

2017

# Strategies to Reduce Employee Turnover for Frontline Cashiers in the Retail Business

Egypt K. Grandison  
*Walden University*

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# Walden University

College of Management and Technology

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Egypt Grandison

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2017

Abstract

Strategies to Reduce Employee Turnover for Frontline Cashiers in the Retail Business

by

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MBA, University of Phoenix, 2012

BS, Virginia College of Huntsville, Alabama, 2009

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2017

## Abstract

Employee turnover is 1 of the most significant concerns for organizations because it involves loss of investments and increased costs of hiring, training, and replacement. The turnover rate in the U.S. retail industry is relatively high at 60% for full-time employees, and this rate continues to increase rapidly. The purpose of this case study was to explore the retention strategies retail managers in big-box retail stores use to decrease frontline cashier turnover. Using Herzberg's two-factor hygiene theory, as the conceptual framework, the study was conducted with a sample of 8 retail managers, located in Huntsville, Alabama, who have decreased frontline cashier turnover. Data were collected through face-to-face interviews with participants, and an interview protocol was used. To ensure that the data were captured correctly, data triangulation was used by combining company data, detail notes, and interview recordings. Data were analyzed using Yin's data analysis method: compiling, disassembling, reassembling, interpreting, and concluding to develop themes. Three prominent themes were found for retention strategies that may decrease turnover of frontline cashier's pay, training, and voluntary turnover. These themes suggest retention strategies that may decrease turnover of frontline cashiers, cultivate staff relationships, and enhance quality of work life for frontline cashiers. The implications for positive social change include the potential to increase work life balance for frontline cashiers by reducing turnover rates.

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*I live my life by the three P's: Prayer, Planning, and Pursuing.*

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## Section 1: Foundation of the Study

Employee turnover continues to be a challenge that negatively affects the U.S. economy, exhibited by in the billions of dollars a year that it has cost organizations (Choudhury & McIntosh, 2013). Another negative implication of employee turnover is retention challenges, which includes decreased productivity (Aisha & Hardjomidjojo, 2013; Zhang, 2013). The capacity to hold experienced representatives in its workforce is one measure of accomplishment within an organization (Cooke & Bartram, 2015). If a business does not know how to retain retail talent, it is unlikely to prosper in its daily operations (Jehanzeb, Hamid, & Rasheed, 2015). In this qualitative case study, I explore employee turnover and related factors.

### **Background of the Problem**

Turnover is one of the most significant concerns for organizations because it involves loss of investments and increased costs of hiring, training, and replacement (Hur, 2013). The turnover rate in the retail industry is relatively high in the United States, at 60% for full-time employees, and this rate continues to increase rapidly (Tang, Liu, Oh, & Weitz, 2014). Despite the fact, that retail is the second largest industry in the United States, the industry carries a high turnover rate (Ahmed, Ullah, & Paracha, 2012). Employee turnover in the retail industry costs each employer in the United States, on average, \$190,000 each year (Harrison & Gordan, 2014). Voluntary turnover in the retail industry yields a turnover cost per position ranging from \$18,000 to \$30,000 based on an employee's salary (Babakus & Yavas, 2012; Boushey & Glynn, 2012). In this study, I

explored big-box retail managers' strategies on how to retain frontline cashiers from voluntary turnover.

### **Problem Statement**

Retail storeowners in the United States annually lose \$190,000 on employee turnover (Harrison & Gordon, 2014). Voluntary turnover for frontline cashiers on average costs \$3,000 to \$10,000 per year per cashier (Babakus & Yavas, 2012; Wallace & Gaylor, 2012). The general business problem that I addressed in this study is the loss of profitability in big-box retail stores caused by the turnover of frontline cashiers. The specific business problem that I addressed in this study is that some retail managers at big-box retail stores lack the retention strategies required to decrease turnover of frontline cashiers.

### **Purpose Statement**

The purpose of this qualitative case study was to explore the retention strategies that retail managers' use at big-box retail stores to decrease turnover of frontline cashiers. The targeted population for data collection was eight retail store managers, located in Huntsville, Alabama, who have decreased frontline cashier turnover. My study may have implications for social change. These implications include contributing to reducing the turnover rate for frontline cashiers and increasingly cultivating staff relationships. In addition, my study may promote efforts to enhance quality of work life for frontline cashiers by decreasing turnover, which in turn retains frontline cashiers and provides jobs in the communities.

### **Nature of the Study**

The purpose of this qualitative case study was to explore the strategies retail that managers use at big-box retail stores in Huntsville, Alabama, to decrease turnover of frontline cashiers. Researchers use the qualitative methodology to explore divergent perspectives (Shekari & Nikooparvar, 2012). A qualitative approach allows a participant-oriented research study, which was important in addressing the problem and purpose statements of my study. A quantitative study was not appropriate, because the research method did not align with open-ended questions. Quantitative researchers test hypotheses and use mathematical methods and theories to generalize results from a studied population (Magruk, 2015). Furthermore, a mixed-method approach for my study would have required using both qualitative and quantitative methods (Shekari & Nikooparvar, 2012). Therefore, the mixed-methods approach was inappropriate for this study. The case study design is a qualitative approaches used by researchers (Maxwell, 2012). I selected a case study over the phenomenological and ethnographic designs because my goal was to explore the strategies that big-box retail managers use to retain frontline cashiers. A phenomenological design is appropriate when a researcher studies the lived experiences of many individuals (Marshall & Rossman, 2014). A phenomenological design seeks to figure out a human problem from different viewpoints (Nathan, Sendjaya & Prajoro, 2013). Therefore, a phenomenological design was not appropriate for my study. An ethnographic design is appropriate when studying the shared beliefs, behaviors, and experiences of a group in time (Marshall & Rossman, 2014). Therefore, an; ethnographic design was not appropriate for my study because I

did not collect data within an extended period. Case studies are best for research that addresses a descriptive question or explanatory question. It is best for answering what and how questions (Yin, 2011). Therefore, I asked an exploratory question regarding retention strategies among frontline cashiers.

### **Research Question**

What retention strategies do retail managers at big-box retail stores use to decrease turnover of frontline cashiers?

### **Interview Questions**

1. What retention strategies have you used to decrease turnover of your frontline cashiers?
2. What method do you find works best to retain your frontline cashiers?
3. How do your frontline cashiers respond to your retention techniques?
4. What challenges transpire when decreased turnover of frontline cashiers occurs?
5. How have your retention strategies changed to retain frontline cashiers?
6. What strategies worked the best when you noticed a decrease in turnover?
7. Describe barriers you encountered when attempting to implement strategies to retain frontline cashiers?

### **Conceptual Framework**

The Herzberg two-factor theory is one way to describe an idea that may influence motivation, job satisfaction, voluntary turnover, and affect retention. I chose Herzberg's two-factor theory to gain an understanding of the strategies that big-box retail store managers may have used to motivate frontline cashiers. Herzberg's theory, (motivation-hygiene theory), was created during a 1959 study, where data were collected through

interviews designed to gain a better understanding of employee motivators and factors that made employees dissatisfied or satisfied with their jobs (Herzberg, Mausner, & Snyderman, 1959).

Herzberg et al., (1959) created the two-factor theory to explain whether motivation and job satisfaction ultimately affect retention. I selected Herzberg's theory to serve as a foundation to explore the strategies that may affect voluntary turnover. Specifically, for frontline cashiers, right levels of motivation, job satisfaction, and on-the-job training are essential elements that may lead to retention of frontline cashiers'.

### **Operational Definitions**

The following list contains terms specific to my study.

*Big-box retail store:* A large store whose layout resembles a square box. Big-box retail stores offer low prices because they purchase products in bulk. Big-box stores are also called supercenters or mega-centers (Puglia & Lichtenstein, 2013).

*Job satisfaction:* An employee's state of mind about his or her work (Wheeler, Harris, & Harvey, 2012).

*Motivation:* An individual's desire to achieve a goal. When the motivation is present, the goals are often achieved, and when motivation is not present, goals tend to be set aside (Herzberg et al., 1959).

*Retention:* Retention is actions that an organization takes to encourage professionals to maintain employment with the organization for the maximum period (James & Mathew, 2012; Ratna & Chawla, 2012).

*Turnover*: Turnover is when an employee totally separates from an organization and is replaced by another qualified person (Bureau of Labor Statistics, 2014; Hom, Mitchell, Lee, & Griffeth, 2012).

### **Assumptions, Limitations, and Delimitations**

#### **Assumptions**

An assumption is something stated to be true but is never verified as true (Nakkeeran & Zodpey, 2012). I made two assumptions in this study. I assumed that (a) the participants of the study provided honest and accurate answers to research questions, and (b) the participants answered research questions with a nonbiased approach.

#### **Limitations**

Limitations are obstacles and challenges that may hinder a researcher from obtaining the data needed for his or her study (Nakkeeran & Zodpey, 2012). Potential weaknesses of this study were the (a) geographic focus of the study was too narrow, I may have needed to get consent from participants outside of Huntsville, Alabama, and (b) eight participants were enough to take part in the study, causing me to collect more data until saturation became attainable. Both of these potential weaknesses may have affected the generalizability of the study. The findings of the study did not automatically apply to the larger population.

#### **Delimitations**

Delimitations are restrictions or boundaries that researchers impose to focus the scope of a study (Nakkeeran & Zodpey, 2012). The delimitations of this study were (a)

the purposeful selection of eight participants and (b) a 100% completion rate for the interviews.

### **Significance of the Study**

In this section, I discuss how my study may contribute to business practices and its implications for social change. My findings may contribute to significant and positive changes in business practices and improvements in society.

#### **Contribution to Business Practice**

My study is significant because in it, I recognize strategies that big-box retail managers can use to retain frontline cashiers. Harrison and Gordan (2014) suggested that managers avoid developing retention strategies based on assumptions; therefore, managers should develop strategies based on the most logical information available. In particular, the findings from this study may decrease turnover for frontline cashiers in the retail business.

#### **Implications for Social Change**

This study contributes to a positive social change by assisting big-box retail businesses with strategies to retain talented frontline cashiers and implement a successful strategy to reduce turnover. The implications for positive social change include the potential to increase work life balance for frontline cashiers by reducing their turnover rate.

### **A Review of the Professional and Academic Literature**

My intent in this qualitative case study was to identify the strategies big-box retail managers use to retain frontline cashiers. As the researcher, I conducted the literature

review to understand the retention strategy themes that big-box retail managers use in a big-box retail business in metropolitan Huntsville, Alabama. The following research question underpinned this study: What strategies do big-box retail managers use to retain frontline cashiers? I conducted a review of literature on retention strategies and turnover, which included peer-reviewed articles and journals, dissertations, websites, and books. The specific focus areas included retention challenges, motivation, job satisfaction, retention strategies, and voluntary turnover. In this study, 189 sources ensured scholarship and depth, resulting in 144 or 85% of sources being from peer-reviewed journal and articles published within 5 years of publication of this study. Citations for this literature review were from peer-reviewed journals, articles, and books. The sources of the references that I collected for this literature review were articles and books published since 1943. Citations from 100 peer-reviewed articles were included, including 90 that are current, peer-reviewed research articles published from 2011 to 2016.

### **Theoretical Framework: Herzberg's Two-Factor Hygiene Factors**

In 1959, Herzberg and colleagues proposed a theory on workplace satisfaction, called the two-factor hygiene factors theory. Herzberg et al. recognized that people often identify themselves with their jobs and, therefore, the workplace is one of the most important places in the life of individuals' citation. At the same time, the workplace can become the most stressful. Herzberg (1959) who had been studying the subject of workplace satisfaction since 1957, proposed in 1959 that five factors can lead to job satisfaction, whereas 11 factors that can lead to job dissatisfaction. According to

Herzberg et al. (1959; 1993), companies are instrumental in the satisfaction of their employees. A company can institute programs and policies that may affect the satisfaction levels of their employees and influence their happiness and commitment to the enterprise. The authors conducted a meta-analysis of many studies and theories spanning more than 3 decades of how companies aim to satisfy their employees (Herzberg et al., 1993). Based on the theory, some factors can lead employees to feel satisfied, whereas another set of factors can lead employees to feel unhappy or dissatisfied (Herzberg et al., 1993). The factors that cause satisfaction and dissatisfaction are not opposites. They exist in a continuum where individuals who report feeling satisfied does not necessarily mean feelings of resentment do not exist. Herzberg found that dissatisfiers were not the inverse of satisfiers, as it would appear from using of the prefix 'dis-' which suggests the inverse (Herzberg et al., 1993).

Herzberg et al. (1959) proposed positive mental health is not the opposite of having mental illnesses. Herzberg et al., understood that mental health and mental illnesses are not opposites; rather, both reveal different things about how an employee feels about his or her job. The goal in Herzberg et al., research was to make it easier for employees to reach their working potential. Herzberg et al. (1959) found that employers should try to eliminate dissatisfiers more than they should try to add factors that would supposedly increase employee satisfaction. Since 1959, Herzberg and colleagues carried out research to confirm, disprove, or improve his theory. Herzberg's technical masterpiece termed the *two-factor theory*, which makes people aware of the dichotomy of those satisfiers and dissatisfiers, Herzberg's qualified these factors as *hygiene factors*.

By *hygiene*, Herzberg referred to the negative influence that people experienced in the workplace and in content of their job that they find satisfying or dissatisfying. The author related a lot of research to Abraham Maslow's hierarchy of needs theory, which was articulated in 1943. Maslow (1943) asserted that for people to be happy, they have to have certain needs met. The fundamental human needs set forth by Maslow are mental requirements (these are the essential requirements for maintaining human life itself). Needs for security refer to the needs to be free from physical risk and of the trepidation of losing an occupation, property, sustenance, or asylum. Association or acknowledgment needs refer to individuals needing a place and acknowledgement by others. The requirement for self-realization refers to the longing to end up where one is fit to be and to expand ones' potential to achieve something (Koontz & Weihrich, 2006).

Herzberg et al. (1959) looked at the ideas of Maslow and realized that people want to reach the top of Maslow's pyramid; they want to be self-actualized at work. Herzberg et al. (1959) claimed that the contributors to the positive job attitudes of employees are the same contributors to work satisfaction; these factors meet the individuals' needs of self-actualization. The incomparable objective of humankind is to satisfy itself as inventive individuals as indicated by its natural possibilities and inside the breaking points of reality (Herzberg et al., 1993). This need to be self-actualized can only happen when the extrinsic factors of the job are in the best possible situation.

The theory is a two-dimensional paradigm of factors that may shape employees' attitudes and feelings toward their work. Examples of these factors include the policies of the company, supervision activities, interpersonal relations, working environment, salary,

and conditions. Herzberg et al. (1959) claimed that these factors are the hygiene factors instead of motivators or factors that would ensure satisfied employees. Companies should ensure that they do not lack hygiene factors, or they will risk eventual job dissatisfaction for their employees. Moreover, the theory posits that a lack of these hygiene factors may lead to job dissatisfaction, but employee satisfaction is questionable because these factors are present (Smith & Shields, 2013). Herzberg et al.'s (1959) central thesis is that an individual uses external factors in determining positive feelings about his or her job. Herzberg also believed that motivators are elements that can improve one's job.

Herzberg et al. (1959) also determined that five main factors might determine one's job satisfaction level: advancement, responsibility, recognition, the work itself, and achievement. These factors may lead to long-term effects on employee performance. Conversely, dissatisfiers or hygiene factors may result in short-term effects on one's performance and attitudes (Galwell, 1997). Herzberg et al. further delineated between satisfiers and dissatisfiers (hygiene) factors. In contrast, dissatisfiers link employee's relationship to the context of the environment where he or she works (Galwell, 1997).

The theory has no shortage of critiques. The first limitation cited by critics is that Herzberg's theory does not consider the component of race or gender (Abdulla, Djebami, & Mellahi, 2011). Since the early 1990s, many occupations that considered typically male and were primarily Caucasians have seen both women and minorities flock to them. Malik and Naeem (2013) stated that one of the main limitations of the theory is that it does not consider the effects of race and gender on employees' motivation and job

satisfaction. This is a limitation because other studies have already established that gender and race are significant determinants of motivation and job satisfaction levels (Abdulla et al., 2011; Sageer, Rafat, & Agarwal, 2012).

Armstrong (2001) claimed that the theory does not have many specialized samples from which researchers can draw significant inferences. Furthermore, no lack of evidence exists that can act as a proof of its assumed position, which asserts that satisfiers can indeed increase production levels (Armstrong, 2001). In addition, the theory is too ambitious for stating that all hygiene factors must be met first for an employee to be motivated (Armstrong, 2001). Critics claimed this condition is impossible to attain (Armstrong, 2001).

Researchers no longer hold Maslow's theory as accurate because the theory is less complicated than is necessary for real-world situation in the work force. Even Maslow agreed that the method is not perfect and people are multilayered (Koontz & Wehrich, 2006). Critics of Maslow have said that people may reach self-actualization in one area of their lives, but may still, have a difficult time in others. A person's life has various moments that make self-actualization difficult to determine. Sometimes a person believes he or she has reached the pinnacle of Maslow's hierarchy, but some unexpected event causes the person to sink to the lowest level. It is a never-ending cycle, rather than a simple continuum as Maslow (1943) first suggested (Koontz & Wehrich, 2006).

Despite the limitations of Maslow's theory, I am using the theory, because it is the best fit for the current study's purpose, which is to identify what strategies big-box retail managers use to retain frontline cashiers. The use of the theory can assist in uncovering

the retention strategies that big-box retail managers use in a big box retail business in metropolitan Huntsville, Alabama.

### **Employee Turnover**

Scholars and organizations have been increasingly studying employee turnover since the beginning of the 20th century (Heavy et al., 2013). More than 100 studies examine employee turnover in top business and other journals because of the costs associated with disregarding the problem (Hausknecht & Trevor, 2011). Hausknecht and Trevor (2011) also claimed that *employee turnover* refers to the total number of staff who left their organizations during a given time, whereas the *turnover rate* is the total number of staff who left an organization in relation to its total number of employees.

Hausknecht and Trevor (2011) made a distinction regarding, whether turnover is voluntary or involuntary (Chapman, Radford, Stewart, Gould, & Meissner, 2015). *Voluntary*, means that the employee left based on his or her own decision. Involuntary turnover, however, connotes employees who leave the organization because the company terminated them. The organization initiates these turnovers, and the employees who leave are often those who are underperforming. These turnovers are also, in general, positive for the companies, because removing low-performing individuals and those who do not fit within the culture can lead to better organizational performance after their dismissal (Chapman et al., 2015). The quality of the workforce contributing to involuntary turnover is often problematic and, therefore, needs the company's attention (Hausknecht & Trevor, 2011). Nonetheless, voluntary turnovers may not reflect questionable quality in those employees. Instead, a high rate of voluntary turnover may

indicate the organization is problematic (Hausknecht & Trevor, 2011; Mowday, Porter, & Steers, 2013). Turnovers initiated by the employees can mean a significant loss of beneficial human capital that companies should avoid because employees who leave voluntarily are often those with whom the companies have no problems regarding quality and productivity (Babatunde & Laoye, 2011). The costs of voluntary turnover have also been studied widely, and most studies have concluded that the expenses of voluntary turnover should be avoided by companies (Hausknecht, & Holwerda, 2013; Smith, Holtom, & Mitchell, 2011). Businesses demonstrate employee investment by providing the employees with adequate training, which allows them to perform efficiently. Voluntary turnover can interfere with organizational performance and profits (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013; Park & Shaw, 2013; Subramony & Holton, 2012). When employees decide to leave, companies experience financial loss.

Iqbal (2010) explored a Saudi Arabian company with a high employee turnover. The factors essential to voluntary turnover included job satisfaction, challenge, career path growth, and pay. Mello (2011) stated that there were some benefits of employee turnover, such as adequately trained new-hire employees and promoting within the organization. Turnover is important in any organization, as the loss of productive employees can damage the workplace, influencing job satisfaction, morale, and quality of work for the remaining employees (Coomber & Barriball, 2007). Turnover can also disrupt direct and indirect cost of the organization. Direct cost covers the replacement, recruitment, and training of new employees (Dess & Shaw, 2011), whereas indirect costs harm the morale of employees (Lambert & Hogan, 2009).

Depending on the organization, employee retention is approached differently (Stewart, Volpone, Avery, & McKay, 2011), often based on its size (Ballinger, Craig, Cross, & Gary, 2011). In the United States, organizations spend more than \$25 billion annually on employee turnover cost (McKeown, 2010). Malik and Usam (2011) suggested that increased turnover could result in decreased productivity. Ballinger et al. (2011) stated that increased turnover rates and a decline in the organization's size might hinder workplace performance. James and Mathew (2012) suggested that high turnover rates represent a negative effect on sustainability. Depending on the output of an organization, turnover could interfere with the organization's production processes. The cost of turnover in the United States is critical for organizations (Ballinger et al., 2011; Bureau of Labor, 2011; McKeown, 2010). Gberevbie (2010) suggested that a lack of proper strategies for retention would lower an organization's bottom line. An organization with improper retention strategies faces higher turnover rates (Mohlala, Goldman, & Goosen, 2012).

For studies examining turnover, it is important to determine why employees decide to leave the organizations (Hausknecht & Holwerda, 2013; Hur, 2013). Researchers, however, have claimed that to determine the costs of employee turnover and why employees leave does not mean turnover is a phenomenon that should be eliminated (Hausknecht & Holwerda, 2013; Hur, 2013). For involuntary turnover, benefits are associated with removing low-performing employees. Nonetheless, voluntary turnover can lead to some benefits for the company, even though the costs naturally trump the positives in general (Wallace & Gaylor, 2012).

## **Turnover Reasons and Retention Challenges**

Literature spanning decades has shown numerous and various factors that correlate with turnover (Heavey, Holwerda, & Hausknecht, 2013; Hur, 2013; Jiang et al., 2012; Lee, 2013; Mobley et al., 1978; Turnley & Feldman, 1999). According to scholars, the strongest reason behind actual turnover is employees' intentions to leave a job, shaped by their job satisfaction levels (Cohen, Blake, & Goodman, 2015; Hur, 2013). Employees are also likely to intend to leave if they are not satisfied with their occupations (Chen et al., 2011; Laschinger, 2012; Tschopp, Grote, & Gerber, 2014). However, apart from satisfaction, studies have shown many antecedents of turnover, including demographic factors, professional and institutional factors, and environmental factors (Currie & Hill, 2012; Khan, 2014; Mafini & Dlodlo, 2014; Numminen et al., 2015).

### **Demographics**

Research has indicated that specific demographic factors can be significant predictors of turnover. These include age, tenure, gender, and educational background, and the number of years with the company. Wöcke and Heymann (2012) surveyed more than 1,000 managers and knowledge workers (or workers whose main capital is their knowledge) on the factors affecting or shaping their decisions to leave an organization. The researchers found that specific demographic variables such as age, race, and gender might influence or shape the pull-and-push factors determining the turnover process of an employee. Apart from these factors, the level of education of the workers can have a more significant effect than race. The researchers concluded that demographic variables

are a viable extension of modern turnover models. Wöcke and Heymann generated in a South African context whether the same factors exist in the United States particularly for frontline cashiers in big-box retailers.

Researchers have also concluded that younger workers are more likely to leave their organizations voluntarily (Paulsen, 2014; Schubert & Anderson, 2015; Walsh & Bartikowski, 2013). Employees, who have been working for a longer time in the organization, or who have longer tenure, are less likely to decide to leave because they have a higher commitment to the organization (Hausknecht, 2014; Stanley, Vanderberghe, Vanderberg, & Bentein, 2013). Researchers have also determined that turnover is more likely for those in middle-level jobs who have highly specialized tasks and expertise (Kennedy, 2013).

Minority workers are also likely to leave if their co-workers are mostly from the majority group, based on factors related to race, ethnicity, or gender (Chaurasia & Shukla, 2012; Hughes, 2015). Studies have also established that marital status of employees can also be of significance for voluntary turnover. Married employees, in particular, are less likely to leave because they have more support and experience less stress as a result. On the contrary, having children can affect turnover decisions, making many women decide to leave (Peltokorpi, Allen, & Froese, 2014).

### **Job-Related Factors**

In addition to the role of demographics, job-related factors or job characteristics contribute to employee turnover, particularly in the organizational commitment of the employees in the retail industry. Casey and Robbin (2010) found that employees'

commitment might affect factors such as what skills they need for their job and, what identity they acquired because of their tasks. In addition, employees' feelings of importance revolve around their roles, the extent of independence and autonomy they experience in their jobs, and the level of feedback received from bosses, peers, and customers. These different aspects found in their jobs can affect employees' cognition level and, therefore, their commitment levels to their organization (Casey & Robbin, 2010). When employees think they are not valued, but something valuable, and are not given clear feedback, they will feel discouraged and unhappy at work (Hofstetter & Cohen, 2014; Joo, Hahn, & Peterson, 2015). Specifically, Joo et al. (2015) claimed that contextual factors could negatively affect turnover intention. Having positive core self-evaluation leads employees to have less desire to leave the organization (Joo et al., 2015).

### **Motivation and Job Satisfaction**

Psychological factors such as job satisfaction and motivation can shape employees' decisions to quit their work positions (Toker, 2011). According to Joo and Park (2010), employees' organizational commitment levels and job satisfaction levels significantly wane in the time before they finally make the decision and tender their resignations. Hang (2011) showed that employees who are demotivated and have a low level of commitment to their organization have negative work-related attitudes and behaviors that affect their performance, such as being frequently absent, being unproductive, and desiring to leave their position. Calisir et al. (2011) claimed that retail managers might improve their employees' careers and organizational commitment to stem turnover.

Park and Kim (2009) suggested that managers should focus on ensuring the job satisfaction of their employees and the level of their organizational commitment. Park and Kim also claimed that managers should focus on clarifying the job characteristics when hiring and retaining employees. As the business industry becomes more competitive and fierce, cost saving is important. One way to ensure unnecessary costs incur is to hire and recruit the right people at the onset and then ensure that these employees are satisfied with their jobs. More important, these employees should be productive (Park & Kim, 2009).

Wong-Humborsta and Perry (2011) found that employee turnover might lead to significant economic losses. The more employees voluntarily leave the company because they are not satisfied, the more the overall job efficiency of the organization can decline (Kim et al., 2014). Numerous studies have suggested that managers spend more time and energy to prevent high employee turnover and the subsequent decrease in employee productivity. If employees leave, organizations spend time and money anew to locate and train new people (Lamber & Paoline, 2010). As such, managers and human resource departments should ensure the job satisfaction of their employees (Aydogdu & Asikgil, 2011; Kim, Wehbi, Dellifrairie, & Brannon, 2014).

Kim et al. (2014) claimed that communication programs and other human resource practices such as training could lead to higher job commitment from employees, and subsequently lower the rate of the turnover intent of employees. Kim et al. (2014) designed their study in a healthcare organization and found that direct-care workers who have sufficient training and communication opportunities are less likely to leave the

organization voluntarily. Kim et al. designed their study to assess how both organizational culture and human resource (HR) practices can shape direct care workers' satisfaction levels and decision to leave their organizations. The corporate culture involves factors such as centralization, formalization, and the span of control. On the other hand, HR practices refer to training opportunities as well as vertical and horizontal communication levels. Gathering data from 58 long-term care facilities across five U.S. states, Kim et al. found that managers should adopt organic and decentralized structures to improve retention rates of their workers. HR people should construct training and communication policies that encourage the employees to stay. Organizations with clear motivation procedures can retain their employees better. Locke and Latham (2012) claimed that motivation is not only a factor that can keep employees; it is also a group incentive because motivated employees are likely to perform more efficiently.

Sustaining a high level of job satisfaction is necessary for employee retention since dissatisfied employees are more likely to quit (Locke & Latham, 2012). If not, they are also likely to withdraw from their jobs, which means that they would avoid certain work conditions physically, mentally, emotionally, and this would naturally affect the employees' productivity (Bouckenooghe, Raja, & Butt, 2013).

Lamber and Paoline (2010) stated that job satisfaction may lead to higher employees' intent to quit, and committed employees are less likely to leave (Shin, Taylor, & Seo, 2012). Furthermore, Pepe (2010) stated that happy employees are likely to remain with the company. Nakhata (2010) defined job satisfaction as an employees' attitude toward their job. Kavitha, Geetha, and Arunachalam (2011) identified the critical

employee retention factors as job satisfaction, training, and communication. Pierre and Tremblay (2011) argued that employee values and organizational commitment predicted moderate retention. Hamidia and Phadeff (2011) found that pay, employees' relationships with supervisors, and the quality of the work environment affect job satisfaction. Thorne (2010) found that employees' perception of their personal connection to work correlates to job satisfaction and other career opportunities within the organization.

### **Retention Strategies**

Businesses that aim to promote sustainability and growth must develop strategies to decrease employee turnover and increase retention (Babajide, 2010). Turnover intention relates to personal factors including job satisfaction and commitment; therefore, strategies that target these factors may reduce turnover (Babajide, 2010).

One of most basic of retention strategies is to have a rewards system in place. However, rewards systems require a lot of planning (Sandhya & Kumar, 2011). Through a literature review analysis, Sandhya and Kumar cited employee motivation to be one of the most critical factors considered when designing rewards systems, because motivated employees are integral to improved individual productivity and organizational performance. By examining the different lenses of motivation, Sandhya and Kumar found that employee retention strategies, in general, should always include the components of open communication lines, an empowering employee rewards program, and an encouraging career development program. The organization should also provide their employees with performance-based bonuses, recreational facilities, and occasional

gifts to make them feel valued and prevent them from considering leaving (Sandhya & Kumar, 2011).

When developing rewards systems, organizations should account for universal employee values as well as expectations to ensure that the system will benefit the workers (Sandhya & Kumar, 2011). Good employee relations and subsequent rewards systems are contingent on the ability of HR management and supervisors to recognize employee values and expectations and allow employees the opportunity to express themselves openly and honestly (Sandhya & Kumar, 2011).

According to Arokiasamy, Hon, and Abdullah (2013), a planned and well thought out rewards system that included motivators may result in positive organizational outcomes. A philosophy that puts employees first and recognizes employees as a corporation's most valuable asset, results in a favorable environment (Arokiasamy et al., 2013). The researchers showed these positive effects on the educational industry in Malaysia. Arokiasamy et al. (2013) assessed the effects of promotion, compensation, and motivation on the job satisfaction levels of three private Malaysian colleges' academic staff. Using random sampling methods and a structured questionnaire sent out to three institutions in Penang, Malaysia, Arokiasamy et al. were able to gather the responses of 75 educational staff participants. The researchers demonstrated that compensation, motivation, and promotion could all positively affect job satisfaction levels of employees. The researchers concluded that organizations designing retention strategies should consider these three variables, as they are integral to the satisfaction levels of employees and their organizational citizenship behavior.

Some researchers showed that retention strategies should go beyond monetary benefits to retain their staff. Corporate planners need to take into consideration individual employee values and motivations to devise a reward and recognition program that focuses on independent employee needs rather than placing all employees in the same category (Bryant & Allen, 2013). Bryant and Allen (2013), through research and experience, wrote that employee turnover could be both expensive and disruptive. Costs associated with turnover can often go beyond 100% of an employee's annual salary to fill a vacated position citation. Managers, however, are not often aware of the extent of tools and tactics that they can access and use to manage employee turnover (Bryant & Allen, 2013). The researchers found that a rewards system should move beyond compensation and benefits, even though pay and benefits are both substantial.

Retention strategies of an organization should also include policies and programs that show employees that they are valued (Agarwal & Mehta, 2014). A corporation must impress upon employees using deeds and actions rather than simply vocalizing their opinions. Agarwal and Mehta (2014) were able to conclude this based on their study, set in the IT industry of India. The researchers asserted that the new millennium has opened with competition in the Information Technology sector worldwide, which opened many job opportunities for skilled workers. Because of liberalization, increased mobility of employees resulted. In these circumstances, retaining talent can be problematic as an increasing number of staff seeks better work opportunities elsewhere. The researchers engaged in intensive and extensive research on the issue and the best retention strategies that companies in Delhi, Bengaluru, and Pune can use. Agarwal and Mehta found that

among many things, employees value the opportunity to advance within the company and expect that an extensive job posting system will be available that will keep them informed of the possibilities available to them (Agarwal & Mehta, 2014).

Employees value recognition of consistent performance about peers in a firm (Kumar & Dhamodaran, 2013). The researchers suggested that employees desire evaluations and recognition independent of their peers, and therefore must be considered in companies' rewards and retention strategies. Kumar and Dhamodaran (2013) asserted that the attitudes and behavior of the employees, including their behavior in the workplace, are a manifestation of their perceptions of the workplace as well as their expectations from their jobs. As such, employees would only reciprocate what the organizations have allowed them to experience or given them. To show this, the researchers gathered data from 212 middle-level employees from two of the largest business processing outsource companies located in Chennai. The researchers found that organizational fit compensation, recognition, career development opportunities, communication lines, and organizational commitment could all shape employees' perceptions and expectations, and subsequently their actions and behavior.

Apart from having a rewards system, employees value an extensive training and orientation program that expresses the corporation's values, so that employees have the opportunity to structure their goals and value system around that of the company (Hong et al., 2011; Javed, 2014). Results suggest that employees pay links to individual capabilities. Also, a compensation and rewards system provides incentives for individuals to develop their skills is likely to generate improved results and contribute to

overall employee satisfaction and a productive work environment (Ghosh et al., 2013; Nazir et al., 2013). Thus, it might benefit employers to develop a rewards and compensation system that takes into consideration individual skills, abilities, talents, and contributions, and then hone these further. Ertürk and Vurgun (2015) emphasized these in their study, which highlighted the importance of trust, social exchange, and empowerment in retaining employees. Ertürk and Vurgun used data gathered from IT professionals serving private companies in Turkey and found that perceived organizational support could shape the connection between the employees' feelings of empowerment psychologically and their intentions to leave the company. More so, the ability of leaders to affect this relationship is minimal. How leaders interact with their employees is not as important as maintaining organizational support, such as training programs, in shaping turnover intentions. Although there is still an effect in leader-members exchange, it is not as great as that of organizational support. Last, trust in the organization can affect how employees perceive the organizational support accessible and available to them, and as such, it can affect their intentions to leave as well (Ertürk & Vurgun, 2015).

Employees also value work-life balance and the ability to work efficiently but also care for their children and find adequate childcare assistance (Javed, 2014). Those firms that offer some benefits in this department are typically more competitive and experience less turnover (Renaud, Morin, Saulquin, & Abraham, 2015).

Renaud et al. (2015), in particular, designed their study to answer questions regarding the best human resource management (HRM) practices that could retain

employees functionally. The effects of these HRM practices on HRM retention differ from employees of different statuses. Using human capital theory and social exchanges theory to support the study, the researchers gathered data through multiple surveys completed by new employees working at a Canadian subsidiary of an international tech firm. Findings indicated specific HRM practices could be effective in the functional retention of employees, notwithstanding their expert status. Renaud and colleagues (2015) posited that employees are more satisfied with workplace environments that make them feel stimulated and respected. Employees are also more likely to stay in an environment that offers them chances to improve with training and development programs. Employees are also likely to be more satisfied with workplaces that provide proper incentives and compensations. The study may be helpful in determining what strategies big box retail managers use to retain frontline cashiers.

Another retention strategy is to have excellent benefits. Employees also expect that an employer will provide them with adequate medical coverage, particularly when the healthcare crisis is growing in the country today (Singh, 2014). Among the top ranked categories in a recent survey that measured employee, satisfaction and expectations were the following: excellent benefits, job security, good pay, job recognition, and family-friendly benefits (Ghosh et al., 2013; Nazir et al., 2013). Most of these factors rank equally in a general survey, however among individual employees each of these factors weighs differently. With some employees more interested in a family-friendly atmosphere, while others were more interested in good benefits or pay and job security (Ghosh et al., 2013; Nazir et al., 2013)

Employees also value personal feedback about their performance and efforts, particularly when they have worked diligently to complete or contribute to a significant body of work or project. Employees who receive recognition for a job well done are more likely to make a positive contribution to their organization's success than employees who do not, and feedback is often more important than monetary rewards for performance efforts (Pentareddy & Suganthi, 2015). Other values and expectations that employees have include free bonuses, flexible or additional vacation days, opportunities for advanced skill training, and even commemorative plaques that recognize loyalty and service, particularly if given for a team effort or function (Pentareddy & Suganthi, 2015).

Pentareddy and Suganthi (2015) examined how organizational managers can increase their employees' organizational commitment, as committed employees are more likely to stay with a company. The researchers specifically studied how to increase the organizational commitment of employees by considering the factors of job characteristics, leadership, and empowerment. Gathering data from 605 knowledge workers (opposite of skilled workers) from four countries and working across industries, Pentareddy and Suganthi (2015) found that leaders and empowerment activities could transform affective commitment levels of employees. Psychological empowerment can partially mediate the link between affective commitment and job characteristics. To construct a rewards and recognition system that is successful; therefore, an organization has to work at understanding the personal values and motivators for individual employees. Employers put employees into several categories, one of which includes

those employees motivated by opportunity (Pentareddy & Suganthi, 2015). These workers are more likely to express an interest in learning, training, and advancing within the company. Some workers are *lifestylers* or those interested in establishing work-life balance (Deery, & Jago, 2015). These individuals seek the opportunity to enjoy work but also have time for their family. A rewards and recognition system that offers additional vacation days, more flexible time off, flexible scheduling, or even childcare bonuses or discounts might prove most beneficial for employees who fall into the *life-styles* category (Deery, & Jago, 2015).

Authenticity motivates other employees, or their desire to express their personality within the workplace and express their personal values (Patra & Singh, 2012). These individuals typically seek out a flexible work environment that allows some personal freedoms. Many organizations have adopted a culture that encourages independent expression and personality. These organizations are more apt to be appealing to employees who are motivated by and value authenticity in the workplace and a desire to express their creativity (Patra & Singh, 2012).

Some workers are looking for mentoring and accountability of their actions, as well as opportunities to participate in corporate events and meetings. They may be more responsive to bonuses or pay opportunities and may be independent thinkers looking for an opportunity to excel in the corporation (Deery, & Jago, 2015). They may desire the opportunity to develop solutions or problem-solve and contribute to the organization from a research and development perspective (Deery, & Jago, 2015).

Terera and Ngirande (2014) assessed the overall effects of rewards systems on employees' motivation to stay in a company by determining how rewards can shape job satisfaction levels. Through a quantitative research design, the researchers asked 180 nurses to complete 180 self-administered questionnaires. The researchers determined that a rewards system may indeed lead to employee retention but may not affect job satisfaction. Many people assume that employees' value monetary rewards and a merit-pay-based and rewards-based system, but the findings showed otherwise (Terera & Ngirande, 2014). Employees may not be satisfied merely with monetary recognition if they are seeking recognition for personal achievements or opportunities for advancement (Terera & Ngirande, 2014). As described from experience and research available concerning employee values and expectations, employees expect much more than pay from a rewards system. A rewards system oriented toward individuals and achievements rather than money alone is more likely to be influential compared to one focused only on monetary rewards (Terera & Ngirande, 2014).

Among the top expectations and values for employees, include job security, good benefits, recognition for individual contributions, the opportunity for creating work-life balance, and even training opportunities (Terera & Ngirande, 2014). These values and expectations may fit in well with any organization's current rewards system, which recognizes the need for employees to establish a work life balance. Other values may include, flexible scheduling, and additional vacation days for employees who have contributed to a major project or function (Terera & Ngirande, 2014).

Employees also receive regular feedback through performance evaluations and other measures conducted on a semi-annual basis. Employees are individuals, and for any rewards and recognition system to function adequately, it must look at the employee as a whole, rather than merely classify the employee as part of a general group (Terera & Ngirande, 2014). It is vital that organizations recognize that there are many different types of employees. There are employees motivated by opportunities for advancement, those looking for training opportunities, those who want to contribute to the team, those who would like the opportunity to express themselves freely, and those seeking work-life balance (Terera & Ngirande, 2014).

A rewards system that is multifaceted and approaches employee rewards and recognition from many different angles is bound to cover all of these bases in a satisfactory manner. Employees who perceive that their individual preferences and needs are addressed are much more likely to remain in their jobs long-term than those who feel they are simply a number (Terera & Ngirande, 2014). It is vital that employers survey their staff and identify what the existing culture is within an organization before a successful rewards and recognition program is developed. Undoubtedly within each culture are certain idealisms and opinions that can be determined and assessed through simple surveys or communication forums with employees. Once an organization has taken the time to recognize what its staff needs to motivate them, it will have the ability to design and implement a rewards-based system that is affecting (Terera & Ngirande, 2014).

Regardless of the work environment, employers should recognize their employees' personal achievements (Coetzee & Gunz, 2012). Job security and good benefits are important values and expectations that any employee has. The bottom line, however, is that an employee who feels valued and respected is more likely to stay with an organization than one who does not (Coetzee & Gunz, 2012).

Employees should be given the opportunity to make suggestions to the organization's top management team for improvements as well, so they have an outlet to voice their concerns and opinions about structuring the rewards and recognition system and organizational operations in a manner that is most efficient and productive (Coetzee & Gunz, 2012). Many of the greatest ideas for organizational success have come from employees working at the lower levels. Employers who recognize this are more likely to experience organizational success in the long term and develop rewards programs that are effective and meaningful. There are no *one size fits all* solutions to a rewards and recognition system, but an employer who makes the effort to evaluate individual employee values and expectations is more likely to succeed in the end (Coetzee & Gunz, 2012).

### **Transition**

Employee values and expectations vary from individual to individual, for employees across most industries. Among these, more generalized expectations are the desire for good pay and benefits, job security, and work-life balance opportunities.

The results in the literature indicate that the workplace environment is something that can be influential on employees' performance. Employers cannot control the attitude

that the employee brings to work, and that is hard to change. However, managers can improve many extrinsic factors within his or her control, and develop retention strategies (Deery & Jago, 2015; James & Matthew, 2012; Ortlieb & Sieben, 2012; Ratna & Chawla, 2012). Successful managers will work for their employees' satisfaction because happy workers do make productive employees (Aydogdu & Asikgil, 2011; Kim, et al., 2014; Hofstetter & Cohen, 2014; Joo et al., 2015). However, under Herzberg's two-factor theory, while managers have to note that good working conditions may retain employees in the workplace; these factors do not guarantee satisfaction and high productivity. In contrast, poor working conditions, which are job dissatisfiers, can surely shape the employees' decisions and intentions to quit.

Despite the abundance of studies of employee turnover and retention, no studies focused on the big-box retailers. It is important to explore the concern of turnover in the context of the retail industry because its turnover rate is relatively high and continues to increase rapidly (Tang, et al., 2014). Because retail is the second largest industry in the United States, a high turnover rate can be problematic (Ahmed et al., 2012). Turnover costs of a retail store in the U.S. can amount to \$190,000 yearly, making this a problem that cannot be ignored (Harrison & Gordan, 2014). This current study, designed to identify what strategies big box retail managers use to retain front-line cashiers, will close this gap. The next section is the discussion of the methods to achieve the purpose. The purpose of this qualitative case study was to identify what strategies big-box retail managers used to retain frontline cashiers. The following research question underpinned this study: What retention strategies do retail managers at big-box retail stores use to

decrease frontline cashiers? In this section, to understand previous studies on employee turnover and retention, conducting a literature review served as the foundation for the current study's goal of uncovering the retention strategy themes that retail managers used in big- box retail store in metropolitan Huntsville, Alabama.

I conducted a review of literature on retention strategies and turnover, which included peer-reviewed articles and journals, dissertations, websites, and books. The strategy for collecting this information involved extensive queries of databases including ProQuest, EBSCO, Google Scholar, SAGE, and Walden University Library. The specific focus areas included retention challenges, motivation, job satisfaction, retention strategies, and voluntary turnover.

## Section 2: The Project

The focus of the qualitative case study was to understand the strategies that big-box retail managers use to retain frontline cashiers. I collected data from eight big-box retail managers, using face-to-face interviews and open-ended questions. In section 2 of this study cover the (a) the purpose statement, (b) role of the researcher, (c) research participants, (d) research method and design, (e) population and sampling, (f) ethical research, (g) data collection instruments, (h) data collection techniques, (i) data organization techniques, and (j) reliability and validity of the study.

### **Purpose Statement**

The purpose of this qualitative case study was to explore the retention strategies that retail managers use at big-box retail stores in Huntsville, Alabama to decrease turnover of frontline cashiers. Managers shared their experiences of decreasing turnover of front-line cashiers. The targeted population for data collected was retail store managers decreased frontline cashier turnover. This single case study provided insights into sustainable business practices. This single case study provided insights into sustainable business practices.

My study may have implications for social change. These implications may include contributing to reducing the turnover rate for frontline cashiers and cultivating staff-relationships. In addition, there may be the possibility of an enhanced quality of work life for the employees by decreasing turnover, which in turn retains frontline cashiers and provides jobs in the communities.

### **Role of the Researcher**

As the researcher, I recruited participants, collected data, recorded and documented information. Brinkmann, (2013) stated that to mitigate bias the researcher must remain neutral in body language and tone, and he or she must avoid giving personal opinions. I followed these suggestions in my interviews. I selected participants for this study in person. I collected data by interviewing participants in a private and neutral setting, using semistructured interview questions. I had no prior relationships with the participants of this study. As the researcher, it was my duty to ensure that my actions were ethical; I conducted and protected all research by storing the data away in a safe location, reported all findings without bias, and upheld all ethical standards throughout this study. Anderson (2013) and, Landewood, Townend, Moesman, and Van Hoyweghen, (2015) stated that protocols put into place in the Belmont Report must be followed to ensure ethical standards are met. In qualitative research, the researcher is the instrument of data collection and minimization of ethical difficulties (Yin, 2011b). Walden University's Institutional Review Board (IRB) approved this research before I started the project. To make this study a success, I followed the ethical principles of the Belmont Report: (a) respect for the participants, (b) beneficence, and (c) justice.

### **Participants**

This study included a purposeful sample of at least eight participants who were 18 years or older and worked in a big-box retail store, located in Huntsville, Alabama. In purposeful sampling, researchers use their judgment to select participants based on the study's criteria (Leedy & Ormrod, 2013). The strategy that I used to gain access to

participants consisted of visiting local big-box retail stores, explaining my study, and asking permission to interview at least eight big-box managers. Tirgari (2012) suggested that when a researcher interviews participants, he or she should ask the participant if they can recommend other candidates and, who they think would be willing to participate, resulting in purposeful sampling. A researcher may conduct a qualitative study using a single unit with several participants within one setting (Yin, 2011b).

Participants in this study received consent forms to inform them of their rights; once I obtained approval from the Walden University's (IRB). Participants received the protocol before the interview, including any benefits or consequences. Each of the interviews took place at a mutually agreed location for a face-to-face interview. I abided by the ethical principles of the Belmont Report; (a) respect for the participants, (b) beneficence, and (c) justice. I have kept participants' information confidential, and I have stored, and protected it, in a secure area. After 5 years, the data will be destroyed by wiping, crushing, and burning the flash drive (Pinto-Coelho, Hill, & Kivlighan, 2015).

## **Research Method and Design**

### **Research Method**

In selecting a research method, the investigator can identify the most efficient method for achieving the goals of the study and answering research questions (Hayes, Bonner, & Douglas, 2013). A qualitative approach allows the design of a participant-oriented research, which is important when addressing the problem and purpose statements of this study (Maxwell, 2012).

I conducted this study using a qualitative research method with a purposeful selection of big-box retail managers from a city in the United States, located in Huntsville, Alabama. The goals of qualitative and quantitative, research methods are not the same (Barnham, 2012). In this research study, I focused more on the participants' viewpoints, as opposed to numerical data and hypothesis. Hoare and Hoe (2013) stated that a researcher should focus more on the participants' viewpoints, and I followed the recommendation. In addition, quantitative or mixed-methods approaches were inappropriate for my study because my purpose was not to compare variables, test hypothesis, or analyze trends related to cashier retention (Yin, 2011b). The mixed-method approach consists of the researcher using a combination of deductive and inductive methods (Bansal & Corely, 2012). My intent, however, was to understand the strategies that big-box retail managers need to retain frontline cashiers.

### **Research Design**

The research design I used was is a single case design, as opposed to phenomenology, ethnography, or grounded theory. Moll (2012) stated that choosing a case study approach allows the researcher to address the word *how*, which indicates the research is exploratory rather than explanatory. In a phenomenological research design, the objective of the study is to explore lived experiences, shared by people, and to create a description that encompasses individuals (Pringle, Hendry, & McLafferty, 2011). In phenomenology, the focus is on the everyday life and actions of people. In conducting a phenomenological study the researcher seeks the meaning of peoples' lived experiences related to a particular phenomenon (Hancock & Algozzine, 2011). Researchers use

continuous interviews, observations, note taking, and audio-visual recording in conducting ethnographic researcher (Wilson, 2012). Ethnographic research requires researchers to embody the cultural group being studied (Knowles, 2015). Ground theory is best for creating a new theory based on data collected from interviews and observations. Therefore, a ground theory is not an appropriate research design for this study (Zarif, 2012). A case study approach provides an opportunity for exploring the issues with a context of work, which was the intent of my study (Moll, 2012).

### **Population and Sampling**

In qualitative research, in order for a researcher to expand their study, a strategy for sampling and recruitment is needed for this study (Marshall & Rossman, 2011). For this study, I conducted face-to-face interviews, consisting of open-ended questions, with a sample population of eight big-box retail manager participants, located in Huntsville, Alabama. Selecting eight participants may ensure sufficient data for this study (Suri, 2011). The number of participants required to achieve saturation in a qualitative study could range from 4 to 50 (Dworkin, 2012). If data saturation is unattainable with eight participants, I will review my notes for data saturation, making sure the participant's themes are similar. As the researcher, my job was to conduct additional interviews to achieve data saturation for this study (Burmeister & Aitken, 2012). Purposeful sampling allows researchers to sample a group of people who have the best information about the problem under investigation (Walker, 2012). The purposeful selection consists of selecting participants who meet certain criteria (Rowley, 2012). Purposeful selection is suitable for this qualitative case study. Participants chosen for this study had to meet the

criteria of being a big-box retail manager, who are knowledgeable in retaining frontline cashiers in a big-box retail business setting (Stake, 2010). I visited one big-box retail store located, in Huntsville, Alabama to obtain participants. I explained my study and ensured that the research data I collected contained no personal information. Prospective participants chosen for this study completed a consent form. There will also be a follow-up call to explain the research and ask for participation (Harsh, 2011). Each interview took place in a setting comfortable for the participants and agreed upon before the face-to-face interview were completed. Initial interviews lasted approximately 45 minutes, audio recorded, and I took notes.

### **Ethical Research**

For the ethical protection of research participants, I received permission of Walden University, Institutional Review Board before conducting research 01-13-17-0433065. In doing this, Walden University required all willing participants to sign a consent form, located in the appendix section of this study, before participating in this study (Walden University, 2015). Participation in this study was voluntary and participants could withdraw from the study, during the interview time, without penalty. No monetary or physical incentive existed for participants in this study. As a researcher, the Walden University, IRB, requires researchers to understand how important it is to respect and protect the privacy and rights of the participants. In doing so, I masked the names of the participants and the research big-box retail business to maintain confidentiality and privacy (Bryant & Allen, 2013). In addition, I labeled the company

name as XYZ Company and *Participant 1 and Participant 2* to ensure confidentiality and privacy.

In compliance with the Walden University policy, all data collected from the interviews will be safely stored away and protected for 5 years locked in a storage cabinet on a password-protected flash drive (Luo, 2011). After 5 years, I will destroy all consent forms, interview recordings, and data collected by burning the information. Last, I will wipe and crush the password protected flash drive.

### **Data Collection Instruments**

Qualitative researchers often serve as the instrument; however, researchers can create a data collection tool (Leedy & Ormrod, 2013). As the investigator, I was the primary tool used in the data collection process. However, face-to-face interviews and open-ended questions were the data collection strategy for this study. Petty, Thomson, and Stew (2012) suggested collecting qualitative data is an essential factor by focus groups, observations, individual interviews (face-to-face), and documentation. I used a qualitative research design as my data collection method, which consisted of face-to-face interviews with at least eight big-box retail managers, located in Northern Alabama. I used data triangulation collecting data from company data, detail notes, and interview recordings mimicking actions taken by Walshe, Payne, and Luker (2012) during data collection. The questions were open-ended that allowed for elaboration by the participants, and enabled me to take notes. Using open-ended questions allowed participants to choose from an unrestricted number of responses and allowed participants to respond in detail (Riiskjaer, 2012). Gathering sufficient amounts of data is an

important factor that supported validity and reliability of the study. The researcher conducted face-to-face interviews with new participants until data saturation deemed achieved. To achieve data saturation, no new information is obtainable that was not previously noted (Kolb, 2012). All interviews were audio-recorded with permission of each participant. Furthermore, by using a digital recorder, this ensured accurate data retention of interview participants' experiences (Yin, 2011b). Initial interviews lasted approximately 45 minutes long, and I used a digital recorder, transcribed the interview information myself, played the media in NVivo, and transcribed the interview as I listened.

### **Data Collection Technique**

The technique used for data collection was face-to-face interviews. I used open-ended questions to direct the interview and kept participants' attention on what was being discussed (Rowley, 2012). Using open-ended questions allows participants to choose from unrestricted number of responses and allows participants to respond in detail (Riiskjaer, Ammentorp, & Kofoed, 2012). I opened the interview process with a script, explained to the participants the importance of the study and how their participation is valued and appreciated. The location of the interviews was a quiet, private, and comfortable area, agreed upon, between the participants and me. Interview questions provided the structure for open communication and relationship building with the participants, discharging feelings of uneasiness that the participant may have.

The advantages of interviews in qualitative research are that interviews provide an understanding of a whole phenomenon (Moustakas, 1994). According to Rowley (2012),

the disadvantages of face-to-face interviews in qualitative research are consumption of time and money compared to online questionnaires and surveys. All interviews took approximately 45 minutes based on the participant's response to each interview question. Participants received a copy of transcripts through email so they could verify accuracy. At that point, I used member checking as an additional data verification process (Harper & Cole, 2012). Interviews were face-to-face with eight participants located in Northern, Alabama. During each interview, I verbally asked participants the interview questions, took detailed notes and audio recorded the interviews to reflect back when transcribing the results of the interviews. Moreover, Guest, Bunce, and Johnson (2006) demonstrated that saturation could be achieved within the first 6 interviews. However, I reached data saturation by conducting face-to-face interviews with 8 participants and no new information arose. A researcher's work attains data saturation when no new data is collected, no new themes emerge, and there is enough information to replicate the study (Guest, et al., 2006). By conducting additional face-to-face interviews with more participants, at some point, the information received from those participants provides no new information and data saturation is achieved. Participants' can request copies of their interview transcripts.

### **Data Organization Technique**

In conducting research, there must be a strategy in place to maintain the integrity of the transcribed interviews, recordings, and all backup copies of data (Anyan, 2013). I kept a journal consisting of the interview questions and participants' responses. For a

researcher to achieve confidentiality of each participant, assigning generic codes to each participant will help keep the data in order (Gibson, Benson, & Brand, 2013).

To protect participants' identities, I did not use the business name or real names in the transcripts of this study. In addition, I used an alphanumeric code to mask the participants' identities. Participants were assigned an identifying number ranging from 1 to 2 or greater, preceded by a letter P (for participant). Participants' data will remain confidential, and stored in a secure location for a 5-year period after the doctoral project's completion and destroyed afterward (Yin, 2011b).

### **Data Analysis**

To collect data and explore meanings within a study, qualitative researchers can ask open-ended interview questions (Wilson, 2012). I used an interview protocol and asked each participant the interview questions. In order to make sure data is correct; I used the interview transcripts, detail notes, and member checking. Member checking is a method used by researchers to help improve credibility and accuracy of a study (Wilson, 2012). Yin (2013) suggested the use of methodological or data triangulation, as a technique to ensure the accuracy of a finished case study. I used data triangulation which consisted company data, detailed notes, and interview recordings, to analyze the data collected. In addition, I also put my notes into NVivo, which was used to develop themes. The purpose of my data analysis was to uncover themes that answer the research question. Data analysis provided a framework to understand the strategies that big-box retail managers use to retain frontline cashiers. According to Yin (2011a), data analysis involves working through data to understand important themes, patterns, and answers the

research question. I collected and organized the data in a category, related to retention strategies. I selected the groups based on findings from the literature review. I used themes for specific retention strategies, and retention challenges, and factors affecting job satisfaction, motivation, and turnover. If other themes emerged as I analyzed the data, I would review the transcriptions and notes for information to include in a new themed category. In addition, I used Yin's (2011) data analysis method, which consisted of the following 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.

Buchanan (2013) used this method for qualitative single-case studies and confirmed its appropriateness. I transcribed the interview recordings directly in NVivo and imported the recordings from NVivo into Microsoft Word. After this process, I compiled the data. Once compiling is complete, the next step is to disassemble the data, which involves a formal procedure of coding data (Yin, 2011). Coding is a process of tagging segmented data with descriptive words and then grouping the data (Wilson, 2012). Identifying patterns and themes is an essential step when coding data (Smit, 2012). Once I disassembled the data, next process was reassembling the data.

Reassembling is the data analysis process, which involves putting the data under several arrangements until emerging themes are acceptable (Yin, 2011). The next process is interpreting the data; this means making sense of the data (Robinson, 2013).

Understanding and describing the data is critical during data interpreting (Woods, Macklin, & Lewis, 2015). The final step in the data analysis was concluding the data.

Concluding is creating an order of statements and noting the findings of a study based on viewpoints of a larger set of ideas (Buchanan, 2013; Yin, 2011).

In creating themes, researchers can use data analysis software (Garrett-Howard, 2012). NVivo software allowed me to input, store, code, and explore themes and patterns (Garrett-Howard, 2012). The conceptual framework is the connection between the literature, methodology, and results of the study (Borrego, Foster, & Froyd, 2014).

### **Reliability and Validity**

Cope (2014) suggested that keeping a journal has a specific effect and creates a trail of ideas and insights for a researcher to include as additional data to analyze, therefore contributing to the reliability and validity of the study. In qualitative research, credibility, dependability, transferability, and conformability are key factors used to determine reliability and validity (Cope, 2014).

#### **Reliability**

Reliability refers to the ability of future researchers to make the same observation of phenomenon if they conduct the research using the same procedures (Nite & Singer, 2012). To ensure the results are valid and trustworthy, developing, and implementing reliability and validity strategies are necessary to a study (Wahyuni, 2012). A qualitative researcher uses different strategies to achieve reliability and validity. There are several ways researchers can demonstrate reliability: (a) Checking transcripts, (b) member checking, (c) double check data, and (d) all steps and procedures must be documented (Leung, 2015). As the researcher, in order to ensure reliability, I checked each

participant's transcript and conducted member checking. In addition, to achieve internal reliability, items in the instrument must correlate (Leung, 2015).

### **Validity**

Validity in research depends on the honesty and skills of the researcher (Holmes, 2013). In qualitative research, creditability correlates with the term validity in quantitative research (Charleston, 2012; Hodges & Wiggins, 2013). The accuracy of findings relates to validity (Holmes, 2013). Researchers can use member checking for documentation of accuracy (Mistry, 2012). To achieve both internal and external validity, Holmes (2013) suggested researchers use different strategies.

Methodological and data triangulation improves the validity of a case study (Yin, 2013). Also, establishing validity for a case study includes evidence, creating a link between evidence, and member checking (Cronin, 2014). Therefore, in order to ensure validity, I conducted member checking.

### **Transition and Summary**

Owners of retail stores in the United States lose \$190,000 annually (Harrison & Gordon, 2014). Voluntary turnover for frontline cashiers on average is \$18,000 to \$30,000 per year (Babakus, Yavas, & Ashill, 2012; Wallace & Gaylor, 2012). The purpose of this qualitative case study was to explore what strategies retail managers at big-box retail stores in Huntsville, Alabama, could use to retain frontline cashiers. The findings can assist big-box retail managers in understanding turnover, development of new strategies to retain frontline cashiers, and decrease loss of profitability. Section three includes the discussion on the project and findings.



### Section 3: Application to Professional Practice and Implication for Social Change

The purpose of this qualitative case study was to explore the retention strategies that retail managers use at big-box retail stores to decrease turnover of frontline cashiers. Based on the research question and analyses of participants' responses, I identified three themes as strategies that participants use to reduce turnover: (a) money, (b) training, and (c) voluntary turnover. In this study, I found frontline cashiers are satisfied and more prone to stay in an organization when training and more money is offered, as opposed to dissatisfied frontline cashiers, who are underpaid and eventually voluntarily quit. These two findings align with Herzberg's two-factor hygiene theory.

#### **Presentation of the Findings**

In this case study, I addressed the overarching research question: What retention strategies do retail managers at big-box retail stores use to decrease turnover of frontline cashiers? I invited 10 big-box retail managers, but eight big-box retail managers in a single big-box retail store, based on their experience of having at least 1 year of successfully retaining frontline cashiers, agreed to participate. To maintain confidentiality, I assigned each participant a code of 1, 2, 3, 4, 5, 6, 7, and 8, versus using his or her name. Interviews with participants occurred in a quiet setting, which was meant to help the participants feel comfortable in providing detailed responses to seven opened-ended questions. Apart from conducting face-to-face interviews, I took notes, audio recorded, and observed body language. Table 1 is an overview of my findings.

*Table 1*  
*Description of Sample*

Themes	Effective strategies of retention turnover (%)
Pay	85
Training	50
Voluntary turnover	54

As indicated in Section 2, I used NVivo software to store data for coding and exploring themes. To maintain confidentiality, I replaced participants' names with their assigned code before loading the transcripts into NVivo. I used member-checking to ensure that I had captured the meaning of each participant's responses. Upon completion of the data collection and analysis processes, I reviewed my notes and participants' audio recordings to use for triangulation of data and to confirm that the data were correct. The most notable themes that emerged from the data were (a) pay, (b) training, and (c) voluntary turnover. The conceptual framework for this research was Herzberg et al., (1959) two-factor theory. To gain a better understanding of what retention strategies retail managers at big-box retail stores use to decrease turnover of frontline cashiers, I applied the Herzberg two-factor framework to the study's findings.

In presenting the findings, I discussed with the community partners, located in Huntsville, Alabama, the (a) participants' responses to the selected themes, (b) explanation of data in addressing the overarching research question, and (c) alignment of findings with existing research. Through face-to-face interviews and reviewing audio recordings, I gained an in-depth understanding of the retention strategies that big-box retail managers use to decrease turnover of frontline cashiers. After thorough research and analysis, I determined themes related to the overarching research question.

### **Theme 1: Pay**

All participants stated, “Pay plays a vital role in retaining frontline cashiers.” If cashiers think their pay is not conducive to the work they provide, cashiers are more likely to leave the organizations. According to Milyavskaya, Philippe, and Koestner, (2013) low pay is an essential common cause of high turnover rates. Participants 2 and 8 indicated that cashiers are more responsive and open to change when bonuses or an increase in pay are offered within the company. The statements made by Participants 1, 2, 3, 4, 5, 6, 7, and 8 did not align with the ideas of Idris (2014), stating that money does not affect employees’ reason to stay with an organization. Similar to Maslow’s (1943) hierarchy of needs, Herzberg (1959) believed that humans have a basic biological need or drive. Herzberg (1987) suggested that the basic need motivates a person to work and earn money, therefore, money is a drive for a person. When a person fulfills their basic needs and considers work to be relevant, according to Herzberg, this is considered job satisfaction.

Participant 4 stated that frontline cashiers tend to respond negatively when change occurs, if an increase in pay is not involved. Participant 4’s example was as follows: If the store need a cashier to move to another area of the store for more than 30 days, he or she expects to receive a pay increase. During further research, Patil and Sharma (2014) found that companies with effective pay strategies gain competitive advantages in retaining employees. Arokiasamy (2013) found that pay is an effective and essential retention strategy used to retain employees. This particular theme aligns with Maslow’s theory and Herzberg’s two-factor theory.

## **Theme 2: Training**

The results interpreted from the interviews of the big-box retail managers were based on their responses to training that they used to retain their frontline cashiers. Based on the coded responses of the audio recordings and notes, I discovered that training reflected Herzberg's (1959) two-factor framework. For example, Participants 3, 4, and 6 indicated that training plays a significant part in retaining frontline cashiers. Researchers Kassar, Rouhana, and Lythreatis, (2015) indicated that training resulted in lower turnover and higher benefits of employee satisfaction.

In addition, training has been reported to help increase positive self-esteem and confidence in frontline cashiers and to provide insight on the career outcomes for cashiers (Shantz & Latham, 2012). Participants stated, "In retaining frontline cashiers, you have to respect them, ask for their input, and try to push cashiers to advance within the company." According to Agarwal and Mehta (2014) employees value the opportunity to advance within the company and expect that an extensive job posting system will keep employees informed of any training and advancements. Participant 2 stated that cashiers responded positively to on-the-job training, when it was divided between two processes: One being the front-line cashier training, and the other being in an area he or she may want to eventually transfer too in the future. Participant 4 identified cashier training as the foundation to moving up within the company, because no matter the department, a cashier goes into, he or she will need the cashier training. Participants indicated that a better training program that included cross-training within different departments may decrease voluntary turnover and improve retention in frontline cashiers.

### **Theme 3: Voluntary Turnover**

The research findings provided clues in identifying the reasons for voluntary turnover. All participants indicated that cashiers tend to voluntarily leave the organization due to the lack of feeling important, lack of pay, and time frame within the same position. In my review of the literature, I found that Herzberg (1959) often referenced Maslow's (1943) hierarchy of needs theory, which was developed a few years earlier. Maslow (1943) asserted that for people to be happy they had to have certain needs met. The fundamental human needs set forth by Maslow are mental requirements (these are the essential requirements for maintaining human life itself). *Needs for security*, refer to the needs to be free from physical risk and of the trepidation of losing an occupation, property, sustenance, or asylum. *Association or acknowledgment needs* refer to individuals needing to have a place and acknowledgement by others. In addition, high levels of voluntary turnover occur when employees do not have satisfying experiences within their companies (Baqtayan, Ariffin, & Raji, 2015). Participants 5 and 8 stated that when cashiers voluntarily leave, it causes a cost increase in recruiting new cashiers and causes the current cashiers to become overworked and cashiers tend to forget about customer morale. Participant 2 suggested that helping frontline cashiers' feel like a part of the company helps decrease voluntary turnover and gives cashiers a sense of belonging. Park and Shaw (2013) suggested that voluntary turnover interferes with organizational performance and profits. Voluntary turnover aligns with Herzberg et al. (1959) hygiene factors. Hygiene factors are those factors that organizations should make sure they do not lack. Organizations that lack Herzberg's hygiene factors, may risk job dissatisfaction among their employees.

### **Applications to Professional Practice**

The findings from this study support the idea that Herzberg's two-factor hygiene theory is important for implementing strategies to retain frontline cashiers in the big-box retail industry. The incorporation of Herzberg's two factor theory into the conceptual framework of the study assisted in exploring big-box retail manager's strategies for decreasing turnover of frontline cashiers. According to the findings of this study, lack of training, low pay, and turnover have an affect with retention challenges. The significance of the study to business is to recognize strategies big-box retail managers can use to retain frontline cashiers. Managers should focus on developing retention strategies based on logical information, opposed to making assumptions when developing retention strategies (Harrison & Gordan, 2014). Implementing the strategies such as pay increase and training suggested by participants, may help to decrease cashier voluntary turnover within the retail businesses. According to Dike (2012), untrained and unsupported employees tend to leave their company and seek other employment. Retail managers may consider inspiring frontline cashiers to be motivated to advance within the company and stay as long as he or she can. Business organizations decrease one of their greatest assets, human capital, anytime they fail to retain employees (Ramlall, 2012).

### **Implications for Social Change**

This qualitative single case study is meaningful to big-box retail managers, aspiring to develop strategies to decrease turnover of frontline cashiers. The primary objective of the study was to explore strategies big-box retail managers use to retain frontline cashiers. The turnover rate in the retail industry is relatively high at 60% for

full-time employees, and this rate continues to increase rapidly (Tang et al., 2014). If business leaders do not know how to retain retail talent, it is unlikely the business will prosper in its daily operations (Jehanzeb et al., 2015). All participants stated that training, pay, and turnover affect retaining frontline cashiers. This study could contribute to social change by assisting big-box retail business managers to develop strategies to retain talented frontline cashiers and implement a successful strategy to decrease turnover. By decreasing turnover, social change may lead to improving frontline cashier's training, providing job opportunities in the local communities, and possibly increasing the quality of frontline cashiers work life (Watty-Benjamin & Udechukwu, 2014).

### **Recommendations for Action**

Limited research about strategies big-box retail managers use to decrease turnover of frontline cashiers in big-box retail stores were available. The information provided in this study may contribute to big-box retail stores to successfully retain frontline cashiers. The findings from this study are essential to existing big-box retail managers and future retail managers. Based on the results, I have two recommendations for actions from which that retail managers may benefit. First, they may want to create a training program, not just based on cashier training but also including advancement placement. Implementing the program will target the cashiers' next steps towards their career. The second recommendation is to increase pay through steps. After cashiers begin the necessary cashier training, within 90 days managers should evaluate cashiers' for pay

increases based on attendance, work ethics, and willingness to advance within the company.

Dissemination of the findings from the research will occur through seminars and trainings on how to retain frontline cashiers. The study will also be published and available through the ProQuest/UMI Dissertation database for academia and others.

### **Recommendations for Further Research**

The purpose of this study was to explore what strategies big-box retail managers use to retain front-line cashiers. The study's findings extend the existing research on the need for strategies big-box retail managers use to retain frontline cashiers.

Recommendations for further research include focusing on different sizes of retail businesses in different geographical locations. One of the limitations of this qualitative study was data collected for this study only represented eight participants and a single big-box retail store. Recommendation for further research involves using non-big-box retail stores and having more participants. Also, exploring a different geographical location other than the Huntsville, Alabama areas, such as another state like Texas or California. Exploring another country may have affected the research. Exploring a larger country may add richer data to the study. Future research in such areas could help other retail managers in non-big-box retail stores provide support of frontline cashiers and provide sustainable jobs within their communities. Additional research could add to the lack of scholarly knowledge and understanding of strategies used to retain frontline cashiers.

## Reflections

Entering the Doctoral of Business Administration program was a personal goal and fulfillment of wanting to accomplish something, many people talk about but very few complete. The process pushed me to limits I never knew existed, challenged me in ways only an individual in the a doctoral program can relate, and eliminated any preconceived notions I had before starting this research journey, particularly if I would be able to complete the program. Each participant was helpful throughout the interview process, as every participant gave information for me to conduct an in-depth analysis. In conducting this research, I was able to decrease errors and any researcher bias, by conducting member-checking and using my notes at all times. In conducting the interviews, I anticipated the participants' limited schedules and their inability to cooperate promptly, however, this was not the case. The participants worked with me and scheduled their interviews the same day consecutively until all interviews were complete. The participants showed care and concern that made me feel comfortable about the responses that were given.

After completing the study, my understanding and knowledge increased to avoid any impression of a fragment on my topic of choice as my research developed. Although the findings of this study did not affect me personally, I believe the results uncovered from this study may help retail managers better understand their frontline cashiers, and help to decrease turnover of frontline cashiers.

## Conclusions

Retail storeowners in the United States annually lose \$190,000 on employee turnover (Harrison & Gordon, 2014). Voluntary turnover for frontline cashiers on average costs \$3,000 to \$10,000 per year per cashier (Babakus & Yavas, 2012; Wallace & Gaylor, 2012). The general business problem is the loss of profitability in big-box retail stores caused by the turnover of frontline cashiers. The specific business problem is that some retail managers at big-box retail stores lack the retention strategies required to decrease turnover of frontline cashiers. The purpose of this qualitative case study was to explore what retention strategies retail managers at big-box retail stores used to decrease turnover of front-line cashiers. The overarching research question for this proposed study was, what strategies do big-box retail managers use to retain frontline cashiers?

I conducted semistructured face-to-face interviews with eight big-box retail managers, located in Huntsville, Alabama. I triangulated the data by reviewing notes, using participants' interview audio recordings, and implementing member-checking. After data collection, three themes emerged: (a) pay, (b) training, and (c) voluntary turnover. The study's findings suggested strategies that big-box retail managers used to decrease turnover of frontline cashiers. The implication for positive social change may result in big-box retail businesses developing strategies to retain talented front-line cashiers and decrease turnover, which will lead to improving training and increasing productivity. The intended contribution to existing research is to provide knowledge to retail managers on the importance and usefulness of strategies to retain frontline cashiers.

Also, this knowledge may help cultivate manager to cashier relationships and enhance the quality of work life for frontline cashiers. By decreasing turnover, the retention of frontline cashiers may keep cashiers employed and allow advancement in the big-box retail businesses within the communities.

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## Appendix A: Script

Time of Interview:  
 Interviewer:  
 Interviewee  
 Date:  
 Location of the interview:

**{May I turn on the digital voice recorder?}**

**Introduction:**

Thank you very much for meeting with me this evening. I am appreciative for your assistance in helping me complete this study. My name is Egypt Grandison, and I am a student at Walden University working on my Doctor of Business Administration degree. I am conducting a study entitled *Strategies to Reduce Employee Turnover for Front-line Cashiers in the Retail Business*. The purpose of this study is to explore the strategies big box retail managers use to retain front-line cashiers.

**{If interviewee does not have consent form, I will have extra copies for interviewee to read and sign}**

Do you have any questions regarding the consent form to participate in this interview for this study?

**{Interviewee must sign informed consent form before continuing}**

You have read and signed the consent form. This form explains the purpose of this study. Thank you for volunteering your valuable time to complete the interview. You are encouraged to ask any questions or seek any clarifications as you deem necessary. I used a set of seven questions designed specifically to inquire about your experiences as a big box retail manager who have decreased front-line cashier turnover. The interview may take 45 minutes to an hour. This interview and the information shared is strictly confidential, you may at any time refuse to answer any questions, and you are free to withdraw at any time. Information that you share is significant to this research study may be used: your identity nor the organization you work for will not be revealed. In the final study, you will be referred to with a distinctive code (e.g., P1, P2). Do you have any questions concerning the study before we begin?

**{Begin Open-Ended Interview Questions}**

**{End of Interview}**

Thank you very much for your time and participation in this study. At this time you will be asked to member check the information you provided by going over notes and listen to the digital recording.

## Interview Questions

What retention strategies have you used to decrease turnover of your frontline cashiers?

1. What retention strategies have you used to decrease turnover of your frontline cashiers?
2. What method do you find works best to retain your frontline cashiers?
3. How do your frontline cashiers respond to your retention techniques?
4. What challenges transpire when decreased turnover of frontline cashiers occurs?
5. How have your retention strategies changed to retain frontline cashiers?
6. What strategies worked the best when you noticed a decrease in turnover?
7. Describe barriers you encountered when attempting to implement strategies to retain frontline cashiers?