaining workers (Shahid & Azhar, 2013). Retention strategies have become a necessary part of an organization's business strategy (Ghosh, Satyawadi, Joshi, & Shadman, 2013). Understanding the causes of employees' intention to leave or stay is critical, and practical retention policies could reduce employee turnover (Cohen, 2013). Employee retention includes methods to encourage employees to become part of an organization for a longer time until they retire, or a project is complete.

Managers frequently work in a volatile economic context (Shahid & Azhar, 2013). Retention strategies are crucial in the banking sector, as employees' job talents are transferable to competitive organizations. Managers are not alone in their attempt to achieve efficient organizational accomplishments and have employees support the performance of the organization. When employees encounter obstacles or perceive possibilities for improvement, they engage in developmental choice, which occurs in speaking up or departing from a group (McClean, Burris, & Detert, 2013). Regular performance measurement tasks that lead to promotions, incremental raises and collective rewards are promising strategies for retaining employees.

Employee retention refers to employees' tenure in an organization. Organizational leaders use diverse and sound workplace strategies to reduce employee turnover and retain talented employees (Rathi & Lee, 2015). Ratna and Chawla (2012) described organization strategies and practices that increase employee retention for long-term employment. Having limited opportunities to progress within an organization is a challenge for retaining employees, and the competitive job market will lead to a loss of employees' abilities, learning, and expertise (Uzonna, 2013). A cause of dissatisfaction at work is conflicts in employees' work–life balance and the way management maintains the balance (Gilley, Waddell, Hall, Jackson, & Gilley, 2015). Managers can increase meaningfulness for their employees through effective management behavior, equality and freedom, and cooperation and connectedness (Price, 2013).

Promoting efficient strategies to retain employees with different backgrounds involves a need to recognize the context that forms a workforce with different generations and cultures. Adapting employees' individual learning and achievement styles may increase employee motivation and help to meet short- and long-term goals within the organization (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). The challenging role of human capital management is retaining employees (Terera & Ngirande, 2014). Employee retention in small businesses and large corporations is a critical aspect of academic research (Gialuisi & Coetzer, 2013). Retention is an international problem. Managers focus on employee retention and the challenges to reduce high turnover (Shore, 2013). Employee turnover causes the largest though widely unknown cost in an organization (Laddha, Singh, Gabbad &, Gidwani, 2012). Retaining the best professional expertise is essential to organizational leaders as it reduces the recruiting and selection costs of replacements, retains the flow in their domains of competence, and promotes a culture of rewarding excellence.

Employers lose the majority of employees in the first 5 years (Bagga, 2013). Laddha et al. (2012) noted that 30--50% of the salary of entry-level employees, 150% of the middle-level employees, and up to 400% of the upper-level, specialized employees represent the cost of employee turnover to an organization. Employee satisfaction plays a vital role in employees’ intent to stay (Milman & Dickson, 2014). A challenging financial era may lead company leaders to develop positive employee associations to manage retention and decrease employee turnover (Milman & Dickson, 2014). Employee retention is crucial in an organization (Shore, 2013). Organizational leaders may not retain certain employees to prevent conflicts and concerns (Self & Self, 2014). Negligent retention practices may preserve unproductive employees who are not beneficial for an organization (Self & Self, 2014).

Efficient managerial talents of inspiration and encouragement help employees to stay with their organizations (Shuck & Herd, 2012). Brewer, Kovner, Greene, TukovShuser, and Djukic (2012) noted that employee intention to stay with an organization is a significant factor in turnover. Managers' styles and employees' turnover have a strong connection, and organizational leaders intend to focus on the relationship (Liu, Cai, Li, Shi, & Fang, 2013). Management plays a significant role in cultivating a work atmosphere for continual employee retention (Ng'ethe, Namusonge, & Iravo, 2012). Ng'ethe et al. (2012) also observed that managers' commitment toward their employees' well-being, clear goals and objectives, clarity in communication, and constant support and recognition could improve employees' intent to stay in an organization.

An effort by management to create a culture of positive employee well-being encourages employee retention. Organizational leaders need to differentiate between productive and worthy employees and nonproductive employees. An employee's departure leads to loss of knowledge, customer loyalty, and morale among employees. The need to appreciate the accomplishments and loyalty of the workforce within an organization is evident. Organizational leaders should cultivate a cooperative environment for consistent employee retention.

An organization's prosperity, reputation, and sustainability rely on retaining talented staff. Excellent customer loyalty, enhanced sales, happy colleagues, and competitive competency occur when employees in an organization are knowledgeable. The organizational managers' role has become challenging due to the shortage of experienced staff and the increase in economic growth and employee turnover (Samuel & Chipunza, 2013). Samuel and Chipunza (2013) noted that acquiring skilled employees motivates managers to increase employee retention and ensure employees do not leave the organization. Employees intend to stay with an organization if the organizational leaders support their well-being; if employees are aware of the employers' expectations of them; if employees felt confident and assured that they are the right candidate for the job; and if the organizational leaders implement excellent employee recognition programs. Effective retention strategies increased employee motivation and intent to stay with an organization and led to a decrease in turnover intention.

Managers who build a team environment that inspires employees to commit and perform by developing active employee retention strategies can reduce employee turnover (Strom et al., 2014). In the phenomenon under study, I explored the strategies bank managers use to reduce employee turnover. The following is a discussion of eight literature subthemes that relate to employee retention strategies: (a) effective recruiting, (b) induction programs, (c) branded employer, (d) internal talent investment, (e) manager skill development, (f) match job performance to job outcomes, (g) challenges, and (h) developing retention strategies.

Effective recruiting. Human resources personnel recruit to meet the effective talent management of qualified employees for an organization. New employee recruitment is an expensive and slow process (Ratna & Chawla, 2012). Ratna and Chawla (2012) advised that hiring could cost a company 25% of a worker's salary. It is significant for a company to manage costs in employee recruitment practices (Ratna &

Chawla, 2012). Effective talent management strategies assisted organization leaders to create a performance-based environment and hire the right people for the right job. The best practices draw top talent and strengthen organizations' reputation in the industry.

Recruiting potential employees who are a good fit with a company's culture, mission, and goals led to increased employee commitment and retention. Human resources personnel can construct core recruitment areas by concentrating on developing blended talent strategies and opportunities for career and personal development, and by highlighting employee recognition and contribution. An increase in the percentage of turnover should be unacceptable to an organization. The focus is to reduce turnover and the failure to develop better hiring processes increased costs and employee turnover.

Induction programs. An employee induction program builds the foundation for employees and the organization. Leaders in some organizations do not initiate induction programs, and the new staff members function in a state of confusion and lack information in the workplace. The lack of induction programs leads to a loss of time, capital, and value in organizations. Efforts to implement induction programs could bring long-term benefits of increased retention of new employees, enhanced employee confidence, improved productivity, and an increased sense of recognition with the new organization. Well-trained employees perform confidently and fulfill their responsibilities, which eventually benefits the customers. They can support their team manage future hires efficiently.

Branded employer strategy. A branded employer strategy is a broad recruiting strategy in which organizational leaders position their company as the best option for new recruits. Employer branding is a management approach for current and future employees to communicate the company's culture and uniqueness effectively. Human resources' search for talent includes employer branding. It is a vital element in employee retention and motivation programs. The strategy fosters a spirit of attachment among existing employees and helps the best talent make the right employment choice.

The struggle to acquire and constant need for skilled labor requires employer branding to reduce attrition and increase the company's investment in real talent. Employer branding increases the value of a company in the eyes of prospective employees. The intention of workplace engagement and recognition fosters innovation and creativity and impelled all employees to use their skills to attain organizational success. The branded employer's commitment to recognizing and valuing employees increases employee loyalty and retention. Employer branding is a compelling proposition for an organization to support the branding aspect of talent management strategies, and the committed, supportive and talented employees and working culture strengthened the image prospective employees have of the company.

Internal talent investment. Some organizational leaders focus on training employees to prepare them for their current jobs rather than for long-term development for future jobs within the organization. Personal growth and development opportunities by employers create inspiration and motivation to stay with the company. Bapna, Langer, Mehra, Gopal, and Gupta (2013) reported that training has a connection with increased performance. Investing in training plans improves employees' talents (Bapna et al., 2013). Training has an immediate connection with organizational commitment and employee turnover (Jehanzeb, Rasheed, & Rasheed, 2013). Training improves employees' abilities that place them apart from the industry competition (Salazar, Torres, & Reche, 2012).

Employees who have training and development opportunities want to excel within an organization. Organizational leaders' strategies to invest in their employees' career pathways are important, but aligning the training with the organizational goals and objectives is also important. Employees' training and development with aligned organizational goals assist in meeting the company leaders' and the staff's needs and a decrease in employee turnover. Training builds employee loyalty and commitment and creates a path of developing and learning within an organization. Talent retention assures that organizations have right people with the required skills and abilities to initiate and achieve business strategies (Ibidunni, Osibanjo, Adeniji, Salau, Falola, 2016). A plan that involves talent development took the employees further to become high performers and active supporters of the organization. In successful organizations, talent development is not only critical to the success of the company but is also a consistent strategic factor for competitive competency in the market.

Manager skill development. The primary purpose of business acumen is to form an effective strategic plan, strong customer relationship-building practices, and a successful talent management program. An organizational talent management program may include employees' and managers' skill development. A bad manager or an ineffective relationship between employers and employees could increase employee turnover. Investing in and developing the skills of managers is important, as they are a part of the process of helping employees set goals that align with the organizational mission, and helping provide guidance and direction so employees can execute their everyday operations.

The specific skill development of managers includes giving proper feedback, coaching, teamwork, forming positive working relationships with their teams, supporting employee career paths, and accepting and recognizing their accomplishments. Managers should realize and focus on meeting the expectations of employees while doing the same for organizational commitment (Grimlanda, Vigoda-Gadot, & Baruch, 2012). Employees' morale, commitment to their jobs, progression at work, and intent to stay with the organization are a result of their managers' role and performance.

Match job performance to job outcomes. An association may exist between exceptional job performance and enhanced job outcomes (Ryu & Lee, 2013). Profit, return on investment, growth rate, and return on sales measure managerial achievement. Assessing organizational representation involves applying competence and effectiveness criteria. Organizational leaders who concentrate only on company results drive employees turnover (Ryu & Lee, 2013). A vital role of managers is to improve organizational performance by achieving balance in turnover and retention (Ryu & Lee, 2013). Ryu and Lee (2013) showed that managers could influence employee achievement and retention. The manager can make the employee feel valuable to the organization's mission and goals by assigning challenging tasks (Mayfield & Mayfield, 2014). Job performance and employee turnover have significant implications in a business setting in the area of employee retention (Ryu & Lee, 2013).

Challenges. The primary task of organizational leaders is to retain high achievers and capable employees. Leaders apply retention strategies differently in organizations. An organization’s strategic priorities, financial situation, and sustainable engagement objectives play a pivotal role in facing employee retention scenarios. An organization with weak or no plans for employees’ job fulfillment, poor compensation and benefits, and lack of meaningful tasks and assignments give high-performing workers an opportunity to look for a better career path. High employee turnover negatively affects organization productivity and sustainability (James & Mathew, 2012). Consumers need quality services and products, and employee turnover could have an adverse impact on an organization, depending on the demand for the organization’s products.

Retention strategies. Retaining talented employees is a significant concern and challenge that faces organizations (Lathitha, 2012). Human resources professionals face the challenge of retaining skilled employees. Human resources managers should recognize the needs of employees and create effective retention strategies. Understanding that single strategy does not fit all is important, as diverse individuals have varying preferences. Organizational practices have a significant role in employee retention. Investment in employee development, retaining employees, and appreciating employees’ contributions to the organization are decisive factors in maintaining employee retention and preventing turnover intentions. Organizational leaders’ lack of understanding and failure to face retention challenges with a dedicated employee management approach can restrain the capability to deliver strategic goals within the organization.

Developing retention strategies. Forming a strategy is an important organizational goal. Managers with effective retention strategies can apply time, drive, and means efficiently (Kandampully, Keating, Kim, Mattila & Solnet, 2014). An employee retention strategy is a representation of a manager's goal to improve employee retention outcomes (Shahid & Azhar, 2013). The strategy method is less accurate than an execution plan (Milman & Dickson, 2014). A manager's implementation plan involves a recorded framework for who, what, when, and how to achieve the retention strategies in the organization (Ryu & Lee, 2013). Managers' implement employee retention strategies to reduce employee turnover. It is vital to determine the methods to develop an effective retention strategy (Park & Levy, 2014).

Mastering the strategies that managers use to retain employees is a more aggressive path than investigating why an employee ends employment (Milman & Dickson, 2014). Workplaces become more collaborative as business managers create strategies that guarantee high-quality commodities and services (Gershengorn, Kocher & Factor, 2014). Empowered managers make eager decisions in a dynamic environment (Gershengorn et al., 2014). Kandampully et al. (2014) stated that researchers attempt to learn how service industry managers have refined retention strategies to retain employees. A manager's ability to know and contribute to employee needs could affect an employee's decision to continue in the organization (Bareket-Bojmel et al., 2014). The study may provide managers useful knowledge regarding the ways and strategies used in the banking sector to retain employees.

Employee Turnover

Employers face severe outcomes due to increased employee turnover. Employee turnover results in additional costs for recruitment and training replacements. When an employee leaves a company, efficiency falls due to the learning curve associated with understanding the job and the organization (Ghosh & Satyawadi, 2013). The organization suffers from a void in the skill and knowledge bases until a new employee's skills in the work increase (Dusek, Ruppel, Yurova & Clarke, 2014).

Turnover intention is the crucial stage before turnover occurs. Unmet expectations can lead to turnover intentions that lead employees to quit (AlBattat & Som, 2013). Weak management, low wages, offensive working environments, and the absence of job opportunities could be the highest causes of turnover. Managers' role in managing employee turnover is significant (Pawar & Chakravarthy, 2014). Pawar and Chakravarthy (2014) also examined whether losing experienced staff members may incur substantial costs related to planning, advertising, hiring, and training new employees. The process is costly and time-consuming and can lead to delays and challenges for project deadlines and failures within the workgroup environment. Managers' role and support are critical in employee turnover. A poor manager can negatively influence a high-performing employee. Additionally, incompetent managers affect the business, employee confidence, and customer commitment. It is critical that managers improve their leadership skills. Having a supportive manager who is competent is a significant factor in staying on the job.

Reasons for turnover. Managers' capability to retain and engage employees is a significant skill. Businesses face high financial and emotional impacts due to high employee turnover. Labor force managers and human resources professionals have their perspectives of what causes employee turnover. The importance and complexity of employee turnover led to a wide range of studies (Choi & Perumal, 2014). Management needs to know why employees leave the organization. Organizational leaders recognize the need to determine the causes of turnover and the approaches that managers can propose and execute to minimize employee turnover.

Skilled people are the key to successful organizations. Human resources managers are the critical aspect of developing and managing an effective business infrastructure. Older employees with long-term tenure in an organization are less likely to quit, compared to younger employees (Grissom, Nicholson-Crotty & Keiser, 2012). Employees leave organizations for many reasons. However, understanding the reasoning of the leaving employees is important to devising effective retention strategies.

The lack of a friendly work environment with no freedom in work, limited responsibility, and limited challenging or new tasks may lead employees to look for job opportunities. Moreover, employees may leave due to a lack of attractive benefits and compensation packages. Additionally, high turnover may occur due to poor opportunity for progression or promotion. Employees prefer organizations with promotions and improved compensation packages. Lack of employee motivation, poor work–life balance, high job stress, poor employee management, and lack of recognition also lead to high employee turnover. An effective retention policy and coordination of human resources policies and organizations' vision and goals may lead employees to stay with their organization (Kim, 2012).

An organization's consistent success and sustainability depend on the best practices of employee retention. Service industry achievement and prosperity depend on customer satisfaction, organizational sales and return on investment, happy staff, and an efficient strategic plan. However, only committed and competent employees can achieve satisfactory performance and organizational goals.

Cost of turnover. Employee turnover is the central concern of many business managers because of the damages involved (Pearlman & Schaffer, 2013). Turnover is also a significant factor for organizations because employee mobility leads to crucial financial setbacks for organizations. Turnover is costly for company managers because of the costs of recruitment, preference, and training for new employees (Tews, Stafford & Michel, 2014). Hom et al. (2012) further indicated that turnover costs companies between 90% and 200% of the annual salary for that position.

Aside from the costs, increased turnover also affects employee morale and performance (Huffman et al., 2013). Employee turnover has associated costs beyond the hiring plans (Milman & Dickson, 2014). The cost of employee substitutes is rising (Frey, Bayón & Totzek, 2013), and managers must achieve greater customer service and business performance for their stakeholders (Wyld, 2014). Hancock et al. (2013) perceived that employee turnover may affect business achievement, including (a) financial standing, (b) customer service, (c) recruitment, (d) hiring costs, and (e) work setting. Managers can recognize the causes linked to reducing turnover (Memon et al., 2014).

The aim of company's leaders is to decrease costs and retain employees, especially in challenging job markets. Vijayakumar (2012) provided a distinctive perspective on employee turnover costs regarding tangible and intangible damages to organizations. The intangible results are more damaging to the company operations than the monetary damages. Employee turnover can disturb business processes when the leading performers leave, and the company's progress depends on them (Tzabbar & Kehoe, 2014). A higher employee turnover rate leads to higher costs. Smart leaders manage employee well-being and workload to reduce turnover rates. Retaining and motivating current employees is cheaper than hiring and training new ones.

Organizational culture and commitment. Employees' affiliation with an organization and their ability to contribute effectively to the benefit of the employer are organizational commitments (Sani, 2013). Different studies define organizational commitment in different ways (Arora, Nuseir, Nusair, & Arora, 2012). Ellenbecker and Cushman (2012) described organizational commitment as a key part of employees' attachment to an organization, and it includes moral and emotional attachment and obligation.

Allen, Ericksen, and Collins (2013) observed that as employee engagement increases, employee commitment grows. High employee commitment lowers the risk of employee turnover but leads to improved organizational performance, profitability, and growth. Organizational commitment shows a significant connection exists between employees and organizations (Rehman, Shareef, Mahmood & Ishaque, 2012). The definitions establish a bond between employees and their organizations.

Due to globalization and high competition in market trends, employee retention is a challenge for employers. Labor market trends in different industries serve as career opportunities for professionals around the world and as recruitment and retention difficulties for the organizations that hire these professionals. The topic of talent management best practices is critical in the corporate sector. Due to the constant debate on employees being the significant asset of an organization, researchers started emphasizing the effect of analyzing the aspects that determine organizational commitment and employee retention. Organizational climate and its impact on employee turnover are one of the most researched aspects of management (Johnston & Spinks, 2013). Talent management faces a critical need to retain employees who are worthy and significant contributors (Balassiano & Salles, 2012). Commitment promotes employees' intentional engagement with the organization and their desire to persist with the organization for an extended period.

Numerous reasons can drive an employee's organizational commitment. The relationship between turnover intention and organizational commitment leads to employees' engagement and dedication to an organization (Qamar, 2012). Srivastava (2013) examined data from 247 middle-level managers and noted a definite relationship between job satisfaction and organizational commitment. However, whether job stressors and emotional fatigue also drive organizational commitment remains a topic of discussion (Kemp, Kopp, & Kemp, 2013).

Various factors, such as security, health, work conditions, and human development, may drive organizational commitment (Farjad &Varnous, 2013). Farjad and Varnous (2013) also studied the impact of various workplace factors on organizational commitment. The results indicated that security, health, work conditions, and human development have substantial effects on organizational commitment. Khan, Hafeez, Rizvi, Hasnain, and Mariam (2012) and Leroy, Palanski, and Simons (2012) indicated leadership style is a driver of organizational commitment. Behavioral integrity also drives organizational commitment (Fritz, O'Neil, Popp, Williams, & Arnett, 2013).

Organizational commitment in financial institutes. Banking industry employees' performance correlated to human resource professionals' application of developing skills, employee engagement, incentives, and work-life balance, which are the assets of bank branch performance as well. Organizational commitment in the banking industry is a factor of value because committed employees provided reliable and excellent customer service to their clients for business.

Organizational commitment of banking industry employees is a vital driver of customer relationship building and customer service, which is a significant accomplishment indicator for financial institutions (Ellenbecker & Cushman, 2012). Researchers have focused on the organizational commitment of managers and senior leadership in the banking industry. However, it is meaningful to study and analyze the organizational commitment of employees in the banking industry and ways to minimize the negative effects related to employee turnover.

Organizational rewards include financial and nonfinancial benefits. Employees look for intrinsic remuneration such as recognition, autonomy, and participation in the decision-making process, as well as extrinsic rewards such as salary, promotions, and fringe benefits. Organizational rewards signify organizational leaders' recognition of employee effort, contribution, and commitment. Employer support encourages employees to stay with the organization and increase their productivity.

Banking sector employees develop respect, recognize coworkers' achievements and establish a dedicated approach to their employer. Employees in the banking industry want managers' support, as working for the prosperity of their organization and attaining organizational and team objectives increase the spirit of commitment among employees. The approach decreases turnover.

Many research findings have indicated the importance of training and development to improve employees' intellect. Career development opportunities are the top three motivators for employees, and when the employee recognizes opportunities to grow, he will strive more and be engaged (Secara, 2014). Developing an authentic and efficient mechanism for improving employees' career endeavors may help increase employee retention for an extended period. Additionally, work–life balance benefits such as flexible time, compressed work schedules, and family leave policies could have a connection to lower turnover intentions and higher employee commitment.

Financial institutions' support for growth opportunities for the advancement of employees creates motivation and retention for an extended period. Such support also promotes the achievement of long-term plans. Training methods advance the skills of employees so they can perform their job well to achieve exceptional organizational performance. Researchers have empirically established that training opportunities intensify the perception of employees and improve their achievement and commitment.

Summary and Transition

The section of the study includes information on the foundation of the study, assumptions, limitations, delimitations, and the significance of the study, as well as the background for the research. The foundation and background of the study include the basis of the phenomenon of employee turnover and managers' styles. The problem statement includes a statement of the general and concrete business problem, and the purpose statement includes a description of the research method, design, and participant sample. An investigation into the literature supports the presentation and reasoning of the research problem. The review includes the conceptual framework, employee retention strategies, employee motivation, and employee turnover.

Section 2 covers the following: an outline of the research sections in detail participant recruitment, data collection, and analysis. Section 3 includes a formal presentation of the research findings and recommendations for the practical application of the collected information.

Section 2: The Project

Banking industry managers in Greater Toronto, Ontario, Canada, participated in semi structured interviews. The section covers the following topics: (a) purpose of the study, (b) role of the researcher, (c) participants, (d) research method and design, (e) population, (f) sampling, (g) ethical research, (h) reliability, and (g) validity.

Purpose Statement

The purpose of the qualitative multiple case study was to explore strategies some bank managers used to reduce employee turnover. The target population was banking managers located in Greater Toronto, Ontario, Canada. From three organizations, five managers with 5 years of experience were selected due to their success in retaining employees. The implication for positive social change was that managers might adopt strategies that are successful in reducing turnover by improving the employee work experience and retaining talent for building a positive work environment and a positive customer experience.

Role of the Researcher

Researchers gain insights into the methods and practices of the participants (Rowley, 2012). My role in this qualitative study was to learn what participants understood and believed about a phenomenon by way of their statements, expressions, and gestures (Wisdom, Cavaleri, Onwuegbuzie, & Green, 2012). My role included gathering data in an accurate manner, as described in the Belmont Report, and reducing bias throughout the data collection process (National Institutes of Health, 2014). I asked the participants questions and bracketed my views. I strived to analyze and interpret the data in an ethical manner. I put aside my views of the phenomenon to obtain a deeper level of understanding (Petty, Thomason, & Stew, 2012). I am familiar with the topic of the study because I am a manager with experience in retaining professionals. I am also responsible for task distribution, performance appraisal, the management of employee needs, and professional development.

To prevent personal biases from interfering with the research and to collect data successfully, I took field notes during the data collection process. They covered my thoughts or comments and my reflections and views on the data (Yin, 2014). I used semistructured interviews to explore strategies bank managers used to reduce employee turnover. To ensure interview activities are clear, participants received an interview protocol (see Appendix B) containing the step-by-step procedures of the interview (Jacob & Furgerson, 2012). Researcher understanding of what, how, and why may be feasible using a semistructured interview protocol (Bourgeault, 2012). Conducting interviews consistently were possible with a protocol (Granot et al., 2012).

Building trust with participants started by explaining what the study entailed and what roles expected throughout the interview and data analysis process. At the beginning of the interview, the participants learned about the basic requirements of a Walden University doctoral student. The interview protocol (Appendix B) supported the explanation. Anyan (2013) noted that rapport is essential for having participants agree to record the session.

Participants

The targeted population for the study was the managers of the banking industry in Greater Toronto, Ontario, Canada. To confirm participation in the study, I made telephone contact with the candidates to explain the purpose of the study and extended an invitation to participate in the study. To gain access to the participant, I delivered an introductory e-mail which explained the nature and significance of the research study. According to Yin (2014), a working relationship between the participants and the researcher must exist to address the case study protocol.

I established a working relationship with the participant by regular communication via e-mail. After identifying possible participants, I visited the location. I had an in-depth conversation with the participant and described the study to explain my research and obtain the participant’s support. Developing trust and building a reliable relationship are important because the participant needs to be at comfort to answer the questions truthfully (Doody & Noonan, 2013). Building relationship with the participants played a vital role in data collection.

Building relationship with the participants played a vital role in data collection. Before the interview process, the participant received a confirmation from me to participate in the research study, and a copy of the consent form to read, sign, and return to me. A study on the effect of transformational leadership and passive-avoidant leadership on absenteeism involved obtaining signed consent forms from 120 participants (Frooman, Mendelson & Murphy, 2012). Interviews took place in Greater Toronto, Ontario, in a natural setting that was a medium-sized office room to ensure the safety and confidentiality of participants.

A purposeful sampling method was suitable for selecting participants for the research study. The primary goal of purposive sampling is to concentrate on features of a population that are of concern, which best allowed answering the research question (Roy, 2015). The participants for the study included five participants from three organizations. Participants met minimum criteria to participate in the study. The minimum criteria included (a) working in the banking industry in Greater Toronto, Ontario, Canada; (b) being full-time employees; (c) being employed in a managerial role; (d) involvement in employee recruitment and retention processes; and (e) being a supervisor or manager with 5 years of experience.

The potential participants of three banking organizations submitted a signed consent form. An external hard drive stored documents, transcriptions, and information about the research study for 5 years to protect the participants' privacy. Permanently erasing documents from an external hard drive and hard copies of the research data will occur at the end of the 5-year period.

Research Method and Design

The study involved exploring the strategies used by some bank managers to reduce employee turnover. To conduct the study, I used a qualitative research method and case study design. The following subsections included an explanation of the chosen research method and research design.

Research Method

Qualitative research aligns with an exploration of the dynamics associated with retaining employees and permits participants to communicate their opinions of the phenomenon in their words (Coenen, Stamm, Stucki & Cieza, 2012). Providing insight into what the person has encountered is the basis of the research method (Kramer-Kile, 2012). Qualitative exploration focuses on the essence of the participants' views and collects data through participant discussion (Wisdom, Cavaleri, Onwuegbuzie & Green, 2012) and answering open-ended interview questions assists researchers in accomplishing the research goals (Onwuegbuzie et al., 2012). Qualitative researchers focus on details, whereas quantitative researchers focus on data volume (Anyan, 2013). The mixed method research is the use of qualitative and quantitative research methods combined (Metcalf et al., 2012) and was also not a suitable method for the study because using the blend of two methods did not help the research study. Qualitative research is flexible than the rest of the methods (Hurt & McLaughlin, 2012) and was appropriate for conducting research because the purpose of the study was to explore strategies used by bank managers to reduce employee turnover.

Qualitative research works best for understanding people's motivations, purposes, and the context for opinions and actions in a comprehensive manner (Myers, 2013). Stake (2010) added that qualitative research depends on human insight and understanding. Potter (2013) asserted that the qualitative approach examines how people make sense of the world. For these reasons, I concluded that using a qualitative approach better permit me to understand the research topic than a quantitative or mixed method approach. I used a qualitative approach because a qualitative approach allowed participants a broad platform to share experiences on the research topic.

Research Design

A research design selected to connect data and conclusions drawn from a research question can establish clarity. The research design determines the essential elements of the study, including research questions, validity, and reliability. I used a multiple case study design to address the research question for the study. Case studies are necessary when giving answers to how and what questions. Research questions with an in-depth inquiry into social and managerial practices are suitable for the case study design (Moll, 2012). Moreover, a case study involves an opportunity to interact with the individuals regarding their daily practice (Moll, 2012). Researchers using case studies handle multiple sources of data from different organizations to obtain the data required to achieve a perception of the experience in a real-life setting (Yin, 2014). Case studies as a research design involve recognizing and understanding emergent themes linked to a research question through the participants' experience (Lukka, 2014).

Possible forms of research designs that could assist with exploring a research question are ethnographical, phenomenological, and narrative studies.
Ethnography requires the need to examine participants over an extended period (Kriyantono, 2012). Ethnography also involves observing cultures (Kryiyantono, 2012). Ethnographers explore the shared patterns of conduct, opinions, and language within a cultural group and involve participant observation for an extended period (Petty et al., 2012).

The narrative approach is a design that is suitable for telling the stories of individuals or an event (Aguirre, & Bolton, 2014). The emphasis of the study was to explore the strategies managers are implementing, but no longitudinal exploration that involves following every step of the implementation process occurred. The final research design that I considered was phenomenology. Phenomenologists strive to learn the unique lived experiences of people by exploring the essence of a phenomenon (Petty et al., 2012). A generous sample size can help the phenomenological researcher to gain a deeper perspective on a situation or event (Yin, 2014). A phenomenological study was not appropriate for the study.

While ethnography, narrative, and phenomenology theory offer research benefits, a case study design best captured the meaning and purpose of the research question. The qualitative researcher's objective is to determine answers to the how issues relating to the research topic (Yin, 2014). A unique feature of case study research is that the researcher may extract information to strengthen the study, using historical documents, interviews, and observations (Yin, 2014).

Qualitative researchers interpret their data throughout their study, unlike quantitative researchers (Morse et al., 2014). Rowley (2012) stated that case study research requires a sample size between one and 10 participants. A sample population of greater than 10 participants does not ensure richness in data (Rowley, 2012). The depth of participant responses leads to data saturation (O'Reilly & Parker, 2013). Data saturation has been a debatable issue for some qualitative researchers (Marshall, Cardon, Poddar, & Fontenot, 2013). Data saturation in the study happened to use those qualified to answer the research topic (O'Reilly & Parker, 2013). Yin (2014) stated that a population sample size of two or three case studies could be plenty to explore a phenomenon if the researcher's practical theory is straightforward, and the level of certainty is not unreasonable. The sample for the study included managers from three banking organizations. A redundancy of responses assured data saturation (Walker, 2012). To ensure adequate data to analyze, I interviewed the participants and analyzed the company employee retention documents until the data reaches saturation. I coded and analyzed the data in the study, including the field notes, the interviews, and company documents concerning to employee retention strategies.

Population and Sampling

The population for the study consisted of five managers in three different banking organizations in Greater Toronto Area, Ontario, Canada. A purposeful sample consisted of managers who oversee employees in the banking organization. Bezzina and Saunders (2014) proposed that purposeful samples allow researchers to focus on study topics related to participants creating an enhanced knowledge of a phenomenon. Walker (2012) discovered the need for researchers to recognize a purposeful sample with a good comprehension of the research problem.

Managers in banks include the positions of branch manager client care manager, human resources manager, and frontline manager. Participants met the five eligibility criteria: (a) working in a financial services industry in Greater Toronto, Ontario, Canada, (b) full-time employee, (c) employed in a managerial role, (d) have experience with the employee recruitment and retention process, and (e) supervisors or managers with 5 years of experience. The literature review included these eligibility conditions to ensure the samples were relevant to the research question. The selected participants had knowledge of organizational retention, turnover management, and innovative practices within their organizations. The five participants received an invitation letter by e-mail including an explanation of the study, the participant criteria, and a request to participate. With signed consent forms, I ensured that participants met these requirements.

Saturation is an important methodological concept in qualitative research (Walker, 2012). Yin (2014) discussed the size of the sample should be large enough for the researcher to achieve an excess of responses or saturation. To ensure saturation, I explored the participants' responses until no new information emerges from the discussion. The number of participants needed to reach saturation in a qualitative study can range from 5 to 50 (Dworkin, 2012). Walker (2012) stated that data and theoretical saturation happen when sampling becomes redundant with repeated sample responses and lack of new themes.

Ethical Research

Ethical issues may arise when research involves human participants (Mitchell & Wellings, 2013). Researchers should verify that they disclose aspects of a qualitative research study to the study participants (Yin, 2012). Wisdom, Cavaleri, Onwuegbuzie, and Green (2012) also supported disclosing research aspects to study participants. Selecting participants for the study depended on the specified criteria. The potential participants self-selected their participation and directly reached me through e-mail for participating in the study. I contacted potential participants via telephone and provided an overview and explanation of the study and participant criteria. Potential participants asked questions to assist their decision to participate. Participants who met the participant criteria and wished to participate in the study received a consent form (Appendix A) that included the intent of the study as follows: (a) I asked the participants to sign and return the form, (b) the consent form included the purpose of the study, the procedure of the study, voluntary nature of participation, risks and benefits, a privacy statement, and contact information, (c) the form provided sample interview questions, and (d)) the signed consent form served as authorization for participating in the research study. The provision of a consent form and the requirement of obtaining a signed form before participation are common for qualitative research studies (Carlström & Ekman, 2012).

To build rapport with the participants of the research study, I conducted interviews in a comfortable environment at an office location. The availability of participants determined the interview schedule. There were no incentives for participation in the study. Participation was strictly voluntary. In similar research using voluntary participation, study participants did not receive incentives (Decker, Calo & Weer, 2012). The participant had the opportunity to withdraw without penalty after understanding the interview process and purpose of the research study. If a participant chooses to withdraw, I selected a potential participant from the same corporation and will address and answer questions or concerns participants may have. Upon withdrawal, I will shred and destroy data provided by the participant.

Specific measures to ensure the ethical protection of participants included (a) participant identification codes instead of participant names, (b) confidential labeling of hard-copy and electronic data, and (c) indicating identification markings to reference the participants in the research results. To protect the privacy of the participants in writing relating to the study, the name of the participating organization, the managers, and the employees remained confidential (Mitchell & Wellings, 2013). Related leadership literature included codes to label participant responses (Carlström & Ekman, 2012). To maintain the privacy of study participants, I did not use personal names or company names in the written presentation of data. I have sole access to the participants during the research process. Using participant identification codes protected individual identities. I stored research data for five years to protect the confidentiality of corporations, corporate administrators, and participants. Erasing and discarding research data will take place five years after the study is complete.

Data Collection Instrument

In qualitative research, researchers collect data through interviews, observations, and written documents (Petty et al., 2012). The study involved semistructured interviews with open-ended questions for collecting the data. Instruments useful in qualitative approaches include observation, interviews, focus groups, and documents (Arendt et al., 2012). Before data collection, I obtained IRB approval and a signed informed consent from the participant, and permission from banking organizations in Greater Toronto, Ontario, Canada to receive data. Beckman et al. (2012) adopted open-ended interview questions during their semistructured interviews to discover the impact of communication on burnout and psychological distress among a group of primary care physicians, and

Trotter (2012) noted that a planned set of questions would lead to a significant discussion of focused topics.

As the researcher, I was the primary data collection instrument. I used semistructured, face-to-face interviews as the primary data collection instrument for the study (Houghton, Casey, Shaw & Murphy, 2013). Open-ended questions have value when the participant is telling the story (Stake, 2010). The interview consisted of eight open-ended interview questions to explore the participants' strategies to retain employees. The interview lasted 60 minutes. Interview questions are a combination of Herzberg's two-factor theory of hygiene and motivator factors. My role as the researcher was to observe, document, and describe the participants' responses to ensure validity, reliability, and a lack of bias within the study. Acquiring participants' feedback and performing a detailed analysis of the results provided reliability and validity of the study. In qualitative research, validity is about integrity, adequacy, and the reliability of the researcher and the diverse stakeholders (Zohrabi, 2013).

Before starting the study and after IRB approval, I encouraged potential participants to become part of the study by emailing them a consent form explaining the study (see Appendix A) and preliminary interview protocol (Appendix B). Moreover, the participants also received the results of the semistructured face-to-face interviews. The study did not include a survey for participants to complete and not include processes for instrument completion. The study included semistructured, face-to-face interviews with open-ended questions as the data collection instrument, and will also include member checking to ensure data obtained from the participants are accurate (Houghton et al., 2013).

Within the member checking process, a study participant can review a researcher's interpretation of the data to validate the accuracy of the transcript (Houghton et al., 2013). The data consisted of verbatim responses from an audio-recorder. Researchers need to establish credibility for their research findings from the perspectives of the participants (Venkatesh, Brown, & Bala, 2013). Participants received a copy of their transcript by email and were allowed seven days to clarify responses. Interviewees verified their responses by email. Ozertugrul (2015) suggested that participant validation of transcripts might enhance trustworthiness. The study involved transcribing the interview responses and classifying and organizing the data using NVivo Version 10 software. Coding relates to the analysis of themes, categories, and concepts from the data (Da Mota Pedrosa, Näslund &, Jasmand, 2012).

Data Collection Technique

The data collection included semistructured face-to-face interviews to obtain the opinions of the participants, archival data, and observations. An audio recorder captured the interview process. The interview process included gathering information on strategies used by participants to reduce employee turnover. Qualitative data is an experience of people's comments (Myers, 2013), and interviews are the standard method of collecting data in qualitative research (Onwuegbuzie and Byers, 2014). Interviews are effective in learning experiences, opinions, beliefs, values, and methods (Rowley, 2012).

Chin, Evans, and Choo (2015) posited that using semistructured interviews to explore the experiences of individuals who are willing to share their information is an effective means of collecting data for qualitative research. The goal was to obtain information from the participants in the study through interviews and face-to-face verbal communication (Rowley, 2012). The research explored the strategies used to reduce employee turnover. The interview process included exploring for purpose, opinions, and descriptions rather than regarding the participants as a means for retrieving facts (Staller, 2010). I used an open-ended semistructured interview approach. Semistructured interviews enable the researcher to gain rich data about how participants analyze, evaluate information, and make decisions (Elsawah et al., 2015).

I reviewed the raw data and notes to assist with identifying themes. After analyzing the transcripts, I submitted the interpretation to the participants for member checking. Houghton et al. (2013) acknowledged member checking is one activity for improving the credibility of the study. Utilizing member checking can lessen the likelihood of giving false or ambiguous data (Harper & Cole, 2012). The data including interview questions, field notes, and flash drive secured in a locked container for five years.

Data Organization Technique

The use of generic codes to refer to participants will maintain their confidentiality and anonymity (Gibson, Benson, & Brand, 2013). I used identification codes to conceal participants' identities. The signed consent form included a statement indicating the intent to audio record the interview. The participant was assigned an identification letter and number ranging from 01 to 10 to maintain participants' confidentiality. Participant consent form and interview transcriptions will remain in the stored file to ensure confidentiality (Kaczynski, Salmona, & Smith, 2014). The audio tape-recorded interview transcripts transcribed into Microsoft Word documents. Study participant's transcribed interview and written records will remain in folders (Jacob & Furgerson, 2012). A password-protected flash drive stored the data and stay in a locked storage cabinet for five years. After five years, the destruction of paper notes and the flash drive will take place.

Data Analysis

Data analysis involves managing data to discover meaningful themes, patterns, and descriptions that answer a central research question. I used Yin's (2014) data analysis method to identify and emphasize the bank managers' retention strategies that study participants explained during the interviews. Yin's (2014) data analysis includes a researcher working with the research evidence to identify significant themes, patterns, and descriptions that explain the primary research. From the interviews of bank managers, I analyzed the descriptions of their practices to explore the event in a real-life context (Yin, 2014).

After completing data collection and organization, I started the analysis. First, I organized the collected data into categories that I identified through the literature review. The initial categories to employee retention strategies are (a) effective recruiting, (b) induction programs, (c) branded employer, (d) internal talent investment, (e) manager skill development, (f) match job performance to job outcomes, (g) challenges and (h) developing retention strategies. These categories are a beginning point for determining what categories existed in the three banking organizations and are based on earlier research. The data from the bank managers was the real guide for determining the final categories.

In addition to using categories from the findings of the literature review, the study involved analyzing data in view of Herzberg's (1959) two-factor theory of motivation. The conceptual framework supported the process of interpreting the application of data. Researchers use Yin's five-step approach to data analysis to analyze textual data (Yin, 2011). Yin's (2011) method includes the following five steps: (a) compiling the data, (b) disassembling the data, (c) reassembling the data, (d) interpreting the meaning of the data, and (e) concluding the data. Step 1 involved compiling the data to form groupings. Step 2 involved disassembling the data to decrease and reduce consistent themes regarding the phenomenon. Step 3 involved reassembling the data and grouping core themes. Step 4 involved checking patterns against the interview transcripts, observations, and documents to describe the purpose of the data. Finally, Step 5 involved making conclusions or reviewing the data to develop a basic summary of the experiences.

The use of more than one data collection method allows cross checking of interpretations (Petty et al., 2012). Methodical triangulation is the utilization of multiple data sources to guarantee the collection of comprehensive data to answer the research questions (Grossoehme, 2014). I used methodological triangulation to analyze gathered data. I reviewed transcribed recordings of the interview, notes, and documentation to identify patterns and themes to describe themes regarding bank managers' strategies for reducing employee turnover.

Trotter (2012) described NVivo v10 as the qualitative software used by researchers for coding thematic categories and deriving themes from a research interview to explain the research question. Erlingsson and Brysiewicz (2013) discovered that the usage of NVivo 10 software gives qualitative researchers the means of analyzing interview data electronically. After the interviews, I transcribed and analyzed the data using the five-step data analysis process recommended by Yin (2011). Next, I exported the text data into NVivo v10 to correlate themes with the literature and the conceptual framework of the study. Also, NVivo 10 software reorganized information and set the data into categories based on different concepts (Lancaster et al., 2012). NVivo 10 allowed for the practice of query tools to examine different opinions that could exist with the interviews (Sotiriadou et al., 2014). Finally, NVivo 10 helps researchers with obtaining needed information with an analysis of disorganized data (Erlingsson & Brysiewicz, 2013).

Morse and Coulehan (2015) concluded that data collection conducted in a qualitative research study includes continuous data collection and analysis. The design promotes a process of creating a sense of qualitative data and expects the creation of patterns and themes from complex data (Zheng, Guo, Dong & Owens, 2015). The purpose of the qualitative multiple case study was to explore the strategies bank managers used to reduce employee turnover. Bedwell, McGowan, and Lavender (2015) suggested the use of qualitative data analysis to reveal and obtain insight on themes, patterns, theories, insights, and perceptions of the phenomenon. Specifically, I focused on compiling identified retention strategies used to reduce employee turnover.

To make the contrast in emerged themes within the interview, Zheng et al. (2015) stated that the researcher analyzes responses. I compared the answers to the interview questions to identify common themes in experiences among participants (Bedwell et al., 2015) by exploring and categorizing themes while analyzing interview answers and company employee retention documents until the data reach saturation. Oberoi, Jiwa, McManus, and Hodder (2015) concluded that data saturation could be a sign to the researcher that there is limited need for conducting further research. Data saturation is the point when no new or related information emerges, and the theory seems to be sound with no gaps or unexplained phenomena (Senden et al., 2015).

Yin (2014) debated that researchers could choose at least two cases when attempting to understand and contrast situations. Exploring more than two cases presented even richer study results (Yin, 2014). The study included three cases and involved collecting and sorting research data into themes used in the study. I used member checking during my data analysis to verify the interpretation of the data gathered from the study (Oberoi et al., 2015) and to analyze and interpret the data to observe when the data reach saturation (Morse & Coulehan, 2015).

Reliability and Validity

Quality standards of research include reliability and validity (Poortman & Schildkamp, 2012). I took the required steps to assure reliability and validity of the findings of the study by conducting a thorough analysis of the data to ensure the integrity and authenticity, which was critical for describing the reliability, validity, and relevance of the study findings, conclusions, and recommendations.

Reliability

Street and Ward (2012) described reliability and validity as two recognized terms linked to the accuracy and precision of research. Reliability in qualitative research requires having a similar outcome to previous studies (Grossoehme, 2014). Foley and O'Conner (2013) noted that reliability and validity do not have identical meanings in qualitative research as in quantitative studies but, instead, rely on such tools as semistructured interview protocols to achieve commonality and establish validity, consistency, and reliability. I recorded the data and ensured the validity of the responses by asking open and concise interview questions and by member checking (White & Drew, 2011). I repeatedly compared the audio recordings to the transcribed interview notes to ensure the accuracy of data. Using these strategies, I assured the reliability of findings for the study.

Reliability allows for replication of results (White, Oelke, & Friesen, 2012). The protocol created for before, during, and after the interview helped ensure the reliability of the study. Data saturation occurs when the collection of data no longer gives fresh or related information (Dworkin, 2012). The repetition of participants' responses ensured saturation.

White et al. (2012) suggested keeping a precise and complete record of the steps applied in the study. Documenting step of the study allowed for reproducibility. To ensure reliable data, I audiotaped interview sessions and transcribed the audiotape.

Remaining open during the process assisted in ensuring reliability. Member checking helps with clarification of data. Member checking and triangulation are two methods to ensure reliability and credibility to the study.

Validity

VanderStoep (2009) stated that validity includes truthfulness. Yue (2010) noted that validity involves the presence of data supporting the claims and results of a study. White et al. (2012) confirmed the value of trustworthiness to the success of qualitative studies. There are different criteria employed to evaluate the precision of qualitative research, the common including (a) dependability, (b) credibility, (c) confirmability, and (d) transferability (Houghton, Casey, Shaw, & Murphy, 2013). Elo, Kaariainen, Kanste, Polkki, Utriainen, and Kyngas (2014) related transferability to the findings that are valid in different settings.

Credibility assesses whether there is a match between the primary source data and the researchers' analysis (Munn et al., 2014). I was the data collection instrument in the qualitative study. Therefore, the credibility of the study was based on my protocols, applied procedures, and my self-awareness during the research process (Houghton et al., 2013). In addition to the interview data, I reviewed company documents. The methodological triangulation of these two data sources enhanced the credibility of the study results. In addition to transcript review with the participants, I completed member checking. Yin (2014) noted that the collection of data through various methods such as interviews, field notes, and secondary data collection help triangulate the data.

Yin (2014) argued that data of the same phenomenon should be collected through multiple means to triangulate data for a case study. I used semistructured interviews and reviewed company documents about employee retention strategies. I reported back to the participants for feedback on my preliminary findings to verify the accuracy of the key categories formed by my analysis of their responses and review of company documents about employee retention strategies. To achieve a true study for achieving trustworthiness, I used methodological triangulation. Myers (2013) stated triangulation is an excellent idea if the researcher wants to look at the same topic from different angles.

Examining the degree to which qualitative findings transferred to diverse contexts or settings evaluate transferability (Onwuegbuzie et al., 2012). Transferability refers to the possibility of findings being transferred to similar situation or context while preserving the same meanings (Houghton et al., 2013). I followed precise case study protocols, including interviews, member-checking processes, and case study design; I also adhered to the scope of the study, asking bank managers of three organizations to share strategies used to reduce employee turnover. Confirmability refers to the neutrality and accuracy of the data (Houghton et al., 2013). I used confirmability by analyzing the results of related studies, giving a review of measuring similarities and differences between themes and categories, and I followed the case study protocol to ensure that I am meeting four standards by using member checking of data interpretation and triangulation. I submitted the case study for review to the doctoral study committee, including a professional methodologist, to assure a precise peer evaluation and debriefing.

Summary and Transition

Section 2 served to expand the study through a restatement of the purpose, the researcher’s role, and the criteria and information for participant selection. The section also included information about the research method, research design, data collection technique, data organization technique, and data analysis. Section 2 included an extension of information originally presented in Section 1 regarding qualitative research and case study design. Section 3 includes the following: a detailed summary of the study’s findings, an analysis of the findings’ significance relative to the research question, a discussion of the impacts of the study, along with recommendations for action and future studies concerning business practices and positive social change.

Section 3: Application to Professional Practice and Implications for Change

Introduction

In Section 3, I present the findings of the research study. I collected interview data from five full-time managers and organization public documents. The section includes (a) an introduction with a restatement of the purpose statement, (b) the presentation of findings, (c) a discussion of the study's application to professional practice, (d) a discussion of the implications for social change, (e) recommendations for action, (f) recommendations for further research, (g) reflections, and (h) a conclusion.

The purpose of the qualitative multiple case study was to explore the strategies used by bank managers use to reduce employee turnover and to answer the overarching research question, "What strategies do bank managers use to reduce employee turnover?" I collected data from semistructured interviews with five managerial participants and documentation. I derived the findings from the managers' responses regarding the strategies used to reduce employee turnover and improve retention. Besides semistructured interviews, the results from interview questions showed complete responses from the participants (Marshall, Cardon, Poddar, & Fonenot, 2013). The four major themes emerged from the data collection were (a) the motivational effect for retaining bank employees, (b) management traits for retaining bank employees, (c) effective strategies for retaining bank employees, and (d) trends shaping future retention of bank employees. Common attributes throughout the major themes were (a) supportive work environment, (b) open communication, (c) team building, (d) employee development, (e) rewards and recognition, (f) workplace associations, (g) recruitment, and (h) talent strategy.

The Yin 5-step approach (Yin, 2011) formed the basis for analysis of the collected data. After transcribing the five interviews and reviewing public company records, I imported the interview data and my study of company documents into NVivo 10, qualitative analysis software. I analyzed the data and identified 10 core emergent themes. The emergent themes revealed (a) the strategies in the organizations' public records and (b) the participants' opinions, knowledge, and judgments about retention strategies to explain the central research question and to triangulate and validate interview data.

Presentation of the Findings

Using a case study method, which, according to Yin (2014) is a suitable approach for studying an event in multiple settings, I conducted semistructured interviews with managers in banking organizations to discover the strategies they use to reduce employee turnover. Their responses to eight questions provided evidence of strategies critical to the success of reducing employee turnover. During data analysis, I identified the following four themes: (a) the motivational effect for retaining bank employees, (b) management traits for retaining bank employees, (c) effective strategies for retaining bank employees, and (d) trends shaping future retention of bank employees.

Strategies associated with a motivational effect for retaining bank employees required the understanding and implementation of strategies of motivation for employee satisfaction and ultimately employee retention. During the process of motivating employees, managers employed strategies of developing individual growth and achievement, reward and recognition, workplace associations, and supportive work environment. The management traits for retaining bank employees involved (a) team building characteristics, (b) empowering employees, and (c) active communicator strategies. Having an open communication with employees, and involving team members in decisions builds employee commitment and productivity. Promoting communication, employee development, recruitment and selection of the qualified employees for an organization was a critical strategy for retaining bank employees. It was significant to understand the future trends of the employee management and retention.

The conceptual framework for the research study was the Herzberg (1959) two-factor theory, also known as the motivation-hygiene theory. Responses made by the participants supported the two-factor theory, also known as the motivation-hygiene theory. The Herzberg two-factor theory relates to how individuals motivated in the workplace. Based on the Herzberg research, the lower level needs (hygiene factors) consist of working conditions, policies and administrative practices, salary and benefits, supervision. Job security does not motivate employees to employ effort, rather stop them from being dissatisfied. Higher level needs (motivator factors) of recognition, achievement, advancement, growth, responsibility, and job challenge motivates individuals.

I viewed the conceptual framework related to findings to gain a better understanding of the strategies used by managers to reduce employee turnover. Retaining high performers with knowledge and skills to maintain a competitive advantage is critical to the organization (Dyk, Coetzee &, Takawira, 2013). The themes presented in the findings provided human resource professionals and managers an opportunity to retain employees during times of organizational change, competition, and volatile economic trends.

Theme 1: The Motivational Effect for Retaining Bank Employees

Motivation represents a significant role in employee satisfaction and ultimately employee retention. The results interpreted from the conceptual review of employees' motivations were based on participants' replies to what strategies were used to retain employees. Based on the coded responses of the managers and company public documents, I classified the motivation strategy based on the Herzberg motivation theory in the workplace. The five participants claimed managers need to implement strategies to motivate employees. Based on findings from previous research (Cerasoli, Nicklin, & Ford, 2014), a manager's assumption in pretending productive employees feel valued, and individual approach fits the staff, is a wrong perception. I compiled the coding of the participants' responses to interview questions and company employee retention strategies through public company documents regarding the alignment with Herzberg motivation theory, driving to improve retention at the workplace. The emerged themes as shown in Table 2 included (a) individual growth and achievement, (b) reward and recognition, (c) workplace associations, and (d) supportive work environment. The themes confirmed in previous research by Bapna, Langer, Mehra, Gopal, & Gupta (2013); Zameer, Ali, Nisar, & Amir (2014); Stinchcomb & Leip, (2013).

Table 2

Frequency of Motivational Effect for Retaining Bank Employees

Theme	*n*	Frequency of occurrence (%)
Individual growth and achievement	6	30
Reward and recognition	5	25
Workplace associations	4	20
Supportive work environment	5	25

Note. n = frequency

Individual growth and achievement. When managers implement the motivation theory by Herzberg (1959) within the business context, the management methods required the foundation of a work atmosphere to attain the best performance. The five study participants acknowledged employees inquire from the jobs than the conventional models of performing tasks. The participants stated employees seek more responsibility within the organization.

Participants' company document affirmed employee appointments for organizational openings. It helps employee's capacity to be effective when working individually and independently. DiPietro, Kline, and Nierop (2014) decided motivating staff and determining possibilities for retaining are some of the ways managers can employ without risking customer service.

The study participants expressed the value of approaching the individual growth and achievement needs of employees and the positive implications. Participant 1 shared, "A way for a person to develop is to educate further." In a review of company documentation, I noted corporations assigned a great importance to education. The wages and benefits section of the five participants' company document revealed organizational leadership could use educational reimbursements as a representation of a strategy in the company's greater retention efforts. Educational benefits are not limited to tuition reimbursement programs for current members of the company leadership team, as found in the five participants' company public document. In fact, the company could partner with colleges and offer tuition discounts and incentives to employees and leadership members attending educational programs. The five participants acknowledged education is a valued commodity in the business world, and the company encourages ample opportunity for an individual to grow. Employees with the proper training are committed towards the job and enhance the performance of the organization (Anitha & Kumar, 2016).

In a review of the three company documents, I have noticed the policy is to advance from within, given a person is qualified for an open position. Motivation stimulates people to perform and appears from within the employees or from the surroundings (Coates, 2015). In a review of the participants' and companies' public documents, I noticed organization attempts to build a climate with procedures improving personal and organizational models of motivation.

Rewards and recognition. Recognition of and gratefulness for employees' efforts and achievements, including incentives and rewards, are reported as key to employee motivation. Knowing how employees recognized for the performance was a significant concern for participants. Kim (2014) indicated company leaders should build a strategy to recognize employees for the performance and work to increase retention. Data were investigated to learn the determinants influencing recognition and employee turnover. Strategic and efficient incentives can result in improved employee motivation, integrity, and achievement (Kaliannan, Abraham, & Ponnusamy, 2016).

The participants understood appropriate rewards and recognition were key to improving employee retention. Although the study participants addressed adequate employee compensation, the concept of recognition classified in the study was more than a financial incentive or pay raise. Participants repeatedly brought up the thought of having management visible, communicating, supporting, and associating with staff. Ideas relating to rewards and recognition participants mentioned include promotion opportunities and career scale advancement. For example, Participant 4 stated employees required to know the organization views employees as valuable assets and sets strategies in place for career succession and advancement opportunities. Similarly, two participants believed the jobs should have possibilities for promotion based on the employees' skills and performance.

Workplace associations. Participants indicated employees would continue working with interest by developing relationships with the management. Management plays a significant role in building better workplace relationships and directing employee concerns (Gayathri, Sivaraman, & Kamalambal, 2012). Reviews of the companies' documents verified participants' comments of cooperation and communication with coworkers and managers in a team environment improved job satisfaction and productivity.

Panagiotakopoulos (2014) indicated enhanced communication between the management team and employees grows employee relations within an organization and builds a cooperative environment. The five participants declared the companies helped by being kind beyond the work settings to develop relationships. With participants 2 and 4, company newsletters stated managers and employees were promoted to share organizational and individual goals. Participants stated policies, tools, and methods of working collectively to make a difference in the company culture and to encourage retention, increase associate engagement outcomes and commitment.

Herzberg (1959) argued employees motivated by internal values rather than external values to the work. As noted in a review of company documents, the three companies have group building activities to build employee motivation and engagement. Participant 2 stated companies concentrated on business faced greater turnover than the companies focused on employees feeling appreciated. Herzberg et al. (1959) attempted to learn how managers motivate people by analyzing the needs and promoting staff and understanding the characteristics and behaviors. The five participants mentioned fostering consistent teamwork and respect among coworkers.

The banking industry required a commitment to a comfortable environment and friendly interaction with customers. The five participants indicated the banking sector based on the individual and professional cooperation between management and employees. The companies' documents noted the organizations aimed to encourage the employees to know as a part of the company connection. The five participants stated the difficulty contributing strategies to improve employees' motivation. However, the three of the companies provided management with training to approach employee matters to reduce an employee feeling undervalued.

Supportive work environment. Promoting a supportive working environment of high employee spirit, coworker, and manager support, is essential to motivation and productivity. Management and coworker support are features of a supportive work environment working as positive tools of motivation. The managers clarified the importance of forming and maintaining a healthy, productive, and supportive work environment. Highly desirable work environments generate high levels of employee satisfaction, engagement, and morale, and encourage the free expression of diverse ideas (Clark, Sattler, & Leiker, 2016). The researchers suggested building an engaging atmosphere for motivating employees to deliver the best and improve the achievement levels.

The five participants conveyed the work setting served as an important part in the recruitment and retention of employees, and the components of the workplace influenced the quality of service given by the managers and staff. Participant 3 shared, "having a supportive work environment as well as the work-life balance programs makes me feel great about working for the organization, and provides the motivation to sustain me throughout the workday." Participant 2 indicated, "management support for the supportive work programs showed the employer do ensure workers are happy with the jobs."

The data addressed and reported the central research question bank managers used motivating strategies, such as individual growth and achievement, reward and recognition, workplace associations, and supportive work environment, to retain employees. As noted from the review of data, the conclusions supported employee motivation significantly enhanced productivity levels and job achievement, and managers must consider the motivational strategies to stimulate employees. The results also noted the linking motivational strategies, employee retention strategies, and real-life events enable managers to apply employee motivation as a means for individual growth and rewards (Damij, Levnajić, Skrt, & Suklan, 2015).

Theme 2: Management Traits for Retaining Bank Employees

Managers are significant to the success of today's firms. Supervisors play a vital role in building positive work environments for employees are to stay. Employee satisfaction with the supervisor can reduce employees' thoughts of withdrawal. Supervisors managing employees has a substantial impact on employee retention. Participants shared management's job is to use numerous years of experience in management to influence a reduction in turnover. A manager's skill to force cordiality drives motivated staff working the best and staying with the organization longer. Table 3 displays the core themes emerged from the data analysis concerning management traits enhancing the retention of banking employees in the organizations included in the study.

Management traits emerged from the data analysis included (a) team building characteristics, (b) empowering employees, and (c) active communicators. The frequency of occurrence of core themes showed the management traits in retaining. Through organization documents and participant interview responses, the findings of the study showed the manager traits and practices for effective retention efforts, aligned with previous research by Price (2013).

Table 3
Frequency of Management Traits for Retaining Bank Employees

Theme	n	% of frequency of occurrence
Team building characteristics	5	33.33%
Empowering employees	6	40%
Active communicator	4	26.66

Note. *n* = frequency

Team building characteristics. The study participants presented a desire to promote unified team environment with the team members, regarding forming teams and generating positive work environments. Participants asserted employees join the workplace questioning the understanding of association and relationship with the work atmosphere. In the review of the three company's documents, managers were urged to add support for employees to develop cohesive working practices where employees received group awards, recognition, and possibilities for professional growth. Company records suggested that the three companies had at least one program each to encourage managers to join employees in celebration and had gathered knowledge for corporate team-building.

Empowering employees. An empowered employee is stimulated and engaged in the organizational performance and serves to be positive and work well. Empowering employees to make decisions was a significant element addressed by the five study participants. Having employees know the importance of jobs and how it corresponds to the operations results in quality customer service. Participants believed employees need to feel being relevant to the business and within the organizational culture. By feeling empowered, participants realized if employees cared and appreciated the gravity and seriousness of the work, would be willing to check and ask questions if unsure. Participants stated engaged employees and investing in the work process are ready to do the right thing. Similar to Ertürk and Vurgun (2015) reported, participants acknowledged psychological empowerment heightens the employees' commitment to the organization.

Participant 5 stated empowered employees are likely to have a full interest and would be prepared to attend the needs of the client. Finally, participants stressed dedicated employees felt empowered and had individual traits to make decisions, be open to changes, learn the growth of work processes, and the capacity to think and train. In contrast to employees planning to leave, participants stated employees managed to remain in an organization with high pressure because they believed they were members of the organization.

Active communicator. AlBattat and Som (2013) claimed management-employee relations lead to cooperation. Participants affirmed management plays an essential role and is a deciding factor in influencing staff to stay with an organization. Employees' engagement in institutional goals decreases employee turnover. Participants shared how the company vision was directed at building and maintaining an inclusive atmosphere where the employees are embraced and appreciated for being a part of the organization. Participants stressed the importance of communication and the crucial phases of management. Without reliable communication, managers can fail to achieve commitment from employees, fail to deliver business goals, and fail to improve compatibility with the people on the team. In short, managers can fail no matter how high the purposes may be.

Three participants also stated that managers who maintain clarity, sound processing, self-awareness, and high moral standards enhanced employee job satisfaction and performance. In a review of company documents, the obligation of the banking organization managerial associates, officers, and directors, included the expectation of establishing the right expression and leading by example through the conception of the right environment. The five participants verified managers are supported to select open door policies for the benefit of communicating openly with associates.

The findings of theme two indicated an application of Herzberg's two-factor theory of motivation (1959; 1966). Bank managers applied the extrinsic factors of promoting the team building, empowering employees and active communication to prevent employee dissatisfaction and encourage employee engagement. Participants' responses revealed the application of Herzberg's two-factor theory of motivation, such as appreciating bank employees and managers advocating ownership of projects and tasks. The practices are vital elements of Herzberg's two-factor theory of motivation.

Theme 3: Effective Strategies for Retaining Bank Employees

The third main theme identifies the effective strategies for retaining bank employees, and interview question one was asked to determine the effective retention strategies. The demand for retaining employees builds effective retention strategies in organizations as a necessity than as a desire for companies (Thomas, 2015). Strategies were mentioned by the participants in company documents and confirmed by previous research. Participants communicated employee retention had been a significant focus for the organizations. Talent retention verifies organizations have the right people with the necessary abilities and skills to activate and actualize business strategies (Ibidunni, Osibanjo, Adeniji, Salau, & Falola, 2016). I found recruiting and selecting skilled employees, recognizing bank employees, encouraging effective communication, providing training and development opportunities and allowing decision-making autonomy to be the effective strategies for retaining bank employees.

Table 4 presents the core themes emerged from the data analysis regarding the effective strategies for retaining bank employees improved the employee retention in the banking organizations included in the study. Retention strategies appeared from the data analysis included (a) promoting communication, (b) promoting employee development, and (c) recruiting and selecting the skilled employees for an organization. The frequency of occurrence of core themes confirmed the effective strategies for retaining bank employees. Therefore, the findings from the study align with prior research on employee retention.

Table 4
Frequency of Themes for Effective Strategies for Retaining Bank Employees

Theme	n	% of frequency of occurrence
Promoting communication	6	35.3%
Promoting employee development	7	41.17%
Recruiting and selecting skilled employees	4	23.52%

Note: n=frequency

Recruitment. The interview results revealed managers understood the significance of having the right people in the workplace, engaging, and retaining employees. Companies provide the management with policy manuals and handbooks for set hiring methods as well as uniform policies and processes for increasing employee retention (Deery & Jago, 2015). Participants stated company management training and manuals provided details, fully written rules, policies, and methods when interviewing and dismissing employees. Person-Organization Fit and Person-Job fit are essential perspectives of hiring for the positions. The thoughts represent relationships between the employee and the organization considering education, talents, and skills the individual brings to the job (Gabriel, Diefendorff, Moran, & Greguras, 2014).

Participants agreed on a good fit in employees reduced employee turnover while decreasing business costs. Johnson's (2014) findings indicated managers are required to recruit and select the right person to increase retention within a business organization. Participant 4 stated the relationship with employees could positively or negatively influence recruitment and retention efforts. Participants declared the organizations frequently examined the workforce through exit interviews to assess recruiting and retention methods to promote employee retention.

Promoting communication. A definite relationship exists between managerial communication and employee performance. The participants stated open communication and regular feedback was the key to progress. Participants indicated people always acknowledge clear and positive communication over management tricks. Establishing a tone of honesty and giving the employees enough range to articulate the difficulties is the best way to obtain an honest conversation. The primary system, as participant 3 remarked, is management should operate on the belief managers can show the skills by cultivating genuine relationships with the teams and providing value to the input. Managers supporting a working culture includes or allows employee decision-making support can see advances in employee retention within a business organization (Keeling, McGoldrick, & Sadhu, 2013).

Research compiled in the literature review presented effective actions to increase employee retention through the improvement of managers communicating with the employee and forming relationships. Leaders and managers play a critical role in helping to deliver messages and engage employees (Mishra, 2015). The five participants declared that 85% of the day is spent talking with employees to share the mutual understanding of achieving team goals. The employee company documents also mentioned how communication with staff increases motivation by advising and explaining to employees the tasks implementation. Participants also stated the importance of manager communication channels with employees for performance improvement and feedback.

Promoting employee development. The content of Herzberg's theory (1959) accepted as important in motivating employees to give the best in organizations. Management support of employee development linked to improvements in the employee effort, work attitudes, and commitment, as well as the reduction in turnover intentions. Employee development is an essential means of optimizing the benefit of human capital. Participants indicated organizations are reinvesting in the human capital for the knowledge, level of abilities, and expertise of the workforce to keep the top talent. Participant 2 also stated the organization attempts to provide the workforce with the elements required to grow and improve as a contributor to the growth of the organization.

Participant 4 affirmed employees communicated the wish to grow beyond and contribute within the organization. The five participants stated employees are prompted to recognize job-enriching possibilities to reach personal goals during the employee assessment. The interviews also clarified retaining employees demands motivation; employee retention requires management compliance to explore opportunities to support employees attain the ambitions for growth. Participants explained the efforts to recognize the efforts of the committed employees to the organization and claimed employee development opportunities empower employees to exhibit skills and knowledge. Participants indicated the importance of designed work environments where employees can obtain the full potential to lead the growth and prosperity of the bank and suggested employee developmental opportunities build a healthier management-employee relationship. Developmental opportunities offered to employees are high value to employees to develop professionally within an organization (Kandampully et al., 2014).

Participants verified the organization's policies recommended meeting employees' requirements, and motivations be a priority for a productive work setting. Participant 1 & 5 discussed the challenges and the strategies applied to integrate effective tools of motivation for a demotivated employee. Participants and company records showed training is an essential factor in retaining bank professionals as previously noted by Bapna et al. (2013).

The findings indicated through the hiring process; business managers assess the applicant on factors critical to sustaining the organization's culture along with the ability and talent. The results also indicated immediate supervisors or managers developing genuine relationships with the subordinates and gave value to the input could retain the teams effectively. The high frequency of the core theme of recruiting and selecting the skilled employees (see Table 4), indicated managers include recognition, inclusion, and having the right employee for the right job improving employee retention and commitment. Moreover, the findings also showed employee development has the greatest impact on employee commitment and provides excellent development opportunities allowing the employee to stay with the company for a long period, and at the same time, improves the dedication to the firm.

Theme 4: Trends Shaping Future Retention for Employees

Organizations invest time and money in new employees for the goal of preparing thorough training and skill enhancement to retain valued and skilled employees (Khalid, Pahi, & Ahmed, 2014). An important factor in the research on employee turnover is the requirement to retain staff with strategies to maintain high employee motivation, manage employee engagement, boost job satisfaction, management support, recognition, and incentives.

The findings of the study showed organizations should recognize the factors inhibiting retention strategies from being effective as well as be proactive in understanding the future trends of the employee management and retention as national and global competition becomes intense. The related skills of the employees meet and align with the career responsibilities and workforce performance achieved ensuring developing a course where the talent has the highest accomplishment (Rahimi, Safapoo, Dana, & Galogerdi, 2015). Even with high unemployment rates, key talent is continuously in demand, and a boosted economy intensified the challenge of sustaining the competent employees with unique or significant skills.

Table 5 presents the core themes emerged from the data analysis regarding trends shaping future retention for employees in organizations included in the study. Retention strategies appeared from the data analysis included (a) a culture of employee engagement, (b) understanding the trends influencing the talent strategy, & (c) building engaging managers. The frequency of occurrence of core themes confirmed the trends are shaping future retention for employees. As noted, Herzberg's two-factor motivation theory requires various elements working collectively as a whole to achieve organizational goals (Drack & Schwarz, 2010). Therefore, the findings listed in theme four align with Herzberg's two-factor theory, as aligned with the factors (a) hygiene, factors linked to the job environment or context, and (b) motivators, factors linked with the job.

Table 5
Frequency of Trends Shaping Future Retention for Employees

Theme	n	% of frequency of occurrence
Culture of employee engagement	6	46.15%
Understanding the trends influencing talent strategy	3	23.07%
Building engaging managers	4	30.76

Note: n=frequency

A culture of employee engagement. For employees to find meaning at work, organizations must provide an atmosphere that stimulates to drive employee engagement (Radda, Majidadi, & Akanno, 2015). The five participants stated employee engagement was a significant future factor for employee retention. The participants also saw employee engagement as vital, productive, and dedicated involvement in work tasks, teams, and company goals. The findings also determined the quality of engaged employees' contributions was the essential portion of engagement. Moreover, a motivating factor is required to produce challenging and exciting work duties matching employees' talents. Participants agreed the employee engagement level could be maintained by exploring opportunities to develop employees' skill sets and by discovering new aspects of employees' jobs.

Participants agreed the efforts to engage employees must be organizational policy. Strategies for developing, managing, and re-engaging employees should be adaptable and tailored to individuals rather than following a one-size-fits-all approach. The engaged manager is key to employee engagement with a unique profile. Managers embracing the opportunity to become engaged can manage a culture of brand reliability, achievement, and engagement and can motivate the teams and organizations to grow and achieve greater business results. Moreover, engagement improves job satisfaction, performance, and learning motivation and lowers turnover rates.

Understanding the trends influencing the talent strategy. Anticipating economic challenges and developing business requirements for the labor force profile for future prosperity is critical for organizations. Talented people are the vital asset of the organizations and expertise to recognize, recruit, retain and expand the employees is a need for sustainable competitive advantage and success (Taha, Gajdzik, & Zaid, 2015). Global business and technological trends affect organizations' strategies and working directions. Employee demographics brought challenges to recruit and retain available talent and employees' expectations for the jobs and career progression.

Participants agreed being attuned to the employees and the significant concerns facing in balancing work/life challenges is a primary element of employee retention. Participants emphasized the importance of continual investment in human capital. Employee selection will become a decisive factor in mobility strategies in the future as businesses understand the diverse groups of workers have various needs and preferences. Change in the choices and requirements of different ages and groups of employees will expect a significant shift in the job duration, benefits and value.

Building engaging managers. Retaining talented employees to reach individual as well as organizational goals is critical. Retaining talented employees is imperative not only because of the costs incurred on staff by employers but also because of the employee performance to the organization (Haider et al., 2015). Participants stated the importance of the manager role and the impact on employee productivity, engagement, and management. Engaging managers evolved with the core competencies, views about the purpose and people and performance in styles motivate, focus, support, create the trust to relate with and grow others. Banking organizations concentrate on developing engaging managers will see a growing influence on employee engagement, as noted by Shuck & Herd (2012).

Applications to Professional Practice

The purpose of the qualitative multiple case study was to explore the strategies used by bank managers to reduce employee turnover. Based on the research question and interpretation of interview responses, as well as company documents, I identified four main themes: (a) the motivational effect for retaining bank employees; (b) management traits for retaining bank employees; (c) effective strategies for retaining bank employees; and (d) trends shaping future retention of bank employees. The findings from the study about Herzberg, in factor and motivation theory, indicated bank managers used effective strategies to reduce employee turnover. The interviews showed bank managers and the organizations used intrinsic and extrinsic motivational drivers required for improving employee retention in the organization (Shore, 2013).

Implications for Social Change

The results of the study may facilitate a positive social change as managers adopt successful strategies to reduce turnover by improving the employee work experience, retaining talent for building a positive work environment, and customers' experience with the organizations. Recognizing the impact of leadership on employees' intentions to leave organizations is critical for management and leadership teams (Harhara, Kumar & Hussain, 2015). It can build organization recognition by learning the factors affecting career-changing decisions in employees and how employee turnover concerns the organization. With high turnover rates, organizations risk diminished productivity, achievement, profitability, and growth.

The following retention strategies include effective recruiting, induction programs, a branded employer, internal talent investment, and manager skills development. The strategies aid bank managers in retaining skilled employees as well as supporting corporate sustainability. The adaptation of the strategies may also affect social change by using the retention strategies to improve the employee work experience and retain talent for building a positive work environment and the customers' experience with the organizations. The use of effective retention strategies may lead to (a) a drop in employee retention challenges; (b) a sustained workforce; (c) improvements in services offered to customers; (d) a boost in employee morale; and (e) organizational and economic success. Employees stay in organizations where the management style viewed as suitable; the working system is friendly, support is sufficient, and there is a degree of adaptability where people feel part of a team with colleagues and an opportunity to acquire new skills or to gain promotion (George, 2015). Researchers could utilize the findings of the study to develop a greater recognition of retention strategies bank managers use to retain professionals in the sectors.

Recommendations for Action

Numerous significant factors determine employee turnover and retention. The findings could present organizations to achieve strategic retention strategies. Lack of retention approaches may have a great impact on organizations. Learning to develop retention strategies is essential for organizations. The researcher recommends organizations use the findings to support implementing retention strategies. Organizations should use retention strategies improving employee turnover and retention. Developing retention strategies can have a real influence on the employees and the organization. Organizations should enhance communication and the employee-management relationship to improve daily operations, employee relationships, and employee input. Organizations should also form a positive working atmosphere.

Establishing a positive workplace can boost employee motivation and productivity and reduce anxiety. Organizations should promote employee motivation. Motivating employees builds a better performance environment and improves progress workflow. Equal compensation and employee treatment increase motivation and performance. The findings distributed to academic and professional conferences, academic research journals, organizations, and publications. The study applies to numerous organizations and may be used by an organization to improve employee turnover and retention.

Recommendations for Further Research

A review of the literature suggests limited research on the strategies organizations use to reduce employee turnover and improve retention. There is a need for research on strategies that organizations use to reduce employee turnover. Managing a study of employee retention can give organizations with the sources to reduce employee turnover. Future studies can have an advantage by conducting research considering the diverse demographic and geographic factors influencing the behavior of employees. Different traits of human behavior can be explored to know the relationship with attitudes, norms, and employee expectations predicting employee turnover. Cultural dimensions and the impact and relationships on the employee commitment to an organization can be an area of research in the field. Personal issues like superior-subordinate conflict, peer-cohesion, and group dynamics explored as factors responsible for the turnover in the banking sector.

Reflections

The Walden University Doctor Business Administration (DBA) Program was a challenging and rewarding experience. The program required great commitment, effort, diligence, and high motivation to meet the program requirements. The program resources, including the student research resources, professors, discussion platform, academic advising, the chair, and the classmates, were ample and continually accessible to assist the student to accomplish the tasks and applications.

During the research process, my knowledge and understanding of doctoral level research expanded. I felt overwhelmed by the data appeared during the semistructured interviews and the review of company records. The research study and the data made me realize how management traits and organizational commitments affect factors for individuals. The origin of the research stems from working as a leader for a decade in an organization and observing and managing teams for performance, retention, and organizational success. The participant's knowledge sharing, opportunity to observe groups, and doing revisions of the study encouraged the scholarly writing in the research. Understanding the guidelines of the DBA rubric was a primary task benchmarked and aligned the progress of the study.

The finding of the study influences the role as a leader, manager, mentor, and member of faculty. Although there were variations in participant's viewpoint, I was able to identify connections and prospects the managers face in retaining experienced employees. The findings from the study revealed further strategies and methods I can employ in my retention efforts.

Conclusion

In a competitive global economy, the organizations meet the challenge of attracting and retaining skilled employees (Rathi and Lee, 2015). Talent retention is the primary driver of organizational success. Therefore, the specific business problem was bank managers lacked strategies to reduce employee turnover. The purpose of the multiple qualitative case study was to explore the strategies bank managers used to reduce employee turnover and answer the following research question: What strategies are used by bank managers to reduce employee turnover? Five bank managers from three different banks in the Toronto area, Ontario, Canada participated in semistructured interviews and an analysis of company documents expanded the interview data.

After collecting and interpreting data, four main themes emerged from the data, including, (a) the motivational effect of retaining bank employees; (b) management traits for retaining bank employees; (c) effective strategies for retaining bank employees; and (d) trends shaping future retention of bank employees. The findings showed bank managers implemented strategies, such as individual growth and development, rewards and recognition, workplace associations, and supportive work environment to retain bank employees. The findings also indicate management traits are critical to keeping employees by building a unified team environment, empowering stimulated and engaged employee performance, and managing reliable communication with the employees.

The study participants and the documents of the companies confirm the importance in recognizing employee motivations for retention strategies aligned with the Herzberg two-factor motivation theory. Employee motivation is the essential elements in leading the success and victory of business in a changing and intense market competition (Khuong & Hoang, 2015). I triangulated the data gathered through semistructured interviews and company data with current literature to verify the findings.

Reducing employee turnover and improving employee retention is among the priorities for many businesses. The actions influence the motivation, performance, and commitment of organizational members. Organizations continuously attempt unique solutions to evaluate, recognize, and design employee retention (Supanti, Butcher, & Fredline, 2015). Managers are successful in improving employee productivity and well-being by recognizing the significant motivators in the workplace and ensuring the motivators are present, experienced, and working (Conrad, Ghosh, & Isaacson, 2015). Effective retention strategies are an investment for business growth, retaining the best talent, and increased performance.

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Appendix A: Interview Protocol

The following constitutes the Interview Protocol. An Interview Protocol informs participants of the step-by-step order of events to take place during the interview. While every effort will be made to follow the protocol as written, unforeseen circumstances or developments during the interview may warrant altering the protocol in some manner. If questions are not answered, the researcher may ask for a second interview to finish the questions, or to follow-up on some of the questions answered in the first interview.

Before the interview, the researcher will

- Provide the participant a copy of the interview protocol, consent form, and interview questions and confirm each document was read and understood;
- Schedule time, place, and date with the interviewee; and answer preliminary concerns and questions of the participant.

During the interview, the researcher will

- Obtain a signed consent form, if not already obtained in advance;
- Confirm if the participant agrees to be recorded;
- Remind the participant involvement is voluntary;
- Remind the participant they may back out at any time;
- Advise participant the researcher will take notes in a journal;
- Remind participant responses are confidential;
- Address any concerns regarding the consent form; and ask the interview questions that were provided in advance.

After the interview, the researcher will

- Thank the participant for taking part in the interview;
- Transcribe the data and determine if a second interview is necessary;
- Send the transcript to the participant for review;
- Send summary of themes identified in analysis and make updates based on participant feedback (member checking);
- Schedule a second interview for follow-up (if necessary);
- Receive affirmation from participant regarding accuracy of the transcription and accuracy of data interpretation (via e-mail or telephone);
- Convert paper documents to digital format;
- Save files to a thumb drive and lock in a safe for 5 years; and
- Destroy data after 5 years.

After publication, the researcher will

- Send the participant a summary of the findings and an electronic copy of the completed study if requested; and
- Advise the participant of the publication.

Appendix B: Semistructured Interview Questions

1. What strategies have you employed that led to the successful retention of your employees?
2. How does staff turnover affect organization productivity?
3. What strategies do you use to create positive and supportive manager–employee relationships?

4. What policies and administrative practices do **you** use for employee motivation?
5. What strategies do you use to recognize employees in their jobs?
6. What career development opportunities are in place for employees?
7. What role do employee benefits play in retaining employees?
8. What other information would you like to provide that we have not discussed already?

Appendix C: E-mail Invitation Letter

Dear Candidate:

I would like to invite you to participate in a research study on exploring the strategies used by banking managers to reduce employee turnover. I am conducting the study as the final stage of my Doctorate of Business Administration dissertation through Walden University. Walden University's approval number for the study is 10-26-16-0372278 and expires on October 25, 2017. Potential participant requirements are as follows:

1. Participants must work in a financial services industry in Greater Toronto, Ontario, Canada.

1. Participants must be full-time employees.

2. Participants must be employed in a managerial role.

2. Participants have been linked to the employee recruitment and retention process.

3. Participants are an immediate supervisor or manager to employees or to their assigned teams.

The final report will exclude any personal or company identification information. The data collected during the face-to-face interviews will serve as the primary tool used for analysis. If you have additional questions regarding the study or the rights as a participant feel free to send an e-mail to me at xxxxx@xxxxxxx.xxx or to Dr. Endicott's, Director, Office of Research Ethics and Compliance, at 612-312-1210.

Appendix D: E-mail to Review Transcript Accuracy

Dear (Participant's Name),

I would like to thank you for the willingness to participate in the study on exploring the strategies used by banking managers to reduce employee turnover. You provided valuable insights, and the comments contributed to the study. Please review the attached transcript from the face-to-face interview to verify its accuracy. If you find inaccuracies or wish to exclude information from the transcript, you may highlight the area in red. If you would like to add details for clarity or provide additional insight, please highlight and add the text using blue text. Please return the entire document via e-mail no later than XXX YY, 2016. If the transcript is complete and accurate to the best of the knowledge, please reply to the e-mail and indicate, "Transcript is complete and accurate and no changes are made" in the subject line.

Before the analysis process begins, identifying elements (name, organization, address, e-mail address, etc.) will be removed to protect the privacy and to ensure anonymity. If you have any additional questions, please contact me via phone at xxx-xxxxxxx or via e-mail at amena.shahid@waldenu.edu. Thank you again for sharing the time and insights as a participant in the study.