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Strategies to Reduce Voluntary Employee Turnover in Small Retail Businesses in Jamaica

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Abstract

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MBA, Florida International University, 2013

BS, University College of the Caribbean, 2011

Doctoral Proposal Submitted in Partial Fulfillment

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Abstract

Voluntary employee turnover destabilizes small retail businesses and is a costly business problem for small retail business owners. Some small retail businesses experience voluntary employee turnover of up to 50% annually. Guided by Herzberg's 2-factor theory, the purpose of this multiple case study was to explore successful strategies used to reduce voluntary employee turnover. The target population consisted of 3 small retail business owners in Kingston, Jamaica. Data were collected from semistructured interviews and member checking, and human resource (HR) manuals containing HR policies and procedures. Data were analyzed into emerging themes using Yin's 5-step method. Based on the analysis of the data, 6 themes emerged. These themes included: employee empowerment and involvement, rewards recognition and incentives, career advancement opportunities, competitive compensation and benefits, tools to perform and, positive interpersonal relationships. These themes were identified as the strategies used to reduce turnover. The analysis of the data from the interviews and HR manuals showed that small retail business owners used these combinations of strategies to reduce voluntary employee turnover by increasing overall job satisfaction among employees. The findings from this study may contribute to positive social change by providing strategies to small retail business owners and HR managers to reduce voluntary employee turnover, increase profits, and improve economic conditions in the communities where they operate.

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Dedication

I dedicate this doctoral study to my family who encouraged me to pursue this

doctoral journey. I am forever indebted to you for all of the sacrifices you made for me

and for sharing in this journey with me. Without God, your encouragement and support

of this accomplishment would not be possible.

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Section 1: Foundation of the Study

Voluntary employee turnover is a growing concern for small businesses (Schlechter, Syce, & Bussin, 2016). Small businesses experience higher occurrence of voluntary employee turnover because of their size, and their inability to offer more competitive employee benefits and competition from medium sized and large organizations (Park, Kim, Jang, & Nam, 2014). Voluntary employee turnover impacts small businesses by increasing operating costs, reducing productivity, and loss of critical knowledge and business failure (Soundarapandiyan & Ganesh, 2015). I conducted a multiple case study in Kingston, Jamaica to explore the successful strategies that small retail business owners use to reduce voluntary employee turnover. The results of this study may offer ways to reduce voluntary employee turnover and contribute to improved business practices within small businesses. This outcome may lead to positive social change in the communities where small businesses operate.

Background of the Problem

Voluntary employee turnover can be costly to business owners, but more so to small businesses owners (Mishra, Mishra, & Grubb, 2015 & Wang, Wang, Xu, & Ji, 2014). Gialuisi and Coetzer (2013) posited that employees are the biggest assets of small businesses because the organization depends on the expertise of employees to maintain and increase the productivity and profitability of the firm. Small business owners who experience high voluntary employee turnover have a lower probability of sustaining operations beyond the critical 5-year timeframe (Schlechter et al., 2016). Voluntary

employee turnover in small firms causes disruption because of the low headcount and the many responsibilities per employee (Mishra et al., 2015).

Recovering from voluntary employee turnover is also a challenge for small businesses resulting from their inability to compete with employee benefits offered by larger firms (Park et al., 2014). Thus, having successful strategies to reduce voluntary employee turnover is perhaps one of the most important business practices for small businesses (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). This study includes successful strategies used to reduce voluntary employee turnover in small businesses.

Problem Statement

Small businesses with high voluntary employee turnover experience decreases in productivity and increased operating expenses such as (a) recruitment costs, (b) training costs, and (c) new hire replacement costs (Gialuisi & Coetzer, 2013; Soundarapandiyan & Ganesh, 2015). Some small retail businesses experience a 44% to 50% voluntary employee turnover rate annually (Ellington, Tews, & Dachner, 2016). The general business problem is voluntary employee turnover has a negative financial impact on small businesses (Nair, Salleh, & Nair, 2014). The specific business problem is that some small retail business owners lack strategies to reduce voluntary employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that some small retail business owners use to reduce voluntary employee turnover. The targeted population comprised of three small retail business owners in Kingston, Jamaica who implemented successful strategies to reduce voluntary employee turnover. The

implication for positive business strategy change included the potential to provide small retail business owners with successful strategies to reduce voluntary employee turnover. Small retail business owners may use this knowledge to provide employees with increased productivity opportunities, and stakeholders within organizations with higher profitability that could contribute to positive local economic and community growth in the small business industry.

Nature of the Study

Researchers use the qualitative method to explore phenomenon (Bailey, 2014). The qualitative method provides in-depth insights into the research problem and includes the use of open-ended questions and interviews. Hazzan and Nutov (2014) posited that researchers use qualitative methods when intending to investigate environments, processes, and situations through feelings and attitudes. I used the qualitative method through open-ended questions to explore successful strategies that small business retail owners use to reduce voluntary employee turnover. The quantitative method requires numerical analyses of data collected through surveys and polls (Orcher, 2014). The mixed method uses both quantitative and qualitative methods (Viswanath, Brown, & Bala, 2013). Because of the numerical analysis requirement for quantitative and mixed methods, neither research method aligned with the objectives of this study.

The four research designs that could be used for a qualitative study on strategies that small business retail owners use to reduce voluntary employee turnover included: (a) case study, (b) phenomenology, (c) enthnography, and (d) narrative. Because of the objective of this research, I selected the case study design for this study. Yin (2014) noted

that multiple-case studies uses two or more cases to explore a phenomenon. In addition, researchers use the case study design to explore different perspectives of a phenomenon in real-life situations utilizing multiple data collection techniques (Thurimella, 2014). Researchers use the phenomenological design to explore lived experiences of participants (Moustakas, 1994). The goal of this study was to explore successful strategies, not lived experiences; therefore, I did not select the phenomenological design for this study. The ethnography design focuses on understanding a phenomenon from a cultural perspective (Allen, 2015; Zhu & Bargiela-Chiappini, 2013). Observing groups of people to understand their culture was not the objective of this study. Researchers use the narrative design to understand individuals and the social world by allowing participants to chronologically narrate life stories and experiences (Robert & Shenhav, 2014). The narrative design did not meet the needs for this study, because this study did not focus on narrating the life stories of small business owners.

Research Question

The overarching research question for this study was: What strategies do small retail business owners use to reduce voluntary employee turnover?

Interview Questions

1. What specific strategies do you use to reduce voluntary employee turnover?

2. What strategies do you find worked the best to reduce voluntary employee turnover?

3. How do your employees respond to your strategies to reduce voluntary employee turnover?

4. How do you overcome barriers when you first attempted to implement these strategies into your business?

5. What strategies are effective at increasing job-satisfaction and minimizing voluntary employee turnover?

6. What motivation factors are effective at reducing voluntary employee turnover in your business?

7. What hygiene factors are effective at reducing voluntary turnover in your business?

8. Do you have anything else you would like to add about the methods and processes used in reducing voluntary employee turnover?

Conceptual Framework

Herzberg's (1959) coined the term *two-factor theory*, developed because of a 5-year study aimed at identifying factors influencing the prevalence of employee dissatisfaction that caused continuous strikes, the filing of grievances, and slowdowns in the 1950s (Herzberg, Mausner, Peterson, & Capwell, 1959b). Herzberg found that two different sets of factors, motivation and hygiene factors, influenced job satisfaction and dissatisfaction (Gardner, 1977). Motivation factors that created job satisfaction were (a) recognition, (b) achievement, (c) advancement, (d) the work itself, and (e) responsibility (Herzberg, Mausner, & Syndermann, 1959a). Hygiene factors that reduced job dissatisfaction, if present, included (a) interpersonal relationships, (b) supervision, (c) salary, (d) job security, (e) benefits, (f) physical working conditions, and (g) company policies and administration (Herzberg et al., 1959b). The two-factor theory was relevant

to this study because small business owners may use strategies related to the theory to increase job satisfaction to reduce voluntary turnover.

Operational Definitions

The operational definitions below provide meanings to some technical terms used in this study. Explanations of technical terms will enable increased understanding of the literature review and findings important for this study. The operational definitions for this study include those listed below.

Employee retention: This is a term that refers to long-term initiatives developed by employers to ensure the best individuals choose to join their organization and remain with them (Idris, 2014).

Hygiene factors: Hygiene factors are job factors that, if present, decrease job dissatisfaction (Islam & Ali, 2013).

Job dissatisfiers: Job dissatisfiers are job factors that reduce job dissatisfaction. Examples of job dissatisfiers are (a) salary, (b) quality of supervision, (c) physical working conditions, and (d) job security (Islam & Ali, 2013).

Job satisfiers: These are job factors that enhance motivation and job satisfaction. Examples of job satisfiers are (a) job responsibility, (b) job recognition, (c) promotion, and (d) job growth (Islam & Ali, 2013).

Motivation factor: Motivation factors refer to job factors that, if delivered, improves job satisfaction, but if not provided, do not necessarily create job dissatisfaction (Islam & Ali, 2013).

Retention strategies: Retention strategies are techniques used by employers to create a competitively attractive workplace environment (Barry, 2013).

Small business: A small business is an enterprise that employs less than 20 people (Gialuisi & Coetzer, 2013).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are factors that a researcher assumes to be factual (Foss & Hallberg, 2013). This study included several assumptions. The first assumption was that the sample size of three small retail business owners is adequate for this study. The second assumption was that participants will respond to interview questions honestly. The third assumption was that small retail business owners will be unbiased, successful at implementing strategies, and continue to monitor impact of the strategies on voluntary employee turnover. Finally, the last assumption was that high voluntary turnover in small businesses in Jamaica increased operating costs and reduced productivity and profitability.

Limitations

Limitations are potential weaknesses or biases known or unknown to the researcher that may impact the success and completeness of the study (Leedy & Ormord, 2013). The primary limitation of this study was that the results did not reflect the views of all small retail business owners because I investigated only three cases within the retail industry. In addition, transferability of this study may be limited because I included participants only from the small retail business industry.

Delimitations

Delimitations are characteristics within the control of the researcher that limit the scope and define the boundaries of the research (Yazan, 2015). The first delimitation was the geographical location. I conducted the study in one of 14 parishes in Jamaica, Kingston. The second delimitation included the selection of privately owned small retail businesses operating for more than 5 years. Kent (2015) noted that voluntary employee turnover less than or equal to 10% is acceptable in firms. Thus, the third delimitation for this study was the purposeful selection of three small retail businesses with five to 20 employees with a history of voluntary employee turnover less than 10%.

Significance of Study

This study is of value to the practice of business because it may provide knowledge to small retail business owners and all small business owners regarding strategies used to reduce voluntary employee turnover. Yamamoto (2013) posited that understanding how to reduce voluntary employee turnover improves job productivity. Voluntary employee turnover has a significant impact on the profitability of small businesses because of the costs associated with replacing employees (Park et al., 2014). The primary significance of this study was the possible contribution to the process of enabling small retail business owners to keep high skilled and knowledgeable employees. Preventing these employees from leaving the firm may help business owners improve the productivity, competitiveness, and profitability of the organization.

Contribution to Business Practice

Small retail business owners could use the data from the study to develop

effective strategies to reduce voluntary employee turnover and improve business practice.

In addition, small business association groups may use the data from this study to provide

formal training to existing small retail business owners and small business owners from

different industries to help them understand the factors that may contribute to voluntary

employee turnover. All small business owners who receive training will be aware of

actual strategies used by small retail business owners to reduce voluntary employee

turnover. Finally, potential small business owners may find the data insightful to use in

the development of human resource (HR) management policies to mitigate against

voluntary employee turnover upon hiring employees.

Implications for Social Change

In 2013, small businesses contributed 30%--or $4.2 billion--of Jamaica's GDP

and accounted for approximately 34%--or 384,000--of Jamaica's total workforce (Small

Business Association of Jamaica [SBAJ], 2013). Knowledge gained from reading this

study may improve skills of small business owners and may positively affect the

performance of their business, employees and the communities where small businesses

operate. Reduction of voluntary turnover may increase profitability in small businesses

leading to growth of the local economy and increased employment within communities.

Understanding strategies that reduce voluntary employee turnover may also increase

employee productivity and customer service within small firms. Smith and Deslandes

(2014) noted that the success of small businesses was important to the development and

growth of the local economy because of increased revenue and employments within communities. Hence, the results from this study may be beneficial to small business owners in the local Jamaican business community.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore what strategies some small retail business owners used to reduce voluntary employee turnover. The literature review provides the background and critical analysis of Herzberg's (1959) two-factor theory, which formed the conceptual framework for this study. In the literature review, I critically analyze Herzberg's theory and included a synthesis of literature contradicting and supporting Herzberg's two-factor theory.

The literature review also includes a critical analysis and synthesis of literature pertaining to the strategies small business owners use to reduce voluntary employee turnover. The analysis includes a summary of comparisons and contrasting views of what strategies were successful based on geographical locations of the research.

The overarching research question for this study was: What strategies do some small retail business owners use to reduce voluntary employee turnover? I conducted the research using multiple academic sources collected from libraries, research databases, and websites. I examined 122 pieces of literature with 88%--or 103--being peer-reviewed journals, 88.9% of which were published within the last 5 years. Other works of literature included non-peer-reviewed journals, government, and association websites.

The research databases that I used for this study included: Business Source Complete, Google Scholar, and ProQuest. The search criteria and themes included: (a)

Herzberg's (1959) two-factor theory, (b) small businesses, (c) employees, (d) small business challenges, (e) voluntary employee turnover, (f) turnover intentions, and (g) employee retention.

Herzberg's Theory

Frederick Herzberg (1959) embarked on a 5-year research program on job attitudes (as cited in Herzberg et al., 1959a). The Buhl Foundation, and commercial and industrial firms sponsored Herzberg's research hoping to understand the factors causing negative employee behaviors that resulted in continuous strikes, slowdowns, grievance suits, and turnover (Nuckols, 1958). At the end of the 5-year research program, Herzberg introduced the two-factor theory of job satisfaction (Herzberg et al., 1959b).

Herzberg (1959) interviewed 203 accountants and engineers within a 30-mile radius of Pittsburg (as cited in Herzberg et al., 1959b). In Herzberg's study, participants described a time when they felt good about their jobs (as cited in Sachau, 2007). After providing a full description, participants recalled a time they felt bad about their jobs. Participants also rated how these experiences impacted their feelings on a scale of 1 to 21 (Herzberg et al., 1959b). One indicated very little or no impact on job attitude, while 21 indicated the highest impact on job attitude (Herzberg et al., 1959b).

From this data, Herzberg (1959) realized that two sets of factors affected job satisfaction. Herzberg then categorized the factors as either hygiene factors or motivational factors and classified them as either dissatisfiers or satisfiers (Herzberg et al., 1959b). Jena and Goswani (2013) posited that the lack of job satisfaction caused voluntary turnover. While analyzing the data, Herzberg discovered that motivation

factors were intrinsic and focused on the work itself. Motivation factors include achievement, recognition, the work itself, responsibility, and advancement (Herzberg et al., 1959b). Herzberg posited that motivation factors were job satisfiers and reduced the negative job attitudes in employees including voluntary employee turnover. Consequently, the goal of this study was to explore what successful strategies small retail business owners use to reduce voluntary employee turnover in Kingston, Jamaica.

The effect of job satisfiers on job attitudes is long lasting and positive (Herzberg et al., 1959b). Hygiene factors, by contrast, were extrinsic and surrounded the doing of the job (Herzberg et al., 1959b). Hygiene factors include salary, physical working conditions, company policy, and administration, supervision, and interpersonal relationships (Herzberg et al., 1959b). Hygiene factors were classified as dissatisfiers, because if present, their impact would be no job dissatisfaction (Gardner, 1977).

Because of these findings, Herzberg (1959) theorized that job satisfaction and job dissatisfaction could not be measured on the same continuum but must be assessed on separate dimensions (Herzberg et al., 1959b). This theory contradicted the conventional wisdom of management that job satisfaction and dissatisfaction could be measured on the same continuum (Behling, Labovitz, & Kosmo, 1968). This study consisted of an exploration into whether small retail business owners develop successful strategies to reduce voluntary employee turnover using motivation or hygiene factors to reduce voluntary employee turnover. The analysis of the data indicated that small retail business owners use a combination of hygiene and motivation strategies to reduce voluntary employee turnover.

Herzberg's (1959) analysis revealed that employees were most satisfied, productive, and motivated when employers provided motivation or intrinsic factors. People who experienced this level of personal growth are happier with these experiences rather than being rewarded with money (Sachau, 2007). Herzberg (1959) further explained that based on responses from participants; hygiene factors were not motivators but movers. Hygiene factors were enough to move employees to get the job done, but not enough to motivate employees to love and stay in their jobs (Tietjen & Myers, 1998). Herzberg also noted that hygiene factors created short-lived feelings and did not touch employees emotionally (Herzberg et al., 1959b). However, although not motivators, Herzberg' considered hygiene factors to be important, because if these variables were low, then employees would feel dissatisfied with their jobs causing negative job attitudes and possibly turnover (Ewen, Hulin, Smith, & Locke, 1966). The findings from this study showed that successful strategies used by small retail businesses to reduce voluntary employee turnover also included hygiene factors.

Herzberg (1959) encouraged employers to focus more on motivation factors rather than hygiene factors because only motivational factors could create the level of productivity in employees that they wanted (Herzberg et al., 1959b). Additionally, hygiene factors could be costly to employers, requiring employers to increase costs to please employees (Sachau, 2007). Tietjen and Myers (1998) posited that leaders include responsibility for cultivating job satisfaction within employees. Smith and Deslandes (2014) suggested that small businesses in Jamaica face numerous challenges with a lack of access to adequate funding. Lack of adequate funding may impact small business

owners' ability to focus on hygiene factors to drive satisfaction because of cost factors associated with extrinsic rewards (Gardner, 1977). The findings from this study showed that the successful strategies used by small retail business owners in Kingston, Jamaica were grounded in both motivation and hygiene factors.

Controversy of Herzberg's Two-Factor Theory

Herzberg's (1959) two-factor theory became highly controversial after publication in 1959 as researchers questioned the validity of the study. Ewen et al. (1966) and Evans (1970) were among the researchers that simulated Herzberg's study to test whether they could replicate Herzberg's findings between 1963-1965, Ewen et al. (1966) noted that Schwartz, Jenusaitis, and Stark (1963), Tietjen and Myers (1998), Dysinger (1965), and Saleh (1964) supported Herzberg's two-factor theory. Gardner (1977) also posited that only one in three studies supported Herzberg's theory. Behling et al. (1968) posited that some researchers found several flaws with the two-factor theory and could not replicate the results or support the theory. Researchers who did not support the theory questioned Herzberg's research methodology, motives of the study participants, environmental context of the study, and finally, the theory that job satisfaction and dissatisfaction should be measured on separate continuums (Bockman, 1971).

The foundation of the two-factor theory stated that job satisfaction and job dissatisfaction could not be treated as opposites and could not be measured in a single dimension (Gardner, 1977). Herzberg's (1959) theory stated that the opposite of job satisfaction was no satisfaction, while the opposite of dissatisfaction was no dissatisfaction. Conventional management believed that the opposite of job satisfaction

was dissatisfaction as both were opposites and measured on a single dimension (Ewen et al., 1966). Herzberg also posited that employees would only feel a sense of job satisfaction if employers provided motivation factors.

Herzberg (1959) also noted that if employers did not provide motivation factors, employees would not be dissatisfied with their jobs, only the absence of hygiene factors caused job dissatisfaction (as cited in Gardner, 1977). Researchers who opposed Herzberg's theory believed that the two-factor theory contradicted traditional views on job satisfaction that stated that the factors causing job satisfaction and job dissatisfaction are the same and the absence or presence of any of those factors would cause either job satisfaction or dissatisfaction (Behling et al., 1968; Ewen et al., 1966).

Ewen et al. (1966) conducted an empirical test of the two-factor theory and found that satisfiers or motivation factors served as strong dissatisfiers, as well as satisfiers. According to this Ewen et al. study, the team of researchers found a slight similarity with the two-factor theory in that motivation factors did cause satisfaction. Evans (1970) also found that employees most satisfied with motivation factors felt more satisfaction with their jobs than those satisfied with hygiene factors. However, Ewen et al. found that employees dissatisfied with motivation factors were more dissatisfied in their jobs than those dissatisfied with hygiene factors. This finding was a significant contradiction to Herzberg's (1959) theory (as cited in Gardner, 1977).

Bockman (1971) also critically examined studies built on Herzberg's (1959) theory between 1960–1971 and found similarities with the work of Ewen et al. (1966) and Behling et al. (1968). Bockman posited that researchers could not definitively

support Herzberg's two-factor theory. For instance, Brenner, Carmack, and Weinstein (1971) posited that Herzberg's two-factor theory of job satisfaction was an oversimplification of the relationship between motivation and satisfaction and the sources of job satisfaction and job dissatisfaction. Brenner et al. posited that Herzberg's theory could not be applied to all individuals as one factor could impact employees by either satisfying or dissatisfying them. Although Brenner et al. argued that factors satisfying and dissatisfying are different, a study conducted by Cohen, Blake, and Goodman (2016) posited that leaders should concentrate on demographics, organizational culture and management practices of the firm to develop strategies to reduce voluntary employee turnover rather than individuals. Consequently, in this study, the analysis of the data collected indicated that strategies some small retail business owners use to reduce voluntary employee turnover pertained primarily to the characteristics of the firm versus individual employees.

Behling et al. (1968) and Evans (1970) challenged the data collection techniques and participants used to develop the two-factor theory. Evans also noted that Herzberg's (1959) two-factor theory research methodology, lacked reliability because the confidence levels of participants may influence their response during semistructured interviews. Evans noted that participants with relatively low self-esteem attributed success to themselves and thus, focused on motivation factors for job satisfaction, but faulted employers for job dissatisfaction, focusing on hygiene factors. Participants with high self-esteem include a higher probability to focus on both factors for job satisfaction and job dissatisfaction (Evans, 1970).

Bockman (1971) and Brenner et al. (1971) criticized Herzberg's (1959) method of research referring to semistructured interviews as non-scientific and open to bias. Brenner et al. posited that the research method used by Herzberg was more story telling from employees rather than scientific. In this study, I asked small retail business owners and not their employees open-ended questions to explore successful strategies used to reduce voluntary employee turnover in the firm. Small retail business owners provided insights based on their expertise about successful strategies they used to reduce voluntary employee turnover in their businesses.

Herzberg's (1959) classification of satisfaction factors was also controversial. Herzberg classified *pay* as a *hygiene* factor and not a *motivation* factor. Evans (1970) posited that Herzberg grossly underestimated the importance of pay. Based on this research, pay served a motivation for employees. Ewen et al. (1966) also found that pay was a type of motivator, but posited that other potent factors needed to exist to achieve job satisfaction. Herzberg's strong language that money does not motivate people stirred controversy, particularly because during the industrial age, employees frequently displayed negative job attitudes resulting from low wages (as cited in Bassett-Jones & Lloyd, 2005; Sachau, 2007).

The classification of recognition as a motivator and interpersonal relation as a hygiene factor was also controversial. Evans (1970) posited that recognition included a high likelihood to come from managers and peers whom employees needed to develop good interpersonal relationships to appreciate the recognition. Bockman (1971)

concluded that Herzberg's (1959) research did not consider employees from different cultures or value systems.

Applicability of Herzberg's Theory

Since the introduction of the two-factor theory in 1959, Ewen et al. (1966), Bassett-Jones and Lloyd (2005), Marnewick (2011), and Sinha and Trivedi (2014) who replicated Herzberg's (1959) two-factor theory determined the applicability of the theory in different cultures using varying types of participants and research methods. In re-examining Herzberg's theory, Bassett-Jones and Lloyd highlighted the differences between the working environment in the 1950s and after 2001. Bassett-Jones and Lloyd (2005) theorized that at the time Herzberg (1959) conducted this study, employers did not depend on employee innovation; instead, the 1950s were an era of heavy machinery and mass production. Employees frequently participated in strikes because of low wages and poor working conditions, suggesting hygiene factors had the power to neutralize negative job attitudes as well (Evans, 1970).

The twenty-first century is different from the 1950s. Buble, Juras, and Matic (2014) highlighted that companies face strong and fierce competition creating numerous challenges for organizations. Thus, employers encourage employees' innovation to contribute ideas to improve the business (Robinson & Stubberud, 2016; Saunders, Gray, & Goregaokar, 2016). Thus, the findings of this study may indicate if the strategies used to reduce voluntary turnover in some small retail businesses increases productivity in the firm. Small businesses require employees that provide innovation and creativity to survive (Neagu, 2016; Robinson & Stubberud, 2016).

To determine the applicability of Herzberg's (1959) two-factor theory to this study, a critical review of existing studies was necessary. The findings of the review revealed that after the introduction of Herzberg's theory in 1959 and until 2015, researchers continued to report differing outcomes. For instance, Marnewick (2011) supported Herzberg's theory that motivation factors drive job satisfaction, while Islam and Ali (2013) posited that lack of adequate hygiene factors caused dissatisfaction. Other studies supported the traditional management theory that satisfaction and dissatisfaction include causation by the same factors (Sinha & Trivedi, 2014). Applying the Herzberg's two-factor theory to the study supported the exploration of what successful strategies small retail business owners used to reduce voluntary employee turnover and the connection of these strategies to the hygiene and motivation factors.

Studies Supporting Herzberg's Theory

Several researchers supported Herzberg's (1959) two-factor theory (Bassett-Jones & Lloyd, 2005; Marnewick, 2011; Tietjen & Myers, 1998). Tietjen and Myers (1998) conducted a study with the purpose of examining employee's attitudes as a starting point of the Herzberg two-factor theory. The findings from this study showed that motivation factors caused happiness and resulted in positive job attitudes, while lack of adequate hygiene factors caused unhappiness or negative job attitudes (Tietjen & Myers, 1998). Tietjen and Myers also noted that leaders held responsibility for cultivating satisfaction within employees, as hygiene factors do not motivate employees to take pride in their jobs. Bassett-Jones and Lloyd's research conducted in the United Kingdom found that employees depended on leaders to feel motivated and satisfied in their jobs. The goal of

this study was to explore what strategies some small retail business owners use to reduce voluntary employee turnover in small retail businesses in Kingston, Jamaica. The findings from this study indicated that only some of the strategies were grounded in motivation factors.

Sachau (2007) conducted a critical analysis of literature to determine the relevance of Herzberg's (1959) theory linking the two-factor theory with positive psychological movement theory. Findings confirmed the relevance of the two-factor theory as intrinsic factors caused employee motivation and job satisfaction not hygiene factors (Sachau, 2007). Sachau also confirmed similarities existed between Herzberg's theory and positive psychological movement, stating that money does not buy happiness, as participants had a deeper sense of happiness when they felt good about the work itself. In 1966, Ewen et al. (1966) tested Herzberg's (1959) two-factor theory and found that money on its own did not satisfy employees. Kultalahti and Liisa Viitala (2014) also replicated Herzberg's theory but confirmed that money does not motivate employees. This finding indicated an advantage for not only small retail businesses, but for other small businesses, as Smith and Deslandes (2014) posited, small business owners in Jamaica remain challenged by the lack of accessible funding for the business.

Marnewick (2011) confirmed the applicability of Herzberg's (1959) theory in Africa, with study participants who were information technology (IT) professionals. Marnewick was curious to find out if Herzberg's theory conducted in the United States would differ from this study conducted in Africa. Marnewick suggested that recognition, achievement, responsibility, work itself, advancement, and the possibility of growth

motivated employees more than hygiene factors did. Marnewick urged managers to pay close attention to what motivates employees. A study conducted by Mcleary and Cruise (2015) found that employees in Jamaica included less motivation by tangible rewards, but influenced by the trustworthiness of organizations. Rigg, Sydnor, Nicely, and Day (2014) also recommended that leaders should be strategic with initiatives developed.

Sheikh Ahmed, Oyagi, and Tirimba (2015) posited that overall success of an organization is its ability to achieve strategic goal, depending on the motivational level of employees. The findings from the research conducted in Somalia were similar to Herzberg's (1959) findings in that intrinsic factors motivated employees. Sheikh Ahmed et al. suggested hygiene factors did not correlate with productivity while recognition and training did. Smith and Shields (2013) also found a strong correlation with motivation factors such as job enrichment and job satisfaction and organization productivity. Research also showed that the probability was low for motivated employees to quit their job but a high probability that employees would produce high-quality work (Sheikh Ahmed et al., 2015). While Bassett-Jones and Lloyd (2005) conducted their study in a developed country in the UK, both Marnewick and Sheikh Ahmed et al. conducted studies in developing countries, as findings converged to support Herzberg's theory. Consequently, I conducted this study in Kingston, Jamaica, a developing country, similar to India and Africa where researchers supported Herzberg's theories.

The common themes that emerged during the review of the literatures are: (a) a link between motivation factors and job satisfaction (Bassett-Jones & Lloyd, 2005; Marnewick, 2011; Sachau, 2007) and (b) a link between job satisfaction and reduced

voluntary empoyee turnover (Sheikh Ahmen et al., 2015; Smith & Shields, 2013). This finding was important for this study because it was evident that job satisfaction was the key factor that determined voluntary employee turnover. The goal for this study was to explore what successful strategies some small retail business owners used to reduce voluntary employee turnover. The analysis of the data collected in this study showed that small retail business owners tailor these successful strategies to influence job satisfaction among employees.

The review also revealed that leaders were responsible for motivating employees (Tietjen & Myers, 1998). Recognition, the work itself, advancement, training, and job enrichment were some of the factors that emerged as the top intrinsic motivators (Marnewick, 2011). These factors require leaders to take a personal interest in employees to determine, the factor(s) that would create satisfaction per employee (Tietjen & Myers, 1998). Rigg et al. (2014) suggested that business leaders in Jamaica should explore the different strategies to motivate employees, strategies that are both specific and those, that could be used company wide.

Studies Supporting Conventional Management Theory on Satisfaction

Some researchers argued the credibility of Herzberg's (1959) theory, but supported the conventional management theory on job satisfaction (as cited in Sinha & Trivedi, 2014). For example, Sinha and Trivedi (2014) posited that intrinsic factors on their own did not cause motivation or job satisfaction. Sinha and Trivedi suggested that intrinsic factors, extrinsic factors, and individual relationships motivated employees, created employee engagement and reduced voluntary turnover. Ruthankoon and

Ogunlana (2003) conducted research in Thailand using construction workers as the subjects, both intrinsic and extrinsic factors indicated an increase in job satisfaction. These studies contradicted Herzberg's theory and supported that various factors and not only intrinsic factors motivate people.

Other researchers such as Islam and Ali (2013), Jarkas, Radosavljevic, and Wuyi (2014), Kultalahti and Liisa Viitala (2014), Sankar (2015), Wilson (2015), and Yang and Wang (2013) found that both hygiene and motivation factors serve as motivators and create job satisfaction. Wilson specifically found a correlation between hygiene factors and job satisfaction and a correlation between hygiene factors and intention to quit. The most common hygiene factors identified to test the impact on satisfaction were (a) salary, (b) job security, (c) working condition, (d) status, (e) technical supervision, (f) interpersonal relationships, and (g) company policy and administration. Similar to the studies supporting Herzberg's (1959) theory, the studies contradicted the two-factor theory on job satisfaction occurred in various parts of the world. For instance, Islam and Ali's inquiry occurred in Pakistan, Jarkas et al. study took place in Qatar, Kultalahti and Viitala study in Finland and Sankar (2015) in India. The findings from the analysis of these literatures indicated that people are not motivated based on where in the world they live, but by individual needs.

The review of the literature on Herzberg's (1959) theory suggested that motivation is not a one-size fits all phenomenon (as cited in Bockman, 1971). However, motivation drives job satisfaction, that leads to reduced voluntary employee turnover (Sankar, 2015). The review also revealed that although factors leading to motivation and

satisfaction may differ (Ewen et al., 1966); leaders with adequate management skills have the ability and responsibility to cultivate job satisfaction in employees (Tietjen & Myers, 1998). The findings from this study showed owners of small retail businesses in Kingston, Jamaica developed successful strategies to reduce voluntary employee turnover to ensure that employees were motivated and satisfied with their jobs.

Characteristics of Small Businesses

Definitions of small businesses include sales volumes, asset size, and number of employees (Taiwo, Yewande, Edwin, & Benson, 2016). Other researchers expanded the definition to include total net worth, relative size within an industry, number of employees', annual sales, and value of products produced (Ellis, 2016). In the United States, the definition of small businesses is a firm with fewer than 500 employees (U.S. Government Publishing Office [GPO], 2016). While, in Jamaica, small businesses include definitions as companies with 5–20 employees with total sales turnover greater than J$10M, but less than or equal to J$50M (The Ministry of Industry, Investment, and Commerce [MIIC], 2013). Small business owners are often leaders of the firm, making these leaders responsible for the success and survival of the company (Adisa, Abdulraheem, & Mordi, 2014). Participants for this study included owners of small retail businesses owners. Additionally, the small business owner must lead and manage the business operationally.

Small business owners often lack the business and HR management expertise required to sustain the business (Adisa et al., 2014; Neagu, 2016). Thus, small businesses have few organizational policies and procedures to guide the operations of the business

and how to manage employees (Glaub, Frese, Fischer, & Hoppe, 2015). One benefit of owner-manager allows small business enterprises (SMEs) to be more flexible over larger companies with bureaucratic practices (Neagu, 2016). The flat structure of SMEs enables these firms to be nimble, innovative, and responsive to market changes (Lampadarios, 2016; Neagu, 2016). Small retail business owners may use findings from this study to strengthen internal human resources policies and procedures.

Small businesses remain reliant on employees as one of their most important assets (Lamm, 2014). Because of the small size of the organization, Small enterprises avoid depersonalizing human relations and sometimes create a more fulfilling work experience (Neagu, 2016). The findings of this study indicated that the characteristics of small businesses influence the strategies used by their owners to reduce voluntary employee turnover.

Importance of Small Businesses

Small businesses contribute significantly to the economic and social development of both developed and developing countries (Karadag, 2015). Governments also consider small businesses as strong strategic partners in countries where they operate because of the role they play in national development (Taiwo et al., 2016). Small businesses contribute to the growth of financial sector as the government and other financial institutional benefit from credit lines offered to these firms (Orton, Ansell, & Andreeva, 2014). Spremo and Mićić (2015) posited that small businesses are the main pillars of economic stability and economic development in countries where unemployment rates are high and economic growth rates are low or stagnant. Providing small business owners

with education on how to reduce voluntary turnover may improve business outcomes and strengthen the contribution to national development in the form of increased revenues and employment.

From an economic perspective, small businesses are one of the main sources of employment in countries where they operate (Taiwo et al., 2016). In Jamaica, small businesses accounted for 384,000 or 34% of jobs in 2013 (SBAJ, 2013). Small businesses also contributed to national exports, increased gross domestic product (GDP) worldwide, and a higher standard of living (Adisa et al., 2014; Karadag, 2015; Neagu, 2016). In 2013, small businesses contributed to 30% or $4.2 billion of the GDP in Jamaica (SBAJ, 2013). Small businesses are also key to alleviating poverty and social problems by balancing the distribution of income (Hoxha & Dika, 2013). In the industries where they operate, small businesses create market competitiveness that encourages companies to think more about customer satisfaction (Neagu, 2016). In conclusion, small businesses contribute to reducing unemployment and increasing economic stability in countries where they operate.

Small businesses are also the potential future of large corporations depending on the company's success (Neagu, 2016). Regarding partnerships, small firms include an increased willingness to collaborate with larger firms, as important to the production of goods and services (Glabiszewski, 2016). Small businesses are sources of creative destruction and innovation, this forces competitors to improve their products and services to remain viable (Krishnan, Nandy, & Puri, 2015).

Small businesses also contribute to social-political stability by forming of the middle class through the adequate distribution of economic power in society (Neagu, 2016). Smith and Deslandes (2014) posited that small businesses are important to job creation and economic development in Jamaica. Adisa et al. (2014) also suggested that weak business and management skills served as one factor that impacts the success rate of small businesses. The findings of this study may contribute effective strategies to help small retail business owners improve business practices, productivity, and make a positive contribution to the economy.

Management Challenges in Small Businesses

Despite the importance of small businesses to nations worldwide, 50% of small businesses fail in the first 5 years because of various reasons (Hoxha & Dika, 2013). In addition to sustainability issues, small businesses also include the challenge of poor performance (Lampadarios, 2016). Some of the major factors impacting small businesses performance included (a) lack of HR management expertise and (b) loss of critical skills resulting from voluntary employee turnover (Adisa et al., 2014; Gialuisi & Coetzer, 2013). HR management expertise is important in small business because appropriate HR practices improve organizational performance (Garavan, Neeliah, Auckloo, & Ragaven, 2016).

Limited research included publications regarding the ability to specifically quantify the impact of voluntary employee turnover on small businesses (Park et al., 2014). However, Gialuisi and Coetzer (2013) suggested that a high cost exists with high voluntary employee turnover in small businesses because of the time spent on recruitment

as well as decrease in productivity. The goal of this study was to provide insights on successful strategies used by small retail business owners to reduce voluntary employee turnover. Information from this study may help to alleviate one business problem small retail business owners face, high voluntary employee turnover. Park et al. (2014) posited that small businesses should focus on reducing voluntary employee turnover as small businesses encounter market bias and resource gaps as potential employees tend to focus on larger entities. Voluntary employee turnover is also a high-cost consequence for small businesses (Soundarapandiyan & Ganesh, 2015).

The employee–manager relationship is particularly important for small businesses because of the size of the firm (Hayes, Chawla, & Kathawala, 2015). The absence of formal HR training, small business owners may use the wrong leadership style to lead and motivate teams, this may result in negative job attitudes or voluntary employee turnover (Lamm, 2014). Findings from this study highlighted the successful strategies used by small retail business owners to reduce voluntary employee turnover in Kingston, Jamaica. Providing this information to other small retail businesses in Jamaica is important, because the lack of adequate business and management skills is a primary challenge for small business owners in Jamaica (Smith & Deslandes, 2014). Small business owners may use this data to improve their HR management skills. Adisa et al. (2014) suggested that small business owners with the requisite HRM skills include a higher likelihood of running successful firms. Thus, the results from this study may help to increase the success rate of firms experiencing high voluntary employee turnover in Kingston, Jamaica.

Employees in Small Businesses

Staff members are one of the most important assets to any organization (Gherman, Brad, & Dincu, 2016). Employees contribute significantly to a firm's profitability and competitiveness (Katarzyna & Olha, 2014). Because of the size of small businesses, employees are the biggest asset of small firms and its main driver of success (Gialuisi & Coetzer, 2013). Employees contribute knowledge, skills, and abilities (KSAs) to the business, employees also include responsibility for multiple tasks because of the size of the staff complement (Hayes et al., 2015). Additionally, some small business owners often rely on the support of employees to work longer hours at no extra costs because of financial constraints (Lamm, 2014).

The moods and feelings of employees, both towards the job itself and owners, are important to the success of the business (Urban & Botez, 2016). Urban and Botez (2016) suggested that employee moods determine labor productivity, quality of service provided to customers, the image of the firm, and production costs. Gherman et al. (2016) also noted that the efficiency of a firm depends on the behavior of its people, that is why employees remain critical to the business. The findings of this study may show if the strategies used by some small retail business owners to reduce voluntary employee turnover increase job satisfaction and positive attitudes in employees.

While employees are an asset to small businesses, they are also a risk and can be a high cost to the business (Katarzyna & Olha, 2014). Many small businesses invest in employees through training and development programs, but lose them to larger firms (Katarzyna & Olha, 2014). These investments are for the benefit of the employee to

enhance skill-sets and creative performance, as well as for the long-term competitiveness of small businesses (Rahman Malik, Butt, & Jin Nam, 2015). When these employees leave these small firms, the company incurs additional costs to rehire and retrain new employees, as well as loses regarding the expected return on investments (ROIs) from departed employees (Lam, Loi, Chan, & Liu, 2016). Consequently, small business owners may use results from this study to reduce voluntary employee turnover.

Employees also require certain characteristics from leaders with ethical leadership (Hassan, 2015). Ethical leadership to employees is the trustworthiness, honesty, and fairness of their manager (Lam et al., 2016). This outcome makes employees more comfortable to share ideas, raise issues, and removes fear from the organizational culture (Hassan, 2015). Jiang and Probst (2015) posited that employees who trust their leaders had more job satisfaction and work engagement than employees who do not. Employees also desire organizational oneness level (Lindsey Hall, Baker, Andrews, Hunt, & Rapp, 2016). Organizational oneness allows employees to connect with the organization at a personal level (Lindsey Hall et al., 2016). Lindsey Hall et al. (2016) posited that this oneness creates a feeling of pride for the employee and influences how well the employee performs at their job. Peltokorpi, Allen, and Froese (2015) also suggested that when employees fit well with organizations, employers reduce voluntary employee turnover. Presbitero, Roxas, and Chadee (2016) also noted that when employees and the organization share the similar beliefs, voluntary employee turnover intentions decrease.

Krishnaveni and Monica (2016) posited that despite the research on the importance, needs, and behaviors of employees, organizations continue to respond to different emerging needs and patterns of employees. Not only recruitment, but reducing voluntary employee turnover is crucial to the survival of small businesses (Krishnaveni & Monica, 2016; Orton et al., 2014). The exploration of the current requirements of employees revealed that employees rely on leaders to motivate them, interpersonal relationships with supervisors and coworkers and organizational oneness and employee engagement (Krishnaveni & Monica, 2016; Lindsey Hall et al., 2016; Rapp, 2016; Tietjen & Myers, 1998). Data gathered through this study provided insights on the needs of employees in small retail businesses in Jamaica and how business owners implement strategies to reduce voluntary employee turnover to keep employees engaged and working productively.

Turnover Intention

Before employees leave an organization, employees first experience turnover intentions (Sharma, 2016). Turnover intention is the behavior of job withdrawal triggered by sufficiently low job satisfaction (Kessler, 2014). Another definition of turnover intention is the consideration by employees to exit an organization (Cho, Lee, & Kim, 2014).

An employee's psychological response to specific organizational conditions is the intention to quit. Employees then experience withdrawal behaviors ranging from daydreaming to quitting (Dusek, Ruppel, Yurova, & Clarke, 2014). However, not all turnover intentions lead to an actual voluntary employee turnover; employers can

capitalize on the opportunity to reverse the mindset of employees (Chang, Wang, & Huang, 2013). The goal of this study was to explore what successful strategies some small retail business owners used in Kingston, Jamaica to reduce voluntary employee turnover. Consequently, the findings of this study may assist other small retail business owners in addressing factors leading to turnover.

Triggers of Turnover Intentions

The trigger for turnover intentions is an emotional breakdown between employer and employee (Kessler, 2014). This emotional breakdown moves employees into a state of mind that impacts their job satisfaction level (Sharma, 2016). Turnover intention is particularly important for leaders to identify because turnover intentions often lead to actual voluntary employee turnover (Babalola, Stouten, & Euwema, 2016). Leaders aware of what drives employees to want to leave can develop adequate strategies to prevent voluntary employee turnover (Acikgoz, Canan Sumer, & Sumer, 2016). Voluntary employee turnover can be particularly disruptive to small businesses because of loss of skilled, experienced, and expert employees, as well as increased recruitment, training, and development costs (Sharma, 2016). Given the impact of voluntary employee turnover on small businesses, it is important for small business owners to understanding the triggers of turnover intentions to prevent voluntary employee turnover.

While a high level of actual voluntary employee turnover is unhealthy for an organization, it is not the only risk associated with turnover intention. Withdrawal and absenteeism are another risk associated with turnover intentions (Kessler, 2014). Employees may display withdrawal and absenteeism behavior by delaying tasks, arriving

to work late, going slow, or exhibiting a general negative organizational feedback to colleagues (Chang et al., 2013). Ha, Kim, Hwang, and Lee (2014) summarized the cause of turnover intentions as job-related factors, work groups, and HR systems. Appropriate HR systems are one of the main inadequacies of small businesses (Lamm, 2014). The unique factors within these broad groups include organizational support, compensation, affective commitment, supervisor relationships, job engagement, and employability (Flint, Haley, & McNally, 2013). Organizational support is the extent employees believe the organization cares about them (Flint, Haley, & McNally, 2013). Flint et al. (2013) suggested that the lack of organizational support may trigger turnover intentions, because employees may attribute a few other factors to this perceived lack of support by the organization.

Wong, Wong, and Wong (2015) posited that compensation was one factor associated with the lack of organizational support as employees believe the company does not value their contribution. If compensation does not match the perceived responsibility, then the exchange is unjust (Ertas, 2015; Wong et al., 2015). Poor interpersonal relationships with supervisors also trigger turnover intentions. Employees perceived the inability to share and contribute ideas to improving internal policies as lack of organizational support to develop their skill set and contribute to the success of the firm (Ha et al., 2014; Kontoghiorghes, 2016).

Additionally, employees who perceive unfair treatment by their supervisors include a higher propensity to experience turnover intentions (Flint et al., 2013). Unfair treatment to employees may manifest through their perception that leaders did not

provide adequate training or opportunities for promotion (Cohen, Blake, & Goodman, 2016). Tandung (2016) posited that voluntary employee turnover intention was low in organizations that provide development opportunities. These findings were important to this study, because I assumed that business owners are the primary drivers of satisfaction in small businesses.

Affective commitment is another factor that was found to be important to employees (Sharma, 2016). Affective commitment was described as the extent employees feel like part of the family at the firm (Sharma, 2016). High skilled employees who possess low affective commitment tend to experience high turnover intentions (Acikgoz et al., 2016). Lam et al. (2016) also posited that employees who doubt the ethical leadership within their firms and lacked adequate job engagement experience turnover intentions. These findings suggested that small retail business leaders can prevent turnover intentions by using strategies that appeal to the emotions of employees (Ha et al., 2014).

Examining the causes of turnover intention for this study was critical to understanding the turning point in an employee's mindset. Although understanding turnover intentions is important, small business owners must also recognize that employees may eventually leave for a reason other than the one that triggered the initial turnover intention (Cohen et al., 2016). Subsequently, small business owners should pay close attention to the factors triggering turnover intention and factors mentioned during exit interviews as the main cause of voluntary employee turnover (Strojilova & Rafferty, 2013). A review of the most common factors leading to turnover intentions helped to

determine if factors causing turnover intentions are the same as those causing a voluntary employee turnover in small retail businesses. This outcome may help small business owners who may use strategies from this study, determine if these strategies can apply to reversing turnover intentions before employees commit the actual act of voluntary employee turnover.

Voluntary Employee Turnover

Voluntary employee turnover is a top priority business problem for leaders in organizations and one of the biggest threats to the success and sustainability of businesses globally (Schlechter et al., 2016; Sharma, 2016). Voluntary employee turnover in small businesses is a concern because of increased human capital costs, loss of key employees, and its impact on the firm's ability to remain competitive (Gialuisi & Coetzer, 2013).

Voluntary employee turnover is an employee's decision and action to leave an organization resulting from multiple dimensions or information cues influencing job satisfaction (Liu et al., 2012). Another definition of voluntary turnover is when an employee leaves an organization through resignation (Sharma, 2016). The impact of voluntary turnover on employees and the organization are many. Low levels of voluntary turnover are normal and necessary for an organization; however, high voluntary employee turnover poses a serious threat to the success of the firm (Sharma, 2016). Turnover rate includes a definition as the number of employees to exit the firm voluntarily divided by a total number of employees (Tae-Youn, & Shaw, 2013). This research focuses on small retail businesses with low voluntary turnover within the last 12

months or more. Kent (2015) defined low voluntary employee turnover as turnover equal to or less than 10% of total annual voluntary employee turnover.

Impact of Voluntary Employee Turnover

A review of the studies conducted on voluntary employee turnover revealed organizations experience several negative effects because of turnover (Tandung, 2016). For instance, because of perceived market bias of not offering competitive salaries, vacancies arising in small businesses remain hard to fill (Park et al., 2014). Park et al. (2014) suggested that potential employees rather look to larger organization to seek employment because of the perception that the benefits are higher. During the time vacancies in small businesses remain unfilled, employers transfer responsibilities of the departed employee to employees left behind. Thus, these employees often feel overburdened and stressed (Kim, 2012).

Park et al. (2014) posited that voluntary employee turnover remains costly to small businesses and organizations in general. Small businesses will incur recruitment, hiring, training, and other HR related costs because of the loss of skilled employees (Gialuisi & Coetzer, 2013). Productivity may decrease because of loss of expertise and production costs may increase because of longer turnaround times (Schlechter et al., 2016). Small businesses may also lose expected ROIs made in employees who benefited from non-recoverable training at the expense of small businesses. This study consisted of an exploration of the successful strategies used by small retail business owners in Kingston, Jamaica to reduce voluntary employee turnover. These strategies may help other small retail business owners and small business owners reduce the impact of

voluntary employee turnover on the business and increase business productivity and profitability.

Organizational knowledge is another area of business that may be impacted by employee turnover (Schlechter et al., 2016). Because of the lack of formal management practices in small businesses, employers do not have established policies and procedures to guide the day-to-day activities of the business (Glaub et al., 2015). Smith and Deslandes (2014) found that small businesses in Jamaica possess weak business and management practices. The focus of this study was to explore what successful strategies small retail business owner used to reduce voluntary employee turnover. These strategies may strengthen the HR management practices to small businesses in Jamaica lacking this information.

High voluntary employee turnover is also sometimes demoralizing to the remaining workforce (Schlechter et al., 2016). Remaining employees will begin to question why they remain committed to the firm and begin to evaluate options of staying or leaving. The effect of this strategy is sometimes damaging to the organizational culture (Sharma & Nambudiri, 2015). Kent (2015) suggested that high voluntary turnover also influences the brand and image of the firm. Potential employees will be skeptical about joining a firm perceived to have HR challenges, as this perception impacts the recruitment of critical skills needed to operate a successful business (Keeling, McGoldrick, & Sadhu, 2013).

Customer satisfaction is another consequence of voluntary turnover (Holtom & Burch, 2016); small businesses usually cater to niche clientele through personalized

service. Service offered to these customers may be compromised because of the exit of employee's familiar with their needs (Schlechter et al., 2016). In summary, businesses may experience poor performance because of voluntary turnover impacting the firm's survival beyond the critical 5-year mark. While studies focused on the impact of voluntary turnover in small businesses are few, findings on the impact of voluntary turnover in firms indicated that the impact is negative because turnover increases operational costs. Sharma (2016) indicated that voluntary turnover has a negative impact on production and competitive strength of a firm. This study included the assumption that the impact of high voluntary turnover in small businesses in Jamaica also increases operating costs and adversely impact on business performance.

Causes of Voluntary Employee Turnover

Researchers found that a single factor, job satisfaction, or the lack thereof, caused employees to voluntarily leave their place of employment (Jena & Goswani, 2013). Factors leading to voluntary turnover are those that are the strongest motivators or push factors, influencing the final step for employees to decide to part from their employer (Shipp, Furst-Halloway, Harris, & Rosen, 2014). Researchers indicated that the top five factors leading to lack of job satisfaction resulting in voluntary turnover are (a) lack of job engagement, (b) person-organization mis-fit, (c) inadequate salary and benefits, (d) lack of career advancement opportunities, and (e) lack of effective interpersonal relationships with co-workers and supervisors (Artz & Kaya, 2014; Ballinger, Cross, & Holtom, 2016; Karavardar, 2015; Sharma, 2016; Sinha & Trivedi, 2014). The purpose of

this study was to explore what successful strategies small retail business owners use to reduce voluntary employee turnover in Kingston, Jamaica.

Lack of job engagement. Lack of job engagement is one factor that leads to voluntary employee turnover (Sinha & Trivedi, 2014). Job engagement is the harnessing of organizational members' selves to their work (Sinha & Trivedi, 2014). Krishnaveni and Monica (2016) suggested that for engagement to work, factors causing engagement must be deeply rooted in the physical, emotional, and cognitive dimension in employees. Job engagement is also the extent employees will exceed efforts required for the job (Sinha & Trivedi, 2014). If organizations fail to engage, employees' voluntary turnover rates increase (Memon, Salleh, Baharom, & Harun, 2014b). Moussa (2013) posited that employees leave their organization, because of lack of organizational support in developing their skills, limited autonomy, minimal task significance, and lack of constructive feedback to match skills and qualifications; all of these form apart of engagement.

Memon, Salleh, and Baharom (2016) also found that voluntary employee turnover is a consequence of the lack of adequate employee engagement and organizations must include employee engagement in HR practices in the organization. Disengaged employees tend to lack job satisfaction, leading to the potential to become ineffective performers and increase the likelihood of turnover (Chat-Utchai, 2013; Sinha & Trivedi, 2014). Based on the literature, job engagement is one factor if not addressed in small business may lead to voluntary employee turnover (Sinha & Trivedi, 2014).

Person-organization mis-fit. The person-organizational fit is the compatibility

between people and the organizations they work for (Memon, Salleh, & Baharom, 2014a). For some employees, if person-organizational fit is absent, the absence reduces job satisfaction and induces voluntary employee turnover (Biswas & Bhatnagar, 2013; Memon et al., 2014a). During situations of mergers and acquisitions or economic downturns, employees often have difficulties relating to the newly structured company and often question if shared interests still exist (Artz & Kaya, 2014). If employees cannot identify mutual benefits, employees tend to doubt person-organization fit that induces a lack of commitment and voluntary turnover (Davis, Trevor, & Feng, 2015). If employees do not feel part of the organization, employees may not mind leaving the employers (Peltokorpi et al., 2015).

Lack of effective interpersonal relationship with supervisors. Research indicated that ineffective interpersonal relationships may cause voluntary turnover (Ballinger et al., 2016). Some employees leave their place of employment because of their relationship with supervisors (Pawar & Chakravarthy, 2014). If supervisors fail to provide adequate feedback on organizational performance and changes, employees become unsure of their performance and future with the organization (Babalola et al., 2016). Communication satisfaction entails satisfaction with organizational communication climate, including (a) supervisor communication, (b) co-worker communication, (c) corporate information, (d) personal feedback, and (e) subordinate communication (Mustamil, Yazidi, Syeh, & Ali, 2014).

Additionally, poor communication may lead employees to believe that their employers are not ethical leaders (Babalola et al., 2016). Lam et al. (2016) suggested that

if employees believe leaders are unethical, employees begin to feel detachment from the organization eventually leading to voluntary employee turnover (Lam et al., 2016). Conversely, when employees believe leaders are ethical, employees display confidence and feel a sense of job security (Hassan, 2015). Consequently, the goal of this study was to explore what successful strategies some small retail business owners used to reduce voluntary employee turnover in Kingston, Jamaica.

Inadequate salary and benefits. Inadequate pay, salary, compensation, and benefits is another factor impacting voluntary turnover. Pay represents the reward system for the work employees do for the organization and employees view salary as their value to the organization they work for (Alhamwan & Mat, 2015). Pawar and Chakravarthy (2014) found a strong relationship exists between inadequate pay and voluntary turnover. Sharma (2016) posited that the reason inadequate salary led to voluntary turnover was that employees believe they are worth more that their current pay level. When the difference becomes significant in their minds, employees become dissatisfied with their jobs and leave their place of employment for better opportunities (Sharma, 2016). Small businesses depend on employees to execute multiple responsibilities (Lamm, 2014). Small business owners in Jamaica also experience challenges accessing adequate funding for the business (Smith & Deslandes, 2014). Paying competitive salaries may be a high-cost hygiene factor for businesses (Gardner, 1977). While many researchers found a significant link between inadequate pay and voluntary turnover (Alhamwan & Mat, 2015; Pawar & Chakravarthy, 2014; Sharma, 2016), He, Zhang, and Zhang (2014) found that inadequate pay on its own is not a strong motivator of turnover .

Lack of career advancement opportunities. Most employees have a desire to grow in their profession and achieve career growth and advancement (Buble et al., 2014). The desire for career advancement normally results in (a) increased job performance, (b) productivity, (c) increased attendance, and (d) job commitment (Okurame, 2014). Karavardar (2015) divided career advancement into four factors (a) career goal progress, (b) professional ability development, (c) promotion speed, and (d) remuneration. In small businesses, career advancement included limitations because of the size of the firm (Gialuisi & Coetzer, 2013).

Santhanam, Kamalanabhan, and Dyaram (2014) suggested that when organizations fail to provide career advancement opportunities for employees, employees lack job satisfaction and seek alternative employment. Researchers found that once employees begin to feel like their career plateaued with the current organization, feelings of frustration, and job dissatisfaction sets in and employees move on (Xie, Xin, & Bai, 2016). Osuji, Uzoka, Aladi, and El-Hussein, (2014) noted that in work environments that implements workforce retention planning strategies, if leaders do not to foster a conducive work environment with adequate career advancement opportunities, then there may be a gap in strategies and employee turnover becomes an unplanned outcome.

Reducing Voluntary Employee Turnover

Keeping talented employees is a predicament often faced resulting from a highly competitive environment (Idris, 2014). Small businesses in Jamaica continuously maneuver competition in the markets they operate (Smith & Deslandes, 2014). Larkin

and Burgess (2013) posited that knowledge is perhaps one of the most valuable sources of maintaining competitive advantage protected through employees.

While key employees are critical to business continuity, researchers indicated that voluntary turnover of key employees may have an adverse impact on a firm's productivity, efficiency, and may be responsible for limiting knowledge flows (Larkin & Burgess, 2013). If the organization has no voluntary turnover, then the organization includes less exposure regarding best practices in the industry and may stifle internal innovation and creativity (Gialuisi & Coetzer, 2013). However, small business owners must be careful of the rapid voluntary turnover of key employees, because this result may threaten the sustainability of the business (Sharma, 2016).

This study included identification of successful strategies used in small retail business to reduce voluntary employee turnover. Existing and new small business owners in Jamaica may use these strategies to reduce voluntary employee turnover within their firms. Keeping key employees improves the productivity and sustainability of these firms (Gialuisi & Coetzer, 2013). Smith and Deslandes (2014) mentioned that one of the challenges small business owners in Jamaica face is weak business and management skills. The findings from this study may aid in strengthening the HR management skills of small business owners in Jamaica.

Research indicated that successful strategies used to reduce voluntary employee turnover first require organizations to implement appropriate HR systems (Sinha & Trivedi, 2014). These systems are important to manage and guide the most valuable assets within the organization and its employees. These systems allow the leaders to

understand the demographics within the organization and the factors that drive motivation and satisfaction (Rigg et al., 2014). Sankar (2015) suggested that motivated and satisfied employees remain in their jobs. The findings of this research focused on actual successful strategies used by small retail businesses owners in Kingston, Jamaica to reduce voluntary employee turnover. The most common small business strategies, that emerged from the literature review are (a) job engagement, (b) job embeddedness, (c) recruitment, (d) ethical leadership, and (e) salary (Babalola et al., 2016; Gialuisi & Coetzer, 2013; Peltokorpi et al., 2015 & Takawira, Coetzee, & Schreuder, 2014. This study included an exploration of similarities between strategies used by small business owners in Kingston, Jamaica and the strategies listed above.

Job engagement. Job engagement is a cognitive or emotional connection between the employee and the organization (Takawira et al., 2014). Engaged employees tend to be focused and dedicated to their jobs. Yadav (2016) posited that engaged employees display mental sturdiness when working on tasks. Yadav also suggested that engaged employees stay in their jobs because of the emotional attachment they feel to their jobs. Job engagement is when employers enhance the employee's functional responsibilities with more interesting tasks aligned with their skillsets (Takawira et al., 2014). Employees provided with training and access to development programs include increased engagement in their jobs (Memon et al., 2016). Job engagement provides employees with a sense of career development and a feeling of importance to the overall success of the firm. In small businesses, leaders provide job engagement by exposing employees to multiple job responsibilities (Gialuisi & Coetzer, 2013).

Job embeddedness. Job embeddedness is also a common strategy used by firms. Job embeddedness is the web of forces that keep employees in their jobs (Peltokorpi et al., 2015). Peltokorpi et al. (2015) suggested that leaders create job embeddedness by linking employees to important responsibilities that might propel the success of the company. The person-organizational fit is also another method used to create job embeddedness, as employees hired share similar interests with the company (Sutanto & Kurniawan, 2016). Closeness between co-workers and managers is also another method used to link employees to their jobs emotionally. Job embeddedness reduces voluntary employee turnover as employees find difficult in leaving behind the connections built (Guha & Chakrabarti, 2016). In addition, another aspect of embeddedness addresses the sharing of similar core values (Kontoghiorghes, 2016). Employees with the perception that the organization shares similar values of integrity and respect will remain in their jobs because of believing in the mission of the firm.

Recruitment. Employers also use recruitment strategies when hiring employees to avoid voluntary employee turnover. Sutanto and Kurniawan (2016) posited that potential employees applying for jobs undergo job fitness activities. Recruitment for retention includes (a) employees being fully briefed on job duties and responsibilities, (b) employees have an idea of what their days will look like, and (c) compensation or salary will be aligned with specific job responsibilities to ensure that employees feel valued (Joyce & Barry, 2016). Recruitment will sometimes include a psychological assessment to determine if an employee is the best fit for the role within the company. The importance of recruitment is to ensure employees feel a sense of belonging to the

organization, and to find out whether the employee is a right fit for the culture (Gialuisi & Coetzer, 2013).

Salary and benefits. Compensation or benefits is another strategy used by leaders (Sharma, 2016). While salary on its own is not a motivator, inadequate salary can lead employees to move on from their current place of employment (He et al., 2014). Salary symbolizes the value placed on the contribution of the employee (Lee & Lin, 2014). When employees begin to believe an imbalance exists between benefits and rewards, employees begin to seek alternatives (Lee & Lin, 2014). Employees care about reasonable pay and feel less taken for granted if salary is adequate (Buble et al., 2014). Consequently, the findings from this study showed how small retail business owners address salary as a strategy to reduce voluntary employee turnover.

Ethical leadership. Ethical leadership is the level of honesty, trustworthiness, and honesty of the leaders in the firm and is a critical to reducing voluntary employee turnover (Lam et al., 2016). Employees value open and clear communication on the changes in the organization and their own performance. If distrust exists between employee and leaders, the liklihood exists that employees will leave (Babalola et al., 2016). Ethical leadership reduces voluntary employee turnover as employee's value transparency and honesty. Fair promotions and distribution of benefits is another aspect of ethical leadership that employees value (Tandung, 2016). This research included examination of how ethical leadership impacts voluntary employee turnover in small retail businesses in Kingston, Jamaica.

Untargeted and targeted strategies. Voluntary employee turnover studies often

focus on general strategies. However, some researchers focused on *targeted* strategies to reduce voluntary turnover. Schlechter et al. (2016) posited that reducing turnover should be targeted and untargeted. Untargeted strategies include compensation and promotions as mentioned above, while targeted strategies requires leaders to identify top performers and provide employees with what they need to stay (Schlechter et al., 2016). Effective voluntary emloyee turnover strategy is when business owners (a) identify key employees based on job performance, (b) align employees with company objectives, and (c) select those employees who will contribute to the organization achieving its goals and objectives (Presbitero et al., 2016). Findings from this study may indicate that strategies used by some small retail business owners to reduce voluntary employee turnover are both targetted and untargetted

Transition

The key contents included in Section 1 were the foundation of the study, background of the problem, problem statement, purpose statement, nature of the study, and the research question. Section 1 also included the conceptual framework, operational definitions, assumptions, limitations, delimitations, significance of the study, and review of the professional and academic literature. In Section 1, I discussed the importance of employees in small businesses and the effect of voluntary employee turnover on the outcomes of small firms, as well as the strategies used to reduce voluntary employee turnover worldwide based on the conceptual framework of the study. Limited qualitative research exists on exploring successful strategies used by small retail business owners to reduce voluntary employee turnover in Kingston, Jamaica. Most of the literature on

voluntary employee turnover represented strategies used in small businesses to reduce

voluntary employee turnover in various countries and cities around world. This validated

the importance of conducting a qualitative multiple case study to explore what strategies

small retail business owners use to reduce voluntary employee turnover in Kingston,

Jamaica.

Section 2 includes a restatement of the purpose statement, the role of the

researcher, participants, research method, research design, population and sampling, and

ethical research. Section 2 also includes data collection instruments, data collection

techniques, data organization, data analysis, and reliability and validity of the study.

Section 3 consists of the presentation of findings, applications to professional practice,

and implications for social change. Section 3 also includes recommendations for action

and further research, reflections, and the study conclusions.

Section 2: The Project

In Section 2, I present the purpose statement, describe my role as the researcher, indicate why the participants aligned with the objective of the study, and describe the research method and design. Section 2 also includes discussion of the population and sampling, ethical research, data collection instruments, data collection and organization techniques. Data analysis and reliability and validity for this study are the last two subsections covered in Section 2.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that some small retail business owners use to reduce voluntary employee turnover. The targeted population comprised of three small retail business owners in Kingston, Jamaica who implemented successful strategies to reduce voluntary employee turnover. The implication for positive business strategy change included the potential to provide small retail business owners with successful strategies to reduce voluntary employee turnover. Small retail business owners may use this knowledge to provide employees with increased productivity opportunities, and stakeholders within organizations with higher profitability that could contribute to positive local economic and community growth in the small business industry.

Role of the Researcher

The researcher's role is important to the study because of the responsibility for the study (Fusch & Ness, 2015). Rimando et al. (2015) noted that a doctoral study requires the researcher to collect and analyze the data to complete the study. Dikko (2016)

suggested that the researcher allows for better insights into the subject matter. I collected

the data for this study, as well as analyzed and interpreted the data. My relationship with

the topic of voluntary employee turnover in small businesses derived from being an

employee in small businesses and experiencing the effect of high voluntary employee

turnover in Kingston, Jamaica since 2003.

Researchers encounter various ethical issues throughout a study, requiring

adequate planning to mitigate against ethical issues (Palmer, Fam, Smith, & Kilham,

2014). Consequently, before collecting the data, I obtained approval for this study from

Walden University's Institutional Review Board (IRB; IRB Approval # 06-23-17-

0418661). The Belmont Report established the guiding principles of respect or persons,

beneficence, and justice (Roger & Lange, 2013). Health and Human Services (Health and

Human Services [HHS], 1979) stipulated that the objective of the Belmont Report was (a)

minimizing risks to participants by utilizing sound research design and existing research

when appropriate, (b) safeguarding the selection of participants to ensure equity and

paying special attention to vulnerable populations, (c) ensuring risks are proportional to

benefits, and (d) monitoring data security and protection of the privacy of participants to

ensure obtaining informed consent. As the researcher, my primary responsibility was to

ensure adherence to the guidelines of the Belmont Protocol to protect and respect

participants.

Roger and Lange (2013) noted that researchers must protect and respect research

participants. Additionally, while conducting this study, the goal was to maintain ethical

standards by (a) neither plagiarizing nor falsifying information, (b) being honest with

participants, (c) utilizing current resources, and (d) divulging limitations associated with this study. In keeping with the Belmont protocol to protect and respect participants, I built rapport with participants by explaining the purpose, benefits, ground rules of the interview, and informed participants that data from the interviews and their identity would be kept confidential. Brown et al. (2013) noted that the importance for research to build rapport with participations prior to data collection. The protection of the identity of participants also ensured that I upheld the principle of beneficence by protecting participants from harm (HHS, 1979).

Another role of the researcher is to remove biases and the use of personal lens from data collection and analysis (Yin, 2014). Mitigating bias and the use of a personal lens during data collection and analysis is key to delivering credible research results (Fusch & Ness, 2015). Subsequently, I mitigated bias by being mindful of preconceived positions during data analysis and by remaining open to contrary evidence during data collection. Being open to data provided during interviews required listening intently to responses provided to open ended questions asked during interviews so as not to lead participants (Yin, 2014). Utilizing open ended questions was important to ensure that responses represented only the views of participants (Chenail, 2009). During the interviews, I used a recording device and Microsoft Word to capture responses provided to ensure that my personal interpretations or ideas did not become part of the analysis.

Using the interview protocol is important for developing a professional relationship with participants (Ahern, 2012). The interview protocol also ensures that researchers design effective research to collect quality data during interviews (Yin,

2014). Additionally, the interview protocol adds reliability and consistency to the data collected during interviews (Castillo-Montoya, 2016). I used an interview protocol to conduct the semistructured interviews for this study to ensure mitigation of any potential bias (see Appendix A).

Participants

The criteria used to determine the eligibility of participants included the following: participants had to be small retail business owner(s) successful in reducing voluntary employee turnover with employee turnover rate equal to or below 10% annually. Lovegrove, Hodson, Sharma, and Lanham-New (2015) noted that researchers should select participants within the target population required to explore the business problem. Consequently, the study included the selection of the eligibility criteria outlined above to ensure that the characteristics of the participants aligned with the overarching research question of this study. If participants did not match the eligibility requirements of the overarching research question, a researcher might risk encountering participant response bias (Miller & Schertzer, 2014).

The search for eligible participants began after gaining approval from Walden's IRB. The strategy used to gain access to participants was to work with industry executives' familiar with small retail businesses in Kingston, Jamaica to identify small retail business owners known to utilize strategies to reduce voluntary employee turnover. Targeting these small retail businesses fitting this criterion allowed me to create a short-list to identify qualified participants. From the list of companies provided, purposeful

selection of the first three eligible small retail business owners located in the parish of

Kingston in Jamaica represented the sample.

To build a working relationship with participants, I obtained participants contact

information to include personal contact number and email addresses using online yellow-

pages. I contacted participants by email first, then by telephone to introduce myself,

explained the purpose of the call, and to disclose the how I gained their contact

information and how they met the selection criteria for the study. Additionally,

participants received an overview of the study by email. After the phone call, participants

received a follow up email that included an invite letter (see Appendix B), as well as and

an informed consent form formally outlining the purpose of the interview, seeking

interview consent. No third party participated in the data collection to avoid

misinterpretation of the purpose of the study and to not compromise trust and respect

with participants. Last, all participants received a courtesy in-person visit and phone call

to re-iterate the purpose of this study and to invite them to participate. After acceptance,

participants determined the most suitable location to conduct the interviews.

<div align="center">**Research Method and Design**</div>

Research Method

The methodology for this study was the qualitative method. The focus of the

study was to explore successful strategies that some small retail business owners in

Kingston, Jamaica used to reduce voluntary employee turnover. The qualitative method

was the most appropriate research method because data can be gathered through asking

open ended questions (Yin, 2014). Through this research, I gathered facts within a real-life context by asking pertinent *how* and *what* questions (see AppendixA)

Qualitative research includes exploration of people's lives, experiences, feelings, choices, and behaviors, as well as social functioning, social movements, cultural events, and international relations (Barnham, 2016). Qualitative research includes increasing recognition of the valuable contribution qualitative research methods make to the research field (Houghton, Casey, Shaw, & Murphy, 2013). The qualitative method is a credible approach to collecting and presenting meaningful data that contributes to successful business practices, supporting use in this study.

The quantitative method did not meet the requirement for this study, because the empirical post-positivist worldview is the foundation of the quantitative research and this study required a qualitative approach for deeper understanding (Orcher, 2014). Quantitative research uses numerical sampling derived from the sample population, as the analysis of those numerical values contributes to generalization (Orcher, 2014). Additionally, quantitative research tests hypotheses rather than exploring phenomena (Barnham, 2016); thus, I did not select the quantitative research method. Similarly, I did not use a mixed method approach because it involves giving equal priority to both quantitative and qualitative research methods (Coryn, Schroter, & McCowen, 2014). Finally, researchers use the mixed method approach when a phenomenon may not be understood through using only one research method (Viswanath et al., 2013). The mixed method approach did not meet the requirements for this study because the quantitative inclusion included numerical and hypotheses testing not used in this study. The purpose

of this study was to explore a phenomenon, which was successful strategies used by small retail owners to reduce voluntary employee turnover.

Research Design

The research design for this study was a case study design because the objective of the study was to explore successful strategies some small retail business owners use to reduce voluntary turnover. Researchers use the case study design to explore phenomena with no clear set of results (Yin, 2014). Case study research also allows for interpretation of data gathered during interviews, providing an in-depth picture of the phenomenon (Winters, Kool, Huijsman, & Klazinga, 2015; Yin, 2014). Furthermore, Yin (2014) stated that a multiple case study requires two or more cases. I included three participants from different businesses in this study.

I did not select the phenomenological, ethnography, or grounded theory designs for the following reasons. Researchers use the phenomenological design to explore the lived experiences of participants (Chan & Walker, 2015; Moustakas, 1994). Specifically, the phenomenological design focuses on describing a person's experiences in the way he or she lives a phenomenon through stories (Bevan, 2014). Chan, Fung, and Chien (2013) noted that the phenomenological design focuses more on allowing participants to express themselves to ensure that the researcher can analyze and understand the meanings people allocate to various phenomenon (Chan et al., 2013). This design did not meet the requirement for this study because the purpose of this study was to explore strategies rather than lived experiences.

By contrast, researchers use the ethnography design to observe cultural groups to determine how cultures influence outcomes (Zhu & Bargiela-Chiappini., 2013). The ethnography design also requires the researcher to be a part of the group setting to evaluate and observe participants within the environment under study to complete data collection (Mazmanian, Cohn, & Dourish, 2014; Rhodes, 2014). The narrative design did not meet the requirement for this study, because researchers use the narrative design to understand individuals and the social world by allowing participants to chronologically narrate life-stories and experiences (Robert & Shenhav, 2014). In this study, I explored what strategies some small retail business owners used to reduce voluntary employee turnover rather than focus on life stories or experiences. Additionally, Boyd et al. (2013) posited that narrative studies are constructivist in character, requiring collaboration between participants and researchers to make the experience relevant to readers. Allen (2015) also noted that researchers examine their personal views and beliefs prior to commencing the study, contributing with co-constructing the research.

Researchers use multiple data collection methods to collect data to ensure data saturation (Yin, 2014). One data collection method to aid in achieving data saturation is interviews. The interview process allows the interviewer the ability to ask participants open-ended interview questions to gather in-depth information regarding the phenomenon (Anyan, 2013). Data saturation is about reaching the point of revealing no new information during a study (Marshall, Cardon, Poddar, & Fontenot, 2013). Additionally, data saturation is about achieving the depth of data from multiple forms of data collection (Fusch & Ness, 2015). Consequently, I collected and analyzed data from

interview responses and from human resources manuals received from participants to achieve data saturation.

Population and Sampling

I chose participants purposefully for this study to ensure that participants had the requirements to provide adequate information to complete this study. Purposeful selection allows the researcher to ensure that participant selection remains consistent with the research question (Cleary, Horsfall, & Hayter, 2014). Adequate sampling increases the changes of achieving quality data and data saturation, as well as increasing credibility, validity, and reliability of the study (Marshall et al., 2013).

The eligibility criteria for study participants were small business owners who achieved success using strategies to reduce voluntary employee turnover. Eligibility criteria are important to ensure that participants have the appropriate knowledge of the topic and have the necessary qualifications to speak on the phenomenon studied (Palinkas et al., 2013). When participants have the appropriate knowledge and expertise, a researcher avoids participant response bias that can affect the credibility, validity, and reliability of the study (Miller & Schertzer, 2014). The sample population for this study included three small retail business owners in Kingston, Jamaica. Three participants were enough because a case study does not require a minimum number of participants if data saturation can be achieved. Instead, study achieves data saturation through collecting depth of data (Fusch & Ness, 2015).

To ensure data saturation, semistructured interviews and documentation are the data collection techniques used to collect data from participants. Anyan (2013) posited

that interviews are a common method of data collection for qualitative studies. Interviews allow researchers to converse with participants and collect rich and thick data needed to achieve data saturation (Fusch & Ness, 2015). Second, I asked open-ended interview questions during interviews to gain rich and in-depth information on the phenomenon (see Appendix A). For the interview settings participants selected a convenient location. Cleary et al. (2014) noted that data saturation primarily depends on achieving depth of data to the point of obtaining no new information from participants.

Ethical Research

To uphold the ethical standards of Walden University, I did not begin data collection until after receiving approval from Walden's IRB (IRB Approval # 06-23-17-0418661). Consent to participate in research is an important component of ethical research (Adams et al., 2013; Enama et al., 2012). Kumar (2013) indicated that informed consent is critical to protecting the welfare of participants. The consent process for this study is as follows. A study includes obtaining formal consent from participants by first explaining the purpose of the study and then soliciting their volunteerism to participate in the study (Yin, 2014). This study required that each participant provide consent prior to commencement of the interviews. All participants provided consent. The consent forms included all information required for participants to decide if they wanted to participate in the study.

Participants received the procedure for withdrawal of participation from the study in writing before beginning the study. The consent form includes information on the process of withdrawal from research participation, if needed (Gordon & Prohaska, 2006).

This form stipulated that participants reserve the right to withdraw their participation from the study at any time without fear of penalty. Additionally, I provided personal contact details to ensure that participants could call or email to convey their decision to withdraw participation from the study if needed.

No form of incentive or compensation existed for participating in this study. Protecting the privacy and confidentiality of participants was a priority to ensure that participants do not become targets to contribute in additional research because of their input in this study (Yin, 2014). Participants included the assignment of pseudonyms, as numerical numbers such as P1, P2, and P3. To protect the confidentiality of participants' and the organizations information, and data from interviews, all data will remain secured in a locked filing cabinet for a period of 5 years after completion of the study, and then destroyed. By keeping the identity of participants confidential, participants will not unwittingly become targets for further research because of participating in this study. In addition, the ethical principle of justice requires that participants include fair selection and recruitment, as well as to ensure participants have the requisite expertise to participate (Wallace & Sheldon, 2015). I selected these criteria to determine the eligibility of participants to ensure to uphold the ethical principle of justice.

Data Collection Instruments

In a qualitative study, the researcher can also serve as an instrument for collecting data (Leedy & Ormord, 2013). Pezalla, Pettigrew, and Miller-Day (2012) posited that researchers as data collection instruments may influence the collection of data. As the researcher, I was the primary data collection instrument. As the primary data collection

instrument, the goal was to ensure that data collected remained unbiased. The data

collection process for the case study design included interviews, documentations, archival

records, physical artifacts, and direct participant observations (Yin, 2014).

In this study, I used semistructured interviews to collect data from three small

business owners. The semistructured interview is an effective method to collect data in a

qualitative study (Anyan, 2013). Interviews allow the researcher to collect in-depth

information with the use of open-ended questions during interviews (Yin, 2014). In

addition, semistructured interviews allowed the ability to maintain consistency in the data

collected from each company (Braaksma, Klingenberg, & Veldman, 2013).

Semistructured interviews allow researchers to maintain consistency in the data collection

process using the interview protocol to replicate the exact interview conditions across

multiple interviews (Yin, 2014). Semistructured interviews allowed for consistent data

collection in this study.

Participants provided HR manuals to supplement data given during interviews. I

also followed the interview protocol to guide data collection (see Appendix A). Yin's

(2014) recommended case study protocol guided my formation of the interview protocol

used for this study. The interview protocol also ensured collection of quality data from

more than one interviewee (Braaksma et al., 2013). The elements of the interview

protocol included (a) an overview of the case study, (b) interview procedures, (c)

interview questions, (d) a guide for data collection, and (e) the member checking process.

I used the interview protocol to guide how to begin and conclude the interview, as

well as to identify prompts to ask follow-up questions during interviews. To enhance the

reliability and validity of the data collection, electronic devices recorded interviews. After completing the interview, I requested member checking. The informed consent letter to participants included the member-checking request. Each participant received a synthesis of their responses by email for confirmation. Through member checking, interviewees can confirm the accuracy of the analysis of their responses (Carlson, 2010). Additionally, member checking enhanced the validity of the study (Simpson & Quigley, 2016). Use of the member checking technique helped to maintain data quality in this study.

Data Collection Techniques

In the case study design, researchers include the responsibility for determining the most effective technique for collecting data from participants (Leedy & Ormord, 2013). I used semistructured interviews and company documents as the data collection techniques for this case study. The semistructured interview is one of the main data collection techniques used in a multiple case study (Yin, 2014). A case study requires researchers to collect in-depth data to determine the validity of research findings (Burchett, Mayhew, Lavis, & Dobrow, 2013). Open-ended questions served as the primary technique during interviews to gather in-depth data on the phenomenon to identify themes, as well as to use the forum to gather additional information that participants shared during the interview.

The advantages of using methodological triangulation includes strengthen the validity of a qualitative case study (Yin, 2014). Methodological triangulation supplements the data collection during a study, assisting researchers with achieving data

saturation (Fusch & Ness, 2015). Another advantage of using methodological

triangulation includes enhancing the validity of the study (Carter, Bryant-Lukosius,

Dicenso, Blythe, & Neville, 2014). The disadvantage of using methodological

triangulation is that company documents may not be updated and may not support

information collected through interviews. Additional data sources that can triangulate a

research include (a) documentation, (b) archival records, (c) direct, and (d) participant

observation (Morse & McEvoy, 2014). For this study, I collected company documents

such as HR manual from interviewees after each interview to triangulate data.

The advantages of using semistructured interviews to collect data are these types

of interviews allow for gathering of in-depth data (Cleary et al., 2014). Second,

semistructured interviews allow researchers the opportunity to gather unknown data

during an interview (Jacob & Furgerson, 2012). Third, interviews allow researchers to

observe non-verbal cues. Non-verbal cues helped to determine if the need existed for

follow-up questions (Vogl, 2013). Finally, semistructured interviews help researchers

manage the scope of interviews to ensure data collection consistency across multiple

interviews (Yin, 2014). The advantages of semistuctured interviews supported this data

collection technique as appropriate for this study.

The first disadvantage identified for using semistructured interviews includes the

length of time to complete data collection. Semistructured interviews can be time

consuming to develop the interview protocol, to identify and confirm participants, to

gather the data, and to analyze the data (Yin, 2014). Semistructured interviews were held

face-to-face at the office of the participants and via Skype interviews. Interviews

included recording using an eCamm application that I downloaded to my computer and handheld recording device.

After each interview, a member check confirmation is necessary (Winters et al., 2015). The member checking technique helps to determine the correct interpretation of responses (Carlson, 2010). After the first interviews, I synthesized the responses from each participant and emailed the synthesized responses to each participant for member checking. Participants confirmed that interpretations of interview responses were correct and also provided additional information by phone and took no more than 1 hour. Thereafter, the analysis of the data commenced.

Data Organization Techniques

Data organization is one of the four principles of data collection (Yin, 2014). I organized the data by maintaining data files in Microsoft Word and Quick Player audio secured on my computer. Keeping data transcribed from interviews and data found from reviewing external sources electronically helps with easy retrieval and more efficient analysis of data (Morse & McEvoy, 2014). The Microsoft Word documents also contained research questions, notes from interviews, and findings from company documents such as their respective company HR manuals. To maintain accuracy of responses, each section in Microsoft Word contained a label to match responses with partipants. Labeling the responses in Microsoft Word allowed for easy identification of participants and prevented incorrect analysis of data.

Each recording audibly stored the date and the time of the interview, along with the psuedonyms for each participant (P1, P2, and P3). This process ensured accurate

alignment between responses and participants, increasing the reliability of information, and maintaining the chain of evidence for this study (Yin, 2014). Recordings also allow researchers to go back and supplement notes (Johnson, 2015). Winters et al. (2015) posited that electronic recordings from interviews aids with data anlysis. Consequently, after the interview, I prepared notes using interview responses from the recording device in Microsoft Word.

Each report contained a label with the psuedonyms, not real names of participant (Lameijer, Veen, Does, & De Mast, 2016). I stored data in a password protected storage device to keep the identity of participants confidential. All updated information received from member checks included storage under version control within Microsoft Word for this study. All raw data, recordings, and notes will remain in a secured location for a period of 5 years and destroyed thereafter.

Data Analysis

Data analysis is a critical component of a case study (Anyan, 2013). At the data analysis stage, the reseracher is in control of the data interpretation (Anyan, 2013). As the researcher, I suspended personal predispositions while analyzing the data. The data collection process used for this case study is methodological triangualtion. Methodological triangulation helps to strengthen the construct validity of the case study by providing multiple evidence of the same phenomenon (Yin, 2014). Triangulation also aided with achieving data saturation for this study (Fusch & Ness, 2015). In this study, company documents, such as company HR manuals from each firm corroborated findings from semistructured interviews.

I used the computer software NVivo 11 for Mac to aid with the analysis of data for this study. As a result of the large amount of data collected using the qualitative research method, researchers recommended leveraging comptuer-asisted tools such as NVivo to aid with analysis (Johnson, 2015; Yin, 2014). Bernauer, Lichtman, Jacobs, and Robinson (2013) provided a guideline to effectively use NVivo 11. Based on guidelines from Bernauer et al., seperate reports containing interview responses and notes from company documents were imported to NVivo 11. Study included all references to a particular word or phrase in a node folder. NVivo 11 sorted this data by themes. Themes that emerged from the data analysis included frequency or number of times NVivo 11 identified a word or phrase.

Using these themes, the goal was to determine the data's significance to the research. Next, specific terms from Herzberg's (1959) two-factor theory included comparison to the themes that emerged from this study. The final step was an analysis of the similarities between the themes that emerged from the study and Herzberg's two-factor theory. This final step included the identifcation of the strategies that small business owners use to reduce voluntary employee turnover.

Reliability and Validity

Reliability and validity of a study depends on the research design and data collection instruments used in the study (Dikko, 2016). Reliability of the study is the extent that results remain consistent over time using consistent research procedures (Zohrabi, 2013). The goal of reliability is to minimize errors and biases in a study (Yin, 2014). Validity addresses whether the research is trustworthy and includes appropriate

evaluation (Zohrabi, 2013). Outlined below includes the strategies used to maintain reliability and validity in this research.

Reliability

Interview protocols are important to maintaining data collection consistency from multiple data sources (Braaksma et al., 2013). Use of the case study interview protocol to conduct interviews and collect company documents enhanced dependability of this study (see Appendix A). After synthesizing the interview responses, member checking ensured accurate interpretation of the responses. Carlson (2010) noted that use of member checking confirmed that the data collected from participants accurately reflected responses and views, enhancing the reliability of the study. Additionally, to enhance the trustworthiness and validity of the study, I used NVivo 11 to aid with the analysis of the data. Methodological triangulation with interviews and HR manuals strengthened the dependability of the study. Yin (2014) noted that the purpose of collecting information from multiple sources is to corroborate the same findings. Thus, by following this strategy from Yin, the goal was to increase the reliability of data collection for this study.

Validity

Credibility, transferability, confirmability, and data saturation ensures research is valid (Burchett et al., 2013; Fusch & Ness, 2015; Yin, 2014). Additionally, credibility is a concern regarding the trustworthiness of the research (Zohrabi, 2013). To enhance the credibility of this study, the selection criterion included small retail business owners with successful strategies. Response bias may impact the credibility of the research (Miller & Schertzer, 2014). In addition, through semistructured interviews, participants provided in-

depth, rich, and robust responses to interview questions, assisting to achieve content validity (Fusch & Ness, 2015).

Additionally, I also utilized member checking to confirm accuracy of data collected and triangulate findings from the semistructured interviews. Both member checking and methodological triangulation strengthen research validity (Yin, 2014). Member checking strengthens content validity by allowing participants to confirm accuracy of data collected prior to data analysis (Carlson, 2010). Additionally, methodological triangulation helps researchers corroborate findings from multiple data collection resources to strengthen the validity of the study (Yin, 2014). Company documents such as company HR manual and data collected from interview responses triangulated data in this study.

Transferability is the process of determining if findings from one study apply to another study and if findings can be applied to other businesses (Burchett et al., 2013). I ensured the transferability of study findings by clearly documenting the strategies used by small retail business owners to reduce voluntary employee turnover. Small business owners who read this study may be able to apply the research findings from this study to their own businesses to reduce voluntary employee turnover. Sikolia, Mason, Biros, and Weiser (2013) noted that a study maintains transferability if the target audience can use the findings from the study. Additionally, this study is transferrable if findings from this research influence further research on successful strategies used to reduce voluntary employee turnover in small businesses in Kingston, Jamaica.

Confirmability or neutrality is another method used to increase the validity of a study (Yin, 2014). The researcher is the primary data collection instrument of a research and is responsible for data analysis (Fusch & Ness, 2015). During data analysis, researchers are in full control of the interpretation of the data (Anyan, 2013). To achieve confirmability, I removed any pre-dispositions or personal views from the data collection and data analysis process.

Failure to achieve data saturation reduces the validity of a research (Fusch & Ness, 2015). Data saturation serves as an indicator to a researcher to ensure that data collection is sufficient to complete the study (Gentles, Charles, Ploeg, & McKibbon, 2015). I used methodological triangulation, collecting data from semistructured interviews and human resources manuals, to ensure data saturation and enhance the credibility of this study. Additionally, interviewing continued until no new information emerged, achieving data saturation.

Transition and Summary

The purpose of this qualitative multiple case study was to explore successful strategies used by some small retail business owners to reduce voluntary employee turnover. I purposefully selected three small retail business owners in Kingston, Jamaica. Methodological triangulation included the use of semistructured interviews and member checking, as well as the review of HR manuals to collect data. The next step included developing response summaries in Microsoft Word from data collected from semistructured interviews and HR manuals to develop a case study database. Finally, I used NVivo 11 to analyze the data and identify patterns that guided the final analysis.

Section 3 will include presentation of the findings to answer the overarching research question. Section 3 also includes application of the findings to professional practice, implications for social change, recommendations for action and future research, as well as reflections and conclusion.

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

Section 3 includes a detailed presentation of findings, identification of common themes, and how the results confirm, disconfirm, and extend the existing knowledge on successful strategies used to reduce voluntary employee turnover. Section 3 also includes discussion on the application to professional practice, implication for social change, recommendations for action and future research, personal reflections, and a conclusion of the study.

Introduction

The purpose of this qualitative multiple case study was to explore successful strategies that some small retail business owners use to reduce voluntary employee turnover. Data were collected from interviews and HR manuals from three small retail business owners in Kingston, Jamaica. Study findings included six strategies that small retail business owners use to reduce voluntary employee turnover. The analysis of the data revealed that these strategies used by small business owners were aimed at reducing voluntary employee turnover by increasing overall job satisfaction among employees. In addition, the analysis of the data showed that the strategies used by these small retail business owners share commonalities with Herzberg's motivation and hygiene factors. The data analysis also indicated that study participants used these strategies to target both new hires and existing employees and used the strategies to ensure that all employees felt valued, motivated, and satisfied in their jobs. The section below includes a detailed description of each strategy and evaluates how the findings from this study confirm,

disconfirm, or clarify the literature review and current research, since completion of my initial literature research.

Presentation of the Findings

The overarching research question for this study was: What strategies do some small retail business owners use to reduce voluntary employee turnover? Six themes emerged from the analysis of the interview responses and HR manuals. These themes were: (a) employee empowerment and involvement, (b) rewards recognition and incentives, (c) career advancement opportunities, (d) competitive compensation and benefits, (e) tools to perform, and (f) positive interpersonal relationships. Table 1 below depicts the themes and thematic frequencies that resulted from the data analysis of the interview responses and HR manuals. The themes I identified were the successful strategies that small retail business owners used to reduce voluntary employee turnover.

Table 1

Emerging Themes and Frequencies

Emerging themes	Frequency	Percentage
Employee empowerment and involvement	66	32%
Rewards recognition and incentives	29	14%
Career advancement opportunities	13	6%
Competitive compensation and benefits	23	11%
Tools to perform	27	13%
Positive interpersonal relationships	42	21%
Total	200	100%

Theme 1: Employee Empowerment and Involvement

Employee empowerment and involvement emerged as the most common theme as evidenced in Table 2, below. Employee empowerment is the art of giving employees autonomy over decision-making that directly involves their work and company goal-setting and achievement (Lakshmanaswamy, 2015). In this study, the analysis of data collected from interviews and HR manuals indicated that all participants implemented employee empowerment and involvement as a strategy to reduce voluntary employee turnover. Kim and Fernandez (2017) also found that empowering and enabling employees were effective at reducing voluntary employee turnover. The data analysis for this study showed that employee empowerment included providing training for

autonomy. The analysis showed that once employees were sufficiently trained small retail business owners gave employees the autonomy to execute their jobs using their own approach to achieve agreed goals. The analysis of the data showed that small retail business owners did not micromanage employees resulting in increased trust within the organization. This finding confirms Lakshmanaswamy (2015), who posited that employees appreciated and valued being given space to execute their jobs and motivated employees to remain with their employer.

Cheng (2014) defined employee involvement as the employee's participation in decision-making concerning internal process and procedural definitions, company goal-setting, and work-place improvements. The findings from the data analysis of interviews and HR manuals showed that small business owners provided employees with the opportunity to be involved in the process of developing procedures or work-flows used internally to operate the business. P2 stated that employees appreciate their direct involvement in developing processes used to do their jobs. P2 also stated that this involvement provided a sense of job satisfaction and worked best to reduce voluntary employee turnover. P1 included employees in the development of strategic plans and determining the objectives of the company. P3 noted that, because of the size of the organization, employees are co-opted and given opportunities to make decisions in many different areas of the business. The data analysis from this study showed that small business owners believed that employee involvement in company decision-making created a sense of job satisfaction in employees that minimized the act of voluntary employee turnover. These findings regarding the effect of employee involvement

supported the research of Cheng (2014) who noted that opportunities to be involved in

the development of organizational processes and methods reduced voluntary turnover

among employees. Lakshmanaswamy (2015) also explained that involvement created an

intellectual and emotional attachment for employees, increasing the ability to keep

employees in the business.

The employee empowerment and involvement strategy used by small retail

business owners to reduce voluntary employee turnover also supports and confirms

Herzberg et al.'s (1959a) two-factory theory which stated that employees felt motivated

and a sense of achievement when able to set their own goals and determine their own

strategy for achieving the results. Herzberg et al.'s (1959) two-factor theory implied that

negative attitudes like voluntary employee turnover could be mitigated if employees were

motivated and satisfied with their jobs.

Additional initiatives used to drive the employee empowerment and involvement

strategy that I discovered in the data analysis included communicating with staff

members through various formats. For instance, the data analysis showed that all small

retail business owners who participated in this study had frequent staff meetings with

employees to communicate updates on the company's interim and annual financial

performance. P1 mentioned that managers encouraged employees to share their insights

in meetings and small business owners informed employees about what they can do to

further improve company performance. The analysis revealed that through these staff

meetings, employees had the ability to link how their jobs aligned with the company's

performance and ultimate success. The HR policies and procedural manuals provided by

P2 and P3 included an outline of the frequency of staff meetings, monthly and quarterly.

The findings regarding using communication to empower and involve employees to

reduce voluntary employee turnover supports the literature that communication increases

an employee's feeling of empowerment and involvement in the company and reduced

voluntary employee turnover. McManus and Mosca (2015) posited that turnover is lower

in firms with frequent meetings; employees expressed a positive feeling of involvement

and empowerment in knowing what is happening in the firm.

Table 2

Theme 1: Employee Empowerment and Involvement

Employee empowerment and involvement	Frequency
Participant 1	10
Participant 2	12
Participant 3	5
HR Manual 1	16
HR Manual 2	12
HR Manual 3	6
Total	61

Theme 2: Rewards, Recognition, and Incentives

Rewards, recognition, and incentives also emerged as a strategy to reduce

voluntary employee turnover (see Table 4 below). Recognition and rewards are ways for

organizational leaders to publicly acknowledge an employee's job performance to

motivate continued high performance (Ning et al., 2016). Based on the analysis of the

data from interviews and HR manuals, all participants used recognition, rewards, and

incentives strategies to reduce voluntary employee turnover. This finding is similar to the

research of Langove and Isha (2017), that recognition minimized turnover intentions

because employees felt more satisfied when rewarded for job performance. The analysis

of the HR manuals showed that rewards, recognitions, and incentives used by small

business owners were in the form of monetary and non-monetary elements.

The analysis of the data showed that P1 and P3 used non-monetary recognitions

and rewards strategy such as an employee-of-the-month program to motivate employees

to stay in their jobs. The analysis of the HR manuals also showed that employees

received recognition from customers based on the service employees provided. Small

business owners also stated that employees receiving recognition from both employee-of-

the-month and customer recognition had their names and pictures erected in the office on

public display to ensure awareness by all employees and stakeholders.

Additional findings from analysis of HR manuals revealed that some small retail

business owners provided employees with annual award, gift certificates and merits based

on scores on performance appraisals. These merit awards helped to determine promotions

or percentage increase in annual salaries for employees. Participants indicated that

employees appreciated these awards and that they caused employees to feel more

satisfied with their jobs, reducing acts of voluntary turnover. P3 used other strategies to

reward employees in the form of additional responsibilities when the employee showed

the capacity to take on more responsibilities. This finding endorsed Herzberg et al.'s

(1959a) theory that recognition motivates employees and provides a sense of job satisfaction and decreased negative job attitudes such voluntary employee turnover. Herzberg also emphasized the importance of supervisors recognizing the contributions of employees to motivate improvement with their job performance and job attitude.

Additional findings from the data analysis indicated that monetary recognition is usually separate from salaries. The HR manuals classified monetary rewards as commissions, annual bonuses, and profit sharing. Small retail business owners stated that monetary incentives were effective at reducing voluntary turnover as these rewards were used to show appreciation for the employees' contribution to the overall success in the organization. These findings on the effect of monetary recognition on voluntary employee turnover confirmed the research of Richter and Schrader (2017), who stated that business owners use profit sharing as a way of showing appreciation to employees so that they will want to stay in their jobs. These findings also confirm Herzberg's (1959) theory, which classified money as more of a motivator, when used as a method to recognize (Herzberg et al., 1959a).

P2 confirmed that commissions on new business, was primarily used to incentivize the sales team. The data analysis for this study showed that all of these monetary reward strategies were successful at bringing out positive attitudes in employees such as reduced voluntary employee turnover. These findings confirmed the research of Langove and Isha (2017), who found recognition and rewards to be effective at reducing voluntary turnover in firms. The findings from this study also confirmed Ning et al.'s (2016) research that non-monetary recognition programs such as employee of the

month used by companies motivates employees to stay in their jobs. The study findings also confirmed the research of Sghari, (2016) that monetary recognitions increased employee motivation and satisfaction.

Table 3

Theme 2: Rewards, Recognition, and Incentives

Rewards, recognition and incentives	Frequency
Participant 1	6
Participant 2	4
Participant 3	1
HR Manual 1	11
HR Manual 2	5
HR Manual 3	2
Total	29

Theme 3: Career Advancement Opportunities

Career advancement opportunities was another theme that emerged from the analysis of interviews and HR manuals (see Table 5 below). The data analysis from this study revealed that providing employees with career advancement opportunities helped to reduce voluntary turnover. The findings on career advancement and its effect on voluntary employee turnover confirms Xie et al. (2016) who positied that career advancement was an important factor in motivating employees to stay in their jobs.

Career advancement includes the definition of advancing in an organizational hierarchy or within a specific professional path (Arokiasamy, Mansouri, Balaraman, & Kassim, 2017). Study participations indicated that employees felt less taken for granted by the firm if they were given opportunities to advance in their careers. The study findings also showed that all participants provided career advancement opportunities to employees as a strategy to make them feel satisfied and stay in their jobs.

One common issue that emerged from the data analysis of interviews and HR manuals is that career advancement opportunities through promotions were limited in small firms because of the size of the company. The finding on the limited opportunities for career advancement in small firms also confirmed the research of Gialuisi and Coetzer, (2013) stating that career advancement is a limitation in small businesses and therefore small business owners will need to provide alternative means of helping employees improve professionally. However, although small business owners in this study faced this challenge, the data analysis showed that the participants used multiple strategies to provide career advancement opportunities to employees to satisfy their need for advancement.

The analysis of the HR manuals showed that career advancement opportunity strategies included: (a) succession planning, (b) cross training, (c) promotions, (d) providing additional responsibilities, and (e) departmental transfers. Further analysis of the data showed that some small business owners placed employees on succession planning for senior roles within their career path to prepare them for promotions and to also satisfy an employee's immediate need for professional growth. Although succession

planning does not result in short-term promotions it does expose employees to learning senior job roles. Based on the analysis of the HR documents from P1, employees who are a part of the succession planning program are given on the job training by working alongside the senior team members presently occupying job function of common interest. When these positions become vacant, employees who are in the succession-planning program include selection for subsequent promotions. The analysis of the data showed that this succession planning strategy is common among P1 and P2. P3 on the other hand, used cross-training strategy to rotate employees across the organization to learn more about other aspects of the business. This strategy provided exposure to new knowledge for each employee. The data analysis also showed that both succession planning and cross training were found to be effective initiatives to compensate employees for limited opportunities for career growth through promotions and was effective at reducing acts of voluntary employee turnover.

Giving employees additional responsibilities is also another initiative used to provide employees with growth and career advancement in the firm (Santhanam et al., 2014). In providing career advancement, high potential employees are engaged with additional responsibilities (Gialuisi & Coetzer, 2013). All participants confirmed use of this strategy. The data analysis showed that participants in this study provided employees with additional responsibilities when it was clear that the employee possessed the capability to execute these duties. Although, providing employees with additional job duties was not a promotion, the data showed that small business owners used this strategy to show employees they had confidence in their abilities and rewarded employees with

addition responsibility to facilitate career growth. This finding on the effect of providing

additional responsibilities on voluntary employee turnover confirms existing findings in

the literature, Santhanam et al. (2014) posited that the opportunity to widen job scope

usually motivates employees and gives them a sense of job satisfaction, compensating for

the lack of promotion, this feeling makes employees want to stay in their jobs. This

finding also confirmed the research of Aruna and Anitha (2015) who stated that career

development was an effective strategy to enhance job satisfaction and minimize turnover.

The findings from this study on providing additional career advancement also

underscores the conclusions of the literature review in Section 1, as Santhanam et al.

(2014) noted that providing advancement opportunities does reduce voluntary employee

turnover because it satisfies an employee's need for growth. The findings from this study

also support Herzberg's (1959a) theory that advancement was important to employees as

it is an opportunity to gain status and achieve self-realization. This gratification provides

employees a sense of happiness and satisfaction to want to remain in their jobs.

On the other hand, the findings of this study revealed an interesting phenomenon

on how truly effective career advancement is on voluntary employee turnover. The

analysis of the data collected for this study showed that providing advancement to

prevent voluntary employee turnover may somewhat be beyond the control of an

employer. For instance, P1 indicated that employees who yearn for advancement

eventually leave firms to seek other experiences suggesting that the need for

advancement included description as more of a higher human desire beyond what

Herzberg classified as motivation factor or job satisfier. The data analysis showed that

there were employees who resigned their higher paying jobs at these small retail firms

purely for career advancement opportunities. P3 also expressed that after rotating

employees across the firm and after promotions, some employees voluntarily leave if

offered a job that provides a promotion to a position that the employee desires.

Consequently, the findings from this study implied that no employer can guarantee that

the advancement opportunities they provide will counter every other external opportunity

for a more meaningful job.

Table 4

Theme 3: Career Advancement Opportunities

Career advancement opportunities	Frequency
Participant 1	1
Participant 2	3
Participant 3	1
HR Manuals1	1
HR Manual 2	4
HR Manual 3	3
Total	13

Theme 4: Competitive Compensation and Benefits

The theme compensation and benefits also emerged from the data analysis (see

Table 6). The analysis of data collected from interviews and HR manuals indicated that

compensation and benefits were important elements to satisfy an employee's expectation

of an employer, and was of significant value to make employees want to stay in their

jobs. These findings on the effect of compensation and benefits on voluntary employee

turnover confirmed the research of Ugoani (2016), indicating that salary does provide

some satisfaction for reducing voluntary employee turnover. The findings on

compensation also supported the conclusions of the review of the literature in section 1

that salary is a factor that reduces voluntary employee turnover (Sharma, 2016). In

addition, these findings support Herzberg et al. (1959a) that compensation was not a

motivator but a mover. Herzberg (1959) believed that salary was external to the job but

was effective at reducing negative job attitudes like voluntary employee turnover. The

data analysis in this study showed that all participants considered competitive

compensation and benefits as one of the most important strategies to reduce voluntary

employee turnover.

The data analysis showed that compensation and benefits were important

strategies because small business owners were cognizant that the primary reason

employees work every day is for the monetary value. For instance, participants indicated

that through competitive compensation, employees didn't feel like underachievers

working for a small firm therefore did not feel an urge to leave their jobs. This finding

supports Langove and Isha (2017) that adequate salary improved the psychological well-

being of an employee thus minimizing turnover. P2 noted that most employees wanted to

move forward in life and continue to improve their circumstances; competitive

compensation allows employees to afford basic needs for themselves and families. The

analysis of the HR manuals showed that all participants developed a structure around compensation. For example, on an annual basis, all salaries included increases to match the adjustment in the country's inflation rate and benefits were extended to employees and families. Additionally, the HR policies in small retail firms owned by P1 and P2 called for annual surveys of compensation in similar firms in the industry to ensure compensations and benefits are competitive. The findings from this study on the importance of providing competitive compensation so that employees can afford basic needs confirmed the research of Ugoani (2016) who indicated that competitive salary was an important strategy to reduce voluntary employee turnover because employees will leave their jobs if salary levels were not enough to improve their standard of living.

In addition, the analysis of the data collected revealed that small retail business owners expected lack of adequate compensation to distract employees from doing their jobs, negatively affecting the firm. The analysis also revealed that although small retail business owners used competitive compensation and benefits to reduce voluntary turnover, this strategy was not aimed at motivating employees to love doing their jobs, but to remove any cause for complaint among employees. For small retail business owners, competitive compensation and benefits symbolized fairness towards employees, helping to reduce negative job attitudes that could be attributed to low compensation. This finding confirms Duhautois, Gilles, and Petit (2016) research that found competitive salaries to positively correlate with lower instances of turnover.

Table 5

Theme 4: Competitive Compensation and Benefits

Competitive compensation and benefit	Frequency
Participant 1	2
Participant 2	3
Participant 3	5
HR Manual 1	4
HR Manual 2	2
HR Manual 3	7
Total	23

Theme 5: Tools to Perform

Providing tools to perform emerged as a strategy used to reduce voluntary employee turnover (see Table 7 below). This finding confirmed the research of Aruna and Anitha (2015) that tools such as technology were very important to reducing voluntary employee turnover. The analysis of the data collected from interviews and HR manuals revealed that all participants continually upgraded the company's technological systems so that employees could execute their functions efficiently. Participants confirmed that employees were properly equipped to do their jobs to remove the feelings of frustration and idleness. The findings from this study also showed that small retail business owners continually trained employees on how to use the tools to execute their jobs. The study showed that the effect of providing tools, upgrading the tools, and

continually training employees on how to use these tools were successful at minimizing voluntary employee turnover as a result of increased job satisfaction.

The findings that providing tools to perform reduced voluntary employee turnover supports the research of Pindek and Spector (2016) who found that organizational constraints that manifest through anything that prevents employees from achieving their goals, may lead to employee stress and turnover. Herzberg (1959) listed physical working condition as a hygiene factors and included work tools or equipment (as cited in Herzberg et al., 1959a). This study confirms Herzberg's research, that adequate physical working conditions were among factors that prevented job dissatisfaction, frustration, stress, and negative job attitudes. The findings from this study also supported the research of Pindek and Spector (2016) and Mandhanya (2015) who stated that providing proper physical working conditions including tools used to do the job increases overall job satisfaction and reduces the act of voluntary employee turnover.

Table 6

Theme 5: Tools to Perform

Tools to perform	Frequency
Participant 1	7
Participant 2	5
Participant 3	1
HR Manual 1	5
HR Manual 2	7
HR Manual 3	2
Total	27

Theme 6: Positive Interpersonal Relationship

Interpersonal relationship was the final theme identified. Based on the analysis of the interviews and HR manuals, all participants used various strategies to build interpersonal relationships between co-workers and supervisors, because this was important to creating a positive work environment and reduce turnover (see Table 8). The specific strategies identified from the analysis of the HR manuals that were used to build a positive interpersonal relationship among colleagues in small firms included monthly staff engagement activities in the form of fun days, sports days, one-on-one with the small retail business owners, and games nights. In addition, the analysis of the data showed that owners consistently gave constructive feedback to employees during mid and final year performance reviews. These strategies helped to build positive

interpersonal relationships among employees and small retail business owners. The analysis also showed that all three participants insisted that it was important to foster a positive work culture and promoted a culture of respect for all and an acknowledgement that all jobs were important.

The findings that interpersonal relationship reduced voluntary employee turnover supported the findings of Adil and Awais (2016) who stated that good interpersonal relationships reduced voluntary employee turnover and increased job satisfaction. Interpersonal relationships combat voluntary employee turnover because through good interpersonal relationships employees felt energized and comfortable to share ideas among co-workers and supervisors (Adil & Awais 2016). This study also supported Beattie and Griffin (2014) who stated that positive interpersonal relationships made employees feel comfortable in their work atmosphere and created a bond among all employees therefore reducing instances of voluntary employee turnover. Sun and Wang (2017) also posited that organizations with leaders who led by example cultivated a collaborative environment between employees thus reducing turnover. P1 and P2 mentioned that employees were happy being able to have an open-door policy with management and this reduced the feeling of wanting to leave the firm.

Herzberg (1959) classified interpersonal relationship as a hygiene factor, used to mitigate negative job attitudes. Herzberg stated that interpersonal relationships represented how employees expect to be treated by peers and supervisors (Herzberg et al., 1959a). Based on the analysis of the data collected, employees were more likely to stay in the firm if the environment was positive among employees. This finding also

confirmed the research of Adil and Awais (2016) who stated that good interpersonal relationships positively correlated with reduced turnover.

The data also showed that because of the impact of interpersonal relationships on turnover, participants required employees to work in teams and engage in staff activities such as fun days and sports days to build team spirit. P3 mentioned that employees often learned the responsibilities of the other employees to back-fill if necessary. P1 and P3 also use extracurricular activities and quarterly team-building events such as sports days, movie days, fun days, and after work sessions to build team spirit and comradery. P2 also mentioned that respect between co-workers is what makes the environment family-like. The findings from the data on positive interpersonal relationships showed that healthy work relationships created a happy environment that reduced job dissatisfaction, thus minimizing voluntary employee turnover.

Table 7

Theme 6: Positive Interpersonal Relationship

Positive interpersonal relationship	Frequency
Participant 1	3
Participant 2	4
Participant 3	13
HR Manual 1	7
HR Manual 2	4
HR Manual 3	11
Total	42

In summary, voluntary employee turnover continues to be a business problem that is of concern to business owners (Wang, Wang, Xu, & Ji, 2014). The purpose of this study was to explore the strategies used by small retail business owners in Kingston, Jamaica to reduce voluntary employee turnover. The study participants included three small retail business owners as well as Herzberg's (1959) two-factor theory formed the conceptual framework for this study. The overarching research question was: what strategies do some small retail business owners use to reduce voluntary employee turnover? The findings from this study revealed that small retail business owners mainly used six strategies that were a combination of motivation and hygiene strategies to reduce voluntary turnover. These strategies included: (a) employee empowerment and involvement, (b) rewards recognition and incentives, (c) career advancement

opportunities, (d) competitive compensation and benefits, (e) tools to perform, and (f) positive interpersonal relationships. The analysis of the data found that small retail business owners use these strategies to increase job satisfaction among employees and thus, reduced the act of voluntary employee turnover.

The findings that small retail business owners use these strategies to increase job satisfaction and reduce voluntary employee turnover confirmed Herzberg's (1959) who suggested that leaders who want to mitigate negative job attitudes should focus on creating overall satisfaction by using both motivation and hygiene factors. In addition, the findings from this study that motivation and hygiene factors both help to reduce voluntary employee turnover through increased job satisfaction also supports (Ugoani, 2016) who found hygiene and motivation factors to be effective at reducing voluntary employee turnover.

Application to Professional Practice

The findings from this study apply to the professional practice of business as small retail business owners with knowledge, experiences, and best practices provided strategies they used to reduce voluntary turnover. Other small retail business owners in Kingston, Jamaica may use these findings to implement successful strategies to reduce voluntary employee turnover in their own business. Having this knowledge could improve the financial health, productivity, and success-rate of small firms. These findings may also be transferrable to larger businesses as well as small firms in other regions.

Voluntary employee turnover increases costs within a business (Nair & Salleh, 2017). Employers invest significant resources into recruiting and training new employees.

The findings from this study may enable business owners to stabilize their workforce and reduce the overall HR costs. As a consequence, by stabilizing the recruitment cycle, business owners may be able to invest more time and money into value-added activities such as motivating employees to increase productivity levels (Ugoani, 2016). These findings may also help business owners use a more focused approach to addressing voluntary employee turnover as the study already provides information on the specific strategies successful at reducing voluntary employee turnover.

Reducing turnover by using the results from this study may also improve a firm's productivity, thus increasing profits. Participants mentioned that dissatisfied employees are often unable to reach a level of meaningful productivity and creativity because their focus is solely on the factors leading to dissatisfaction. Low voluntary turnover also creates a stable environment for employees to perform effectively (Vetrakova & Benova, 2017). By improving job satisfaction, small business owners may be able to re-focus employees on achieving company goals.

<center>**Implications for Social Change**</center>

The findings from this study may contribute to social change by providing small retail business owners with strategies to improve the work environment, benefitting both employees and the communities. Employees may benefit from these strategies if small retail business owners use these strategies to provide employees with more competitive salaries. With increased income, employees may be able to afford a better quality of life for themselves and their families. Small retail business owners may also use the findings to help employees increase their knowledge through training on the needs of customers.

Employees who are more knowledgeable may be able to focus on providing suitable service to customers, thereby positively impacting their lives. Better services to customers may lead to increased customer loyalty and profits. Small retail business owners may use these profits to expand their business and provide more employment within communities. Through increased employment, communities may benefit from improved financial, social, and economic conditions. Finally, through an increase in employment the government may be able to benefit from increased tax collection that can be used improve quality of life for Jamaican citizens.

Recommendations for Action

The recommendations and findings from this study may apply to small retail business owners, or HR managers considering successful strategies to reduce voluntary employee turnover. The first recommendation is for small retail business owners and HR managers to develop strategies to both increase job satisfaction and remove feelings of job dissatisfaction. Through this research, focusing on both job satisfaction and job dissatisfaction are important, because although employees leave because they feel dissatisfied, small business owners create a more productive and happy workforce when employees feel motivated and satisfied (Ugoani, 2016).

Second, I would recommend business owners take the necessary steps to identify and understand the problem of high voluntary employee turnover. Mandhanya (2015) also posited that before business leaders can retain employees, they should take time to understand what motivates employees to stay in the firm and facilitate measures to keep them in the firm. Third, based on study findings (see Table 3), small business owners and

HR managers should begin controlling voluntary employee turnover by implementing strategies for careful selection of new hires to ensure organizational fit. Once hiring new employees, recommendations include small retail business owners and HR managers to provide the necessary technology and tools employees need to perform (see Table 7). These tools equip employees to succeed (Ugoani, 2016). It is also recommended that employees be included in goal setting both for themselves and for the company. I recommend this strategy because the findings from the study suggest that employees in small firms respond positively to employee empowerment and involvement. Min, Ugaddan, and Park (2017) posited that motivated employees are more productive when they feel empowered. Small business owners should also develop effective recognition programs to reward employees for their job performance (see Table 4). Ugoani (2016) stated that matching an employee's expectations of reward and recognition is a good way to mitigate employee turnover. Recognition programs can be both non-monetary and monetary to balance costs associated with recognition.

To further motivate and satisfy employees', small business owners should provide employees with adequate opportunities for career advancement to satisfy the employees' desire to learn and grow (Ferreira, Martinez, Lamelas, & Rodrigues, 2017). Interpersonal relationships among all staff members emerged as key to creating a happy environment conducive to learning and growing. I recommend that small retail business owners and HR managers use various staff engagement activities to include: sports days, fun days, after-work sessions, team-building retreats, and end-of-year functions to build

camaraderie among co-workers. Team building creates a collaborative work-force to reduce turnover (Sun & Wang, 2017).

Additionally, I recommend that small retail business owners and HR managers conduct market research within the industry to determine competitive salaries. Competitive salaries increase creativity and minimize turnover (Wang, Zhao, & Thornhill, 2015). Ugoani (2016) also posited that an employee's decision to stay on the job largely depends on compensation. Finally, small business owners should use these strategies to develop HR processes and procedures to maintain a standard for managing employees. Krausert (2014) posited that small firms must standardize and use HR manuals to effectively manage employees.

The intent of this research is to disseminate study findings and recommendations to the study participants, government agencies such as the Small Business Association of Jamaica (SBAJ), and Human Resource Management of Jamaica (HRMAJ). SBAJ and HRMAJ could use the findings to provide training to other small retail business owners and HR managers. The study will be published and available through ProQuest database for academia. I will also seek opportunities to present findings at conferences and seminars.

Recommendations for Further Research

The purpose of this study was to explore the strategies that small retail business owners use to reduce voluntary employee turnover in Kingston, Jamaica. The study findings extend the existing research on strategies needed to reduce voluntary employee turnover particularly in the geographical region of Kingston, Jamaica. The

recommendations for further research focuses on increasing the number of study participants across different industries and possibly geographical regions. This qualitative case study included collecting data from only two data collection techniques. Data were collected from interviews from three participants and HR documents. Recommendations for future case studies could include different data collection methods, such as direct or participant observation or focus groups. Future researchers should also include expanding the scope of research to include small businesses who increased profitability and achieved business expansion by reducing voluntary employee turnover. Researchers could also use the quantitative research methods, the mixed methods, or a correlational design to conduct future studies on the topic. I recommend additional research that could add to the scholarly knowledge on successful strategies used to reduce voluntary employee turnover in small retail businesses.

The main limitation of this multiple case study is that data collected may not reflect successful strategies used by all small retail business owners to reduce voluntary employee turnover. Thus, recommendations for further research include more research in other industries. I also recommend exploring a different geographical region other than Kingston, Jamaica. Exploring the strategies used in other industries and geographical locations may enrich the knowledge on the topic.

Reflections

My experience throughout the DBA study journey was both challenging and rewarding. I gained a wealth of knowledge on small retail businesses and the varying difficulties small retail business owners face. The most rewarding part of the journey was

in the collaboration with a network of professionals to complete the DBA journey. Additionally, I anticipated that the research participants would not be open to sharing information needed to complete the study. This outcome was not the case during interviews. Participants were very open to sharing their experiences and information needed to complete the study.

Interviews with participants also offered a valuable lesson to not to have preconceived ideas or opinions. Concluding this research showed the importance to be neutral when collecting data because the participants with the strategies and knowledge are the experts. This research experience also helped to identify and mitigate against research bias. Also, I gained many lessons transferrable to my personal and professional life including: (a) maintaining focus and determination, (b) remaining open-minded, and (c) having the ability to satisfy and consolidate multiple requirements to produce the final results.

Conclusion

In conclusion, small retail business owners in Kingston, Jamaica use a range of successful strategies to reduce voluntary turnover while taking into consideration the size of the firm, organizational limitations, employee-personality types, and the organizational culture. The combination of strategies found to be effective at reducing voluntary turnover including (a) employee empowerment and involvement, (b) rewards, recognition, and incentives, (c) recruitment for job satisfaction, (d) career advancement opportunities, (e) tools to perform, (f) competitive compensation and benefits, and (g) positive interpersonal relationships. In addition, business owners who want to create

overall satisfaction and mitigate negative job attitudes should focus on both hygiene and motivational factors that supports Herzberg's (1959) two-factor theory. The overall findings from this study supported Ugoani (2016) who found hygiene and motivation factors to be effective at reducing voluntary employee turnover. Ugoani also posited that voluntary employee turnover can be minimized using multiple strategies because turnover connects to job satisfaction. Consequently, recommendations of this study include that small retail business owners and HR managers use a combination of strategies to reduce voluntary employee turnover.

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Appendix A: Interview Protocol

	Interview Protocol
What you will do	**What you will say—script**
Introduce the interview	Thank you for accepting the invitation to participate in this study. I am Georgia Justus a DBA student with Walden University. The purpose of this study is to explore strategies that
Overview of the study	some small retail business owners use to reduce voluntary employee turnover. You were selected because of your success with reducing voluntary employee turnover.
Introduction of consent form	
	Before we begin the interview, I would like you to review the inform consent for this study. The informed consent outlines the objective of this study and other important details regarding this study like how your identity will be kept confidential and your right to withdraw from this study at any time. If you agree to the details of the informed consent, please affix your signature at the end of the form. This interview will last no more than 60 minutes.
	Thank you for providing your consent. I will also like to start the interview now. I will record the session so that I will accurately capture your responses. *Turn on Recording* and *Introduce Participants using pseudonym and note date and time.

• Watch for non-verbal queues • Paraphrase as needed • Ask follow-up probing question	1. What specific strategies do you use to reduce voluntary employee turnover? 2. What strategies do you find worked the best to reduce voluntary employee turnover? 3. How do your employees respond to your strategies to reduce voluntary employee turnover? 4. How do you overcome barriers when you first attempted to implement these strategies into your business? 5. What strategies are effective at increasing job-satisfaction and minimizing voluntary employee turnover. 6. What motivation factors are effective at reducing voluntary employee turnover in your business? 7. What hygiene factors are effective at reducing voluntary turnover in your business? 8. Do you have anything else you would like to add about the methods and processes used in reducing voluntary employee turnover?
Wrap up interview thanking participant	Thank you for participating in this study. Sharing these strategies will improve business practices within the small business industry. Other small business owners will be able to use these strategies within their own business to reduce voluntary employee turnover and increase productivity within their firms.
Schedule follow-up member checking contact	Next steps for us, before I begin the analysis of your responses. I will prepare a short synthesis of the interpretation of your responses. I would like to email a copy to you in the next 3 days for your review. I will also like to request that we have a second interview for 30 minutes for you to check if my interpretations of your responses are correct. If you would like to contact me before to seek clarification on anything, please contact me at ███████████████████████ ███████

Appendix B: Invite Letter

July 24, 2017

Re: Strategies used by Small Retail Business Owners to Reduce Voluntary Employee Turnover

My name is ▆▆▆▆▆▆▆▆ and I am currently a doctoral candidate in the Business Administration – Finance program at Walden University. I am conducting research on successful strategies used by small retail business owners to reduce voluntary turnover in Kingston, Jamaica and would like to invite you to participate in the study. The objective of this research is to identify successful strategies that can be applied in new and existing small retail businesses to reduce voluntary employee turnover. I am seeking a face-to-face interview for no more than 60 minutes to gather the data for the study.

You are being invited to this study because you met the participant criteria being a small retail business owners successful at using strategies to reduce voluntary employee turnover. There will be no incentives for your participation. Your participation in this study is completely voluntary and you may withdraw your participation at any point during the study. I will ensure that your identity is kept confidential and individual responses to interview questions are protected. I would also like to record your responses to interview questions for analysis and inclusion in the study, however, no information that identifies you or your organization will be mentioned in the study. Prior to including responses in the study, I will conduct a follow-up interview with you for no more than 30 minutes. The purpose of this second interview is for you to confirm accuracy of my interpretations of your responses. Finally, I will share findings from this study with you.

Lastly, I am attaching a consent form for your review. The consent form provides an overview of what the study is about, the risks and benefits to you if you choose to be a part of this study. It also provides information about your rights as a participant. The consent form must be signed by you before participating.

I have attached the consent form for your review. If you would like to participate in this study, please contact me by email ███████████████████████████████ ████████ I am looking forward to hearing from you.

Best Regards.