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Strategies for Employee Turnover of Southeastern Wisconsin Manufacturing Workers

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Abstract

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Jonathan W. Singer

MA, University of Phoenix, 2013

BS, Carroll University, 2011

Doctoral Study Submitted in Partial Fulfillment

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Abstract

Voluntary employee turnover is a challenging problem for manufacturing leaders. Leaders today are challenged to find and retain human capital to remain competitive. The lack of strategies to reduce voluntary turnover among manufacturing leaders has contributed to high turnover rates and increased costs for manufacturing firms. The purpose of this multiple case study was to explore the strategies that some southeastern Wisconsin manufacturing leaders used to reduce voluntary turnover. The conceptual framework supporting the study was Herzberg's 2-factor theory. Results for the study were derived from the analysis of semistructured interviews of 6 manufacturing leaders across 4 manufacturing locations, as well as company documents. Data analysis followed Yin's 5-step process and included coded results, themes derived from interview transcripts, and company documents. Credibility was ensured through member checking and triangulation of both interviews and company documents. The main themes that emerged were professional growth, salary competitiveness, and working environment. The implications for positive social change include healthy working communities through decreased voluntary turnover resulting in organizations' greater productivity and profitability.

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Section 1: Foundation of the Study

Organizational leaders have different ways of creating a competitive advantage in the marketplace. Organizations that retain talent can create and sustain a competitive advantage (Smith & Galbraith, 2012). Voluntary employee turnover—as opposed to *termination*, which is involuntary (Spell, Eby, & Vandenberg, 2014)—continues as a business problem that reduces an organization's ability to perform efficiently and increases operational costs (Ludwig & Frazier, 2012).

Katsikea, Theodosiou, and Morgan (2015) posited that job satisfaction had a significant influence on an employee's propensity to leave a firm. Employee intentions to quit can produce increased employee turnover, which can cost as much as $48,000 per departed employee (Duffield, Roche, Homer, Buchan, & Dimitrelis, 2014). According to Herzberg, Mausner, and Snyderman (1959), job satisfaction includes internal and external factors that influence the intention to quit. Leadership's improved understanding of these internal and external job satisfaction factors might help them improve employee retention.

Background of the Problem

A survey by the Bureau of Labor Statistics (BLS, 2014) measured employee labor data, including job openings and labor turnover, with a set of metrics that included the annual quit rate as a percent of annual average employment. The metrics provided a macroeconomic picture of labor trends that were broken down into voluntary turnover by industry segments. According to the BLS, the number of open positions in the manufacturing sector grew from January 2014 to January 2015. The BLS also reported

that the number of quits in the manufacturing sector grew to over 1.4 million in 2014, or 12% of the workforce (BLS, 2015).

Employee turnover is a challenging problem for businesses and it reduces profitability (Ludwig & Frazier, 2012). As noted above, the cost of turnover can be as much as $48,000 per employee, with the majority of that cost resulting from temporary replacement of the employee (Duffield et al., 2014). Therefore, business leaders should identify new strategies to retain the manufacturing workforce (Brown, Susomrith, Sitlington, & Scott, 2014). Holmes, Chapman, and Baghurst (2013) established that similarities in values between employer and employee were an essential part of retention. Chi, Maier, and Gursoy (2013) ascertained that employees had more efficient work relationships with leaders whose traits and values were similar to their own. Understanding employee perspectives in the workforce can be a useful strategy for retention. It is expected that further research on employee job satisfaction could provide manufacturing leaders with strategies for improving their ability to retain employees.

Problem Statement

From February 2010 to January 2014, the voluntary turnover rate in the manufacturing industry rose by 22%, having increased for 4 consecutive years (BLS, 2015). Direct costs of employee turnover can be as much as $48,000 per employee, with the majority of that cost derived from temporary replacement of the employee (Duffield et al., 2014). The general business problem was that voluntary employee turnover in manufacturing organizations resulted in increased costs for the organization. The specific

business problem was that some manufacturing leaders lacked strategies to reduce

voluntary employee turnover.

Purpose Statement

The purpose of this study was to explore the strategies that manufacturing leaders

use to reduce voluntary turnover. The target population included manufacturing leaders in

southeastern Wisconsin who have a history of success in retaining employees. The

implications for positive social change included creating awareness of the common

components that affected employee turnover, improving leaders' understandings of

strategies to reduce turnover, and stabilizing the local workforce and improving economic

development, which benefited the community due to lower turnover rates.

Nature of the Study

In this study, I used a qualitative method and a multiple case study design. The

qualitative method was appropriate because the intent was to gain an in-depth

understanding of leaders' strategies to reduce voluntary turnover in their respective social

and cultural environments (Yin, 2014). Quantitative researchers use numerical data to

confirm and test theories objectively (Allen, 2015; Yilmaz, 2013). The quantitative

research method was not suitable because numerical data would not be collected to test a

theory. Conducting mixed-methods research involves combining qualitative and

quantitative methods at various phases of the study (Denzin, 2012; Frels & Onwuegbuzie,

2013). The use of mixed-methods was also not appropriate for this study because of the

quantitative component.

I used a multiple case study design for this study, which is a valuable means used (a) when the focus of the study is to answer how or what questions; (b) when the intent is to study a specific group of people with a unique understanding of the organizational problem (Yin, 2014); (c) when the behavior of those involved in the study cannot be manipulated; (d) when contextual conditions are believed to be relevant to a phenomenon; or (e) when boundaries are not clear between the context and phenomenon (Yin, 2014). I used the case study design to allow respondents to offer perspectives based on common, real-world experiences within the context the phenomenon under study (Yin, 2014). Thus, a case study design was appropriate for exploring strategies that manufacturing leaders used to reduce voluntary employee turnover.

A phenomenological design, narrative research design, or an ethnographic design were not appropriate because the focus of this study was not a cultural or social problem but an organizational problem (Denzin & Lincoln, 2008). To address the research questions I gathered data that allowed me to explore the experiences of participants who understood the business problem, rather than to collect data that enabled an exploration of customs and beliefs (Yin, 2014). A case study design is appropriate when researchers intend to study a specific group of people with a unique understanding of the organizational problem (Yin, 2014). I explored strategies that manufacturing leaders used to reduce voluntary employee turnover. Consequently, a case study design was most appropriate for this research problem and purpose.

Research Question

The research question that guided this study was the following: What strategies do manufacturing leaders use to reduce voluntary employee turnover?

Interview Questions

1. What strategies have you used to reduce voluntary turnover among your employees?

2. How effective were the strategies you used to reduce voluntary turnover?

3. What strategies were most effective in retaining employees?

4. What strategies were least effective in retaining employees?

5. What aspects of employees' jobs, if any, were the reasons for voluntary employee turnover?

6. What strategies do you use to recognize employees for their good work?

7. What in your experience makes employees satisfied with their job?

8. What career advancement and training opportunities do you provide employees?

Conceptual Framework

The two-factor theory of Herzberg et al. (1959) served as the conceptual framework for the study. The two-factor theory provided a lens through which researchers could assess the values and perceptions that influenced employee job satisfaction. Herzberg et al. posited two categories of factors that influence job satisfaction: hygiene and motivation. The hygiene factors, which are different from motivation factors, increase or decrease job satisfaction (Islam & Ali, 2013). They

include relationships with superiors, working conditions, pay, and relationships with peers. The motivation factors are work factors that stimulate an individual to achieve objectives and practice appropriate conduct, thereby increasing job satisfaction (Islam & Ali, 2013). They include achievement, recognition, the work itself, responsibility, advancement, and growth in the company. Both motivation and hygiene factors influence job satisfaction levels (Smith & Shields, 2013).

Operational Definitions

Voluntary turnover: Voluntary turnover occurs when employees voluntarily leave an organization. It differs from termination, which is involuntary (Spell, Eby, & Vandenberg, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are aspects of the study that the researcher accepts as true (Givens, 2008). The principal assumption in this study was that the responses of participants would be honest. Another assumption was that the responses of the organization leaders would provide an accurate representation of employee intention to quit. As leaders of the manufacturing sector, the participants should have the most experience and knowledge of employee turnover, specifically the strategies that could be used to retain employees.

Limitations

Limitations are potential weaknesses or influences of the research that may be outside of the researcher's control (Marshall & Rossman, 2016). Employee turnover within the manufacturing sector or in other regions of the country might differ. Hence,

the results of this study might not be transferable. An additional limitation involved the extent to which the provided responses were truthful, as well as the quality of documentation to communicate retention techniques and thus triangulate the data. Participants might have hesitated to remain honest and open during interviews; therefore, they might not provide details or an accurate description of their experiences. Additionally, documents collected might not have provided thorough information about policies and procedures practiced within the organization.

Delimitations

Delimitations are intentional boundaries that define the scope of the study as it relates to the business problem (Marshall & Rossman, 2016). The first delimitation in this study was the geographic area of southeastern Wisconsin. Only participants in southeastern Wisconsin were qualified and recruited for the study. Similarly, only leaders with direct reports within the manufacturing sector participated in the study. The last delimitation was that I used only semistructured interviews and organizational documents to collect data.

Significance of the Study

Employee turnover influences the profits of an organization and can lead to stress within the remaining workforce (Duffield et al., 2014). The results from this study might contribute to the effective practice of businesses by providing valuable information to manufacturing leaders and leaders in other industries to reduce voluntary turnover. Leisanyane and Khaola (2013) found low job satisfaction increased turnover intentions, and they identified that strategies used to address employee intentions could mitigate

voluntary turnover. Strategies identified in this study might provide manufacturing leaders with the opportunity to influence social change through reduced voluntary turnover and promotion of healthy working communities.

Contribution to Business Practice

The results of this study were expected to contribute to the understanding of ways in which to reduce voluntary turnover. The BLS (2015) reported voluntary manufacturing turnover had risen 10.0% from 2010 to 2014, which increased for the fourth consecutive year. The results of this study might add value to the current business environment by highlighting effective strategies manufacturing leaders could use to reduce that growing turnover.

Employee retention creates a competitive advantage in the workforce (Smith & Galbraith, 2012). Organizations need to adapt the workforce to align with changing requirements in the labor market to retain employees (Rusanova, 2014). Employee retention may lead to reducing the cost of recruiting and training new employees (Duffield et al., 2014), as well as improve customer relations through better quality and consistency of products (Gounaris & Boukis, 2013).

Implications for Social Change

The implications for positive social change might include greater productivity in organizations resulting from increased retention of employees. Leaders who have a better understanding of employee motivation and satisfaction might provide insight into healthier, more stable work communities (Watty-Benjamin & Udechukwu, 2014). A positive workplace could lead to a more productive environment and increased retention

rates within the manufacturing sector. Leaders in various industries could consider retention strategies that influence local communities. These strategies might support positive social change through the economic influence of a stable labor force. Producing a stable labor force through increased job satisfaction as a retention strategy might also promote healthy and stable communities. The overall result could lead to improved overall production across the manufacturing sector, as well as in other sectors where employee turnover is a common concern.

A Review of the Professional and Academic Literature

The purpose of this qualitative, multiple case study was to explore strategies that some manufacturing leaders of the southeastern Wisconsin area used to reduce voluntary turnover of employees. The two-factor theory of Herzberg et al. (1959), as it related to turnover, was evident throughout the literature. I searched for peer-reviewed journal articles published between 2013 and 2017, as well as dissertations and books on the topic of voluntary turnover. The methodology and design component of the study included both open and specific designs that involved qualitative case study research material. The following databases were used: Academic Search Complete, Google Scholar, ProQuest Central, ABI-INFORM Complete, and Business Source Complete. The following keywords were used: as *employee job satisfaction, Herzberg's two-factor theory, leadership, employee turnover, turnover,* and *business* and *manufacturing.*

The literature review revealed the following themes: the two-factor theory of Herzberg et al. (1959), internal motivation factors, and external hygiene factors, as well as additional literature on employee turnover, including the influence of turnover and the

causes of turnover. I documented my references in an Excel document to organize and ensure a minimum of 85% of the literature review was from peer-reviewed sources less than 5 years of my anticipated graduation. The sources in this study totaled 200 references, 171 of which are peer-reviewed and had publication dates of 2013 or later (see Table 1), which equated to 85.5%. The review of the literature revealed themes related to the influence of employee turnover, the causes of employee turnover, and the leadership traits that associated with reduced employee turnover. There was limited literature on job satisfaction and employee turnover in the United States manufacturing sector.

Table 1

Sources Used in the Study

Source	Prior to 2013	5 years or fewer	Total
Peer-reviewed articles	17	171	188
Books	3	4	7
Dissertations	0	5	5
Other	0	0	0
Total	20	180	200

The purpose of this qualitative multiple case study was to explore strategies that some manufacturing leaders of the southeastern Wisconsin area used to reduce voluntary turnover of employees. Researchers have viewed employee turnover from a variety of foci, including employee engagement, job stress, psychological contracts, and organizational culture (Herzberg et al., 1959; Purohit & Bandyopadhyay, 2014; Smith & Shields, 2013). Many researchers have also viewed employee turnover through the

motivation-hygiene theory of internal motivation factors and external hygiene factors

(Herzberg et al., 1959; Purohit & Bandyopadhyay, 2014; Smith & Shields, 2013).

The next section includes an explanation of the two-factor theory of Herzberg et

al. (1959), followed by criticisms of the theory after its development. The literature

review includes discussion of motivation (intrinsic) and hygiene (extrinsic) factors, as

these relate to job satisfaction and ultimately employee turnover. Following synthesis of

the two-factor theory, I review themes that emerged from the literature, including causes

of employee turnover, repercussions from employee turnover, and leadership styles that

influence employee turnover.

The Herzberg Two-Factor Theory

The two-factor theory of Herzberg et al. (1959) provided a framework for the

values and perceptions of employees. Herzberg et al. posited two types of factors

influenced job satisfaction: hygiene and motivation. Hygiene factors include relationships

with superiors, working conditions, pay, and relationships with peers. Motivation factors

include achievement, recognition, the work itself, responsibility, advancement, and

growth in the company (Herzberg et al., 1959). Researchers have used the two-factor

theory to show that satisfaction and dissatisfaction with one's job can affect job attitudes

(Stein, 2014).

Researchers have used the two-factor theory of Herzberg et al. (1959) in studies

on job satisfaction as a conceptual framework (Bouckenooghe, Raja, & Butt, 2013;

Costello & Welch, 2014; Tilekar & Pachpande, 2014). Herzberg (as cited in Bassett-

Jones & Lloyd, 2005) published two major works on the two-factor theory, including *The*

Motivation to Work, where he outlined 14 factors on job satisfaction and dissatisfaction that derived from interviews that separated factors of job satisfaction and dissatisfaction. In 1968, Herzberg (as cited in Bassett-Jones & Lloyd, 2005) developed the initial research further and included an explanation of motivation and movement. Bassett-Jones and Lloyd (2005) explained superiors provided externally stimulated movement, whereas motivation derived from personal motives of the employee. Scholars have shown that job satisfaction influences job productivity and also employee retention (Bouckenooghe et al., 2013).

Herzberg's intrinsic motivation factors. Herzberg et al. (1959) identified six intrinsic factors of motivation that were used to explain employee motivation, as listed in Table 2. The internal motivation factors have more influence compared to external motivator factors on overall job satisfaction in some studies (Purohit & Bandyopadhyay, 2014). Researchers have used these six factors to explain intrinsic motivation across varying populations in the literature (Purohit & Bandyopadhyay, 2014).

Table 2.

Herzberg's Motivation and Hygiene Factors

Motivation (intrinsic)	Hygiene (extrinsic)
Achievement	Policy
Recognition	Supervision
Work itself	Relationships with superiors
Responsibility	Working conditions or environment
Advancement	Pay
Growth in the company	Relationships with peers

Note. Adapted from Herzberg et al. (1959).

Many authors have used Herzberg et al.'s (1959) intrinsic motivation factors to explain employee motivation. Smith and Shields (2013) used the two-factor theory as a conceptual framework for a study of 229 participants in the social service industry. The authors established that internal motivation seemed to influence job satisfaction more than hygiene factors, with job enrichment as a key focus of influence. Similarly, Shin and Jung (2014) measured the correlation between job stress and job satisfaction in multiple countries to understand the cultural effect on the dependent variable of satisfaction. Shin and Jung identified that intrinsic factors had a greater influence compared to extrinsic factors on job satisfaction.

Many recent researchers have used Herzberg et al.'s (1959) two-factor theory as a framework for their research. Katsikea et al. (2015) posited job stress increased turnover intentions among sales leaders. Purohit and Bandyopadhyay (2014) used the two-factor theory to determine that intrinsic factors exerted more weight on job satisfaction compared to external hygiene factors. Andreassi, Lawter, Brockerhoff, and Rutigliano (2014) validated the importance of the model's intrinsic factors with a global study, in

which the investigators measured more than 70,000 employees across Asia, Europe, North America, and Latin America. The weight of different internal factors in the two-factor theory was significant. One or another factor might have more or less influence on employee job satisfaction compared to the rest; therefore, an understanding of the differences might be valuable to manufacturing leaders attempting to reduce voluntary turnover.

Achievement. Achievement is the first of Herzberg et al.'s (1959) intrinsic factors. Achievement is the amount of meaningfulness and earned respect inherent in the job, and it links to higher job satisfaction and reduced intent to quit (Gaki, Kontodimopoulos, & Niakas, 2013). Different researchers have collectively shown that the motivating factor of achievement has a significant role in overall job satisfaction and turnover intentions (Andreassi et al., 2014).

Researchers have provided evidence for the need for employee achievement in the workplace. For example, Andreassi et al. (2014) performed a global study and established that workplace achievement was a substantial internal factor in job satisfaction. In a quantitative analysis of the public sector of South Korea, Kim (2015) suggested the intrinsic factor of personal achievement at work linked to higher job satisfaction and lower intention to quit. Similarly, Çinar and Karcioglu's (2012) quantitative analysis of the public sector in Turkey indicated an association between higher education levels and higher job satisfaction, mainly due to higher feelings of personal achievement outside of the workplace. Islam and Ali (2013) also established achievement was the highest motivating factor among teachers in a private university. The findings of Gaki et al.

(2013) aligned with those of Douglas, Douglas, McClelland, and Davies (2015), who posited achievement was a significant factor for teachers' job satisfaction levels. Gaki et al. (2013) had the same findings in the nursing sector, outlining achievement as an important part of nursing job satisfaction.

Recognition. Recognition is an intrinsic factor of Herzberg et al.'s (1959) two-factor theory used in recent literature. Recognition is the acknowledgment of a job well done, which researchers have linked to higher job satisfaction and reduced intent to quit (Buble, Juris, & Matić, 2014). Purohit and Bandyopadhyay (2014) identified recognition as one of the top internal factors of job satisfaction among government doctors in India. Similarly, Tilekar and Pachpande (2014) realized, through a study in Western India, that motivation increased with work recognition, thereby allowing banking, information technology (IT), and manufacturing professionals to stay focused on goals. A key motivation factor and organizational attribute that influences employee reactions and affects turnover intent is recognition (Kellison, Yu Kyoum, & Magnusen, 2013). Islam and Ali (2013) realized the importance of recognition for good work as part of teachers' job satisfaction in Pakistan. The intrinsic factor of recognition has continued to be used to support employee turnover research.

Responsibility. The feeling of responsibility in one's work is another one of Herzberg et al.'s (1959) intrinsic factors. Job responsibility is an internal factor that influences job satisfaction (Islam & Ali, 2013). Andrews and Kacmar (2014) identified the needed balance between job responsibility and employee burnout, which could exert both a positive and negative effect on job satisfaction. They concluded that empowerment

through a gradual increase of responsibility reduced role overload and increases

transparency. Similarly, Purohit and Bandyopadhyay (2014) posited responsibility and

independence were internal factors that affected motivation among medical officers in

India. Job responsibility must be balanced against an awareness of job stress and burnout

(Katsikea et al., 2015). Employee responsibility, balanced with employee burnout, was

identified as a consistent factor in the research reviewed in this study.

   Work itself. Work itself is another intrinsic motivation factor. Work itself

includes having interesting work and enjoying the work environment (Tilekar &

Pachpande, 2014). Sharma and Nambudiri (2015) established organizational values

should align with employee values, even to how these supported employees' achieving

personal goals, including exercise, clubs, and social gatherings. They also recognized that

increased leisure time had a positive influence on reducing employee turnover.

   The working environment is a factor that can affect employee satisfaction.

Environmental factors include the support given by the organization, specifically at the

functional supervision level (Pomirleanu & Mariadoss, 2015). Gaki et al. (2013) reported

nonfinancial motivators, such as meaningful work and respect at work, increased job

satisfaction among Greek nurses. Purohit and Bandyopadhyay (2014) identified job

security and respect at work as significant factors in workplace satisfaction, also

suggesting that intrinsic factors were more important compared to extrinsic factors.

   The factor of work itself includes enjoyment and meaningful work. Kulchmanov

and Kaliannan (2014) identified job security, an interest in one's work, and good

communication as effective intrinsic motivators in the financial industry. These findings

aligned with those of Vukonjanski, Terek, and Gligorović (2014), who posited that internal factors, such as meaningful work, were drivers of job satisfaction among the education and manufacturing professions in Serbia. In contrast, Saleem and Saleem (2014) acknowledged that the least significant factor correlated to motivation was the work itself. Enjoying one's work and the working environment was indicated in the recent literature, although it was not considered one of the primary intrinsic factors (Saleem & Saleem, 2014). Working environments as a job satisfaction factor were supported by Katsikea et al. (2015), who found role ambiguity increased job dissatisfaction among sales leaders, along with conflicting responsibilities within roles.

Advancement and growth within the company. Growth and advancement in an organization can be an important factor when trying to retain employees. Festing and Schäfer (2014) posited growth within a company was an intrinsic factor directly linked to employee job satisfaction and turnover. Similarly, Babić, Kordić, and Babić (2014) suggested that the two most important factors related to job satisfaction were career advancement and employee development. Buble et al. (2014) supported the finding that promotion and development were key influences on engagement levels, which affected retention (Festing & Schäfer, 2014). Çinar and Karcioglu (2012) established, through an analysis of the public sector in Turkey, that growth opportunities (e.g., education) supported higher job satisfaction, mainly due to higher feelings of personal achievement and opportunities for advancement. Chung and Fitzsimons (2013) also showed that advanced training and development counteracted nurses' intent to change jobs. Saleem and Saleem (2014) identified having a path to advancement as a positive internal

motivator in a study of over 19,000 university students in Canada. Similarly, Smith and Galbraith (2012) performed a study of 185 young professionals and found 20% of participants considered growth in an organization a significant intrinsic factor.

The previously mentioned researchers have examined career development and retention in different contexts—from different industries and in the viewpoints of both employees and leaders (Buble et al., 2014; Chung & Fitzsimons, 2013; Çinar & Karcioglu, 2012; Festing & Schäfer, 2014; Saleem & Saleem, 2014). Altogether, these studies' findings indicated support that the prospect of developing one's work skills and subsequently moving forward in one's career was a strong influencing factor in employees' decisions to stay in their jobs, thus maintaining employee retention. According to recent research, internal factors, such as growth opportunities, are a major factor of motivation for employees (Purohit & Bandyopadhyay, 2014). Other authors have shown that higher education correlates to the increased need for extrinsic reward. For example, Osuji, Uzoka, Aladi, and El-Hussein (2014) showed that higher education correlated to higher expected salary. Therefore, employee growth and advancement in an organization are an important factor in employee retention.

Herzberg's extrinsic hygiene factors. Herzberg et al. (1959) identified a set of five extrinsic factors that focused on participants' negative feelings regarding their jobs. The main themes that arose included pay, policy, relationships with supervisors, relationships with peers, and working conditions. These five factors create job dissatisfaction, as separate from those that create satisfaction (Cerasoli, Nicklin, & Ford, 2014).

***Pay*.** Pay is the first factor related to job dissatisfaction. Kellison et al. (2013) identified pay was a factor that might drive employee dissatisfaction and increase the intent to quit. Job satisfaction factors include compensation that is fair and consistent, both internally to the organization and externally (Tilekar & Pachpande, 2014). The level of pay correlates to the individual's ability and competence (Purohit & Bandyopadhyay, 2014).

Disconnects may exist between leaders and employees regarding their perceptions of pay and its significance. Smith and Shields (2013) identified that over 40% of supervisors assumed pay was a significant factor for young employees, but their research with social service workers revealed only 8% of young adults identified it as significant. Pay was not a motivator compared to nonmonetary aspects of the job (Smith & Shields, 2013). Gerhart and Fang (2014) found that low pay led to higher turnover rates due to its influence on both satisfaction and dissatisfaction.

The consistency of pay policy also influences the attraction and retention of employees. Dasgupta, Suar, and Singh (2014) pointed out a competitive pay policy was essential for retaining employees. In contrast, leaders in the public sector have difficulty in attracting and retaining employees because of budget constraints that have represented a roadblock to employee retention (Smith & Galbraith, 2012). Milyavskaya, Philippe, and Koestner (2013) found that appealing total compensation packages included extensive employee benefits (e.g., increased employee job satisfaction), while the lack of benefits in the total compensation lowered job satisfaction and promoted greater intent to turn over.

Policy. Herzberg et al. (1959) identified organizational policy as another factor that could cause job dissatisfaction. The relationship of policy to job satisfaction existed in the literature, depending on the context. For example, Islam and Ali (2013) determined a majority of teachers were satisfied with organizational policies. In contrast, Purohit and Bandyopadhyay (2014) studied medical officers in India and concluded the majority of policies caused dissatisfaction due to lack of organization and transparency. Similarly, Basak and Govender (2015) identified that management policies and support systems contributed to overall job satisfaction of university academics. Moreover, policies that reduce cost can have a negative influence on customer relations, causing job dissatisfaction (Gounaris & Boukis, 2013). The varying viewpoints indicated organizational policy could affect employee job satisfaction both favorably and unfavorably.

Relationship with peers. Lack of a strong relationship with peers can hinder retaining employees. Von Wobeser, Escamilla, and von Wobeser (2013) found 28% of employees expressed good relationships kept them with their current employers. Kulchmanov and Kaliannan (2014) identified the significance of the peer relationships through a quantitative analysis of satisfaction in the financial sector of Kazakhstan. In apparent contrast, Saleem and Saleem (2014) found evidence of a lack of relationships between coworkers, despite high job satisfaction in the telecom industry of Pakistan. Contrary to the findings of Saleem and Saleem, Gaki et al. (2013) determined strong coworker relationships were a significant factor in employee satisfaction among nurses in

Greece. As indicated in the research, strong relationships between employees might aid in maintaining a cohesive workforce.

Relationship with supervision. The relationship with one's work supervisor is a fourth extrinsic factor. Poor supervisor relationships can create dissatisfaction (Buble et al., 2014). Communication between subordinate and supervisor is necessary to build a relationship, as supervisor communication has an influence on job satisfaction (Steele & Plenty, 2015). In a quantitative study of the IT sector, Sinha and Trivedi (2014) identified supervisor relationships as having the greatest effect on employee engagement levels and job satisfaction. Costello and Welch (2014) noted supervisor-employee relationships transition to the classroom and found differing perceptions of the relationship between instructors and students. Motivating factors included a personal, empathic relationship between instructor and student (Costello & Welch, 2014).

Working conditions or environment. Working conditions are a fifth extrinsic hygiene factor. Brown et al. (2014) noted working conditions could drive turnover within the manufacturing sector, where physical conditions might be less desirable. The quality of working conditions might differ from industry to industry; however, according to von Wobeser et al. (2013), working conditions could have a great effect on the retention of all employees.

Expectations and interpretations of working conditions can vary from person to person. Young, Sturts, Ross, and Kim (2013) established significant differences in expectations about working conditions among baby boomers and Generations X and Y. Von Wobeser et al. (2013) found 42% of employees expressed the environment of the job

kept individuals at their current employer. Islam and Ali (2013) came across significant

dissatisfaction with working conditions among teachers in Pakistan but did not find

overall job dissatisfaction. In contrast, Purohit and Bandyopadhyay (2014) detected

modest significance to working conditions in a study of healthcare workers. Ryan and

Ebbert (2013) correlated working environments to employee retention. They found that

the more appealing the working conditions, the more likely employees were to remain

with their current employer.

Maslow's Hierarchy of Needs Theory

Maslow's (1943) hierarchy of needs theory is similar to Herzberg et al.'s (1959)

two-factor theory. Maslow's (1943) theory focuses on five needs in a motivational

hierarchy: physiological, safety, belongingness, esteem, and self-actualization (Lester,

2013; Maslow, 1943). Maslow (1943) theorized these five factors occurred in order.

Maslow performed an initial study among college students to evaluate physiological and

basic needs, such as sleep, food, and air.

Similarities and differences exist between Maslow's (1943) and Herzberg et al.'s

(1959) theories. However, these support the same factors of employee and human

satisfaction. Thibodeaux, Labat, Lee, and Labat (2015) supported previous conclusions

that Herzberg et al.'s motivation factors were independent of hygiene factors. Herzberg et

al.'s theory differs from Maslow's (1943) theory that finds motivation and hygiene factors

as interdependent, as these cannot exist without the other (Shahid & Azhar, 2013). Lester

(2013) found that Maslow's (1943) theory also involved physiological and safety factors,

similar to Herzberg et al.'s theory; however, these factors were not a direct predictor of motivation.

Similar to two-factor theory, researchers have used Maslow's (1943) theory to describe factors of job satisfaction and employee turnover. For example, Thomas (2015) found Maslow's (1943) theory useful as a framework to support job satisfaction factors in work cultures, noting that foundational needs (e.g., physiological needs and safety) must come first, as indicated by Maslow. Thibodeaux et al. (2015) referred to both Maslow (1943) and Herzberg et al. (1959) in their study to identify job satisfaction (motivation) and job dissatisfaction (hygiene) among schoolteachers, which helped to predict voluntary turnover. Similarly, Shahid and Azhar (2013) found Maslow's (1943) theory supported methods of improving and defining organizational effectiveness and employee commitment to their organizations.

Vroom's Expectancy Theory

Vroom's (1964) expectancy theory conflicts with Herzberg et al.'s (1959) two-factor theory. Vroom's (1964) theory identifies three key factors that sum up motivational forces: expectancy, instrumentality (performance), and valance (Chen, Ellis, & Suresh, 2016). The premise of the equation of motivational forces is that increased effort (expectancy) will result in increased performance (instrumentality) and the reward (valence) will be desirable (Chang, Hsu, & Wu, 2015; Purvis, Zagencyk, & McCray, 2015). Vroom's (1964) theory contrasts with that of Herzberg et al. because desirable outcomes are only one of many factors that influence motivation and create satisfaction (Smith & Shields, 2013; Thomas, 2015).

Researchers have used various conceptual frameworks, such as Herzberg et al.'s (1959) two-factor theory turnover (Beynon, Jones, Pickernell, & Packham, 2015; Chang et al., 2015). Similar to Herzberg et al.'s two-factor theory, researchers have used Vroom's (1964) expectancy theory to evaluate employee turnover (Beynon et al., 2015; Chang et al., 2015). Researchers, using Vroom (1964), have found that job satisfaction and employee turnover are dependent on favorable outcomes for the employee when employees put forth effort at work (Purvis et al., 2015). A fundamental difference between the expectancy theory and two-factor theory is that Vroom's (1964) factors are unique factors to the employee and internal, which do not include outside factors, while the two-factor theory considers external factors, as well. Furthermore, Herzberg et al. utilized both intrinsic and extrinsic factors that stood parallel to one another and together influenced job satisfaction and intent to quit (Purohit & Bandyopadhyay, 2014; Smith & Shields, 2013).

The Herzberg et al. (1959) two-factor theory served as the conceptual framework for this study. Herzberg et al.'s theory provides a lens through which researchers assess values and perceptions of employee job satisfaction as both motivational and hygienic factors that influence job satisfaction and intention to quit (Smith & Shields, 2013). I continued to outline the studies that have utilized the two-factor theory to support their research, as well as many of individual 12 factors represented in the literature.

Causes of Turnover by Industry

Researchers using Herzberg et al.'s (1959) two-factor theory have detected a differentiation of job satisfaction and turnover patterns across settings that include

various industries. Researchers have studied job satisfaction in various fields, including healthcare (Bonenberger, Aikins, Akweongo, & Wyss, 2014), IT (Abii, Ogula, & Rose, 2013), telecommunications (Sibiya, Buitendach, Kanengoni, & Bobat, 2014), and manufacturing (Bester, Stander, & Van Zyl, 2015). However, studies have shown that, in general, the lack of job satisfaction is a primary driver to the intention to turn over within various groups (Chung & Fitzsimons, 2013). Job dissatisfaction relates directly to the intent to leave (Leisanyane & Khaola, 2013), thereby driving increased business costs (Duffield et al., 2014). Understanding literature themes on turnover across multiple industries might help identify key characteristics to increased or decreased turnover. The literature spanned multiple industries; however, common themes applied to both the motivation and hygiene factors of the two-factor theory (Herzberg et al., 1959).

Healthcare. Employee turnover has been problematic in the healthcare industry. Recent literature, regarding the healthcare industry, includes voluntary employee turnover job satisfaction (Thanacoody, Newman, & Fuchs, 2014). In healthcare, job satisfaction influences turnover, especially within a younger workforce (Chung & Fitzsimons, 2013). Understanding the causes of job satisfaction and dissatisfaction in the industry might help to reduce turnover in healthcare and other industries.

The literature on turnover contained the healthcare industry and many of Herzberg et al.'s (1959) job satisfaction factors. Through quantitative analysis, Purohit and Bandyopadhyay (2014) reviewed and discussed the intrinsic job factors among medical officers in India. They identified respect, recognition, and job content as more significant compared to external motivations, such as money and job security. Other

motivating topics covered in their research included opportunities for promotion, working conditions, meaningful work, and supporting policies (Purohit & Bandyopadhyay, 2014).

Gaki et al. (2013) evaluated nurses and found that working conditions were a cause of turnover, along with achievements and peer relationships at work. Similarly, Olausson, Ekebergh, and Österberg (2014) analyzed bed space and physical conditions within intensive care units and found a significant relationship between working conditions and job satisfaction among participants. Studying a similar population, O'Donnell, Livingston, and Bartram (2012) found a lack of disciplinary training was a key dissatisfier among nursing leaders in Australia. The understanding of Herzberg et al.'s (1959) theory might aid employers in the healthcare industry to reduce voluntary employee turnover.

Information technology. Recent literature has focused on the IT industry and job satisfaction, specifically viewing adaptation to technological change using Herzberg et al.'s (1959) two-factor theory. For example, Park and Ryoo (2013) used Herzberg et al.'s theory to identify why people would use or resist the use of cloud-based devices. In a study of 188 undergraduate students in Korea, they found flexibility was a satisfying factor that reduced employee turnover. Lee, Chae, and Cho (2013) evaluated economic, political, and social motivators to software as a service in Korea. They found ease of implementation was a catalyst of motivation for end-users. Sinha and Trivedi (2014) used the two-factor theory in the more traditional sense to identify job satisfaction among IT professionals. They identified a correlation between employee engagement through

intrinsic and extrinsic factors, such as the stronger the relationship with the supervisor, the more engaged the employee.

Telecommunications. Researchers, evaluating telecommunications companies, have identified employee job satisfaction and turnover as a problem in the industry. Saleem and Saleem (2014) evaluated the emerging multiindustrial telecom sector in Pakistan and found employee motivation factors affecting turnover included a reward system, wages, coworker relationships, work itself, and career advancement opportunities as input to job satisfaction and voluntary turnover. These authors established that employee motivation was a statistically significant contributor to job satisfaction, which included the factors of relationship, wages, and working conditions among them. The least significant factors, as correlated with motivation, included coworkers and the work itself (Saleem & Saleem, 2014).

High-performance work teams also show a link to job satisfaction. Guo, Liao, and Chu (2014) posited that high-performance work systems directly correlated to job satisfaction at two large telecom companies in China. They specifically focused on high-performance work systems in the study and investigated all applicable organizational outcomes related to actions from hiring to the on-the-job involvement of human resources. Saleem and Saleem (2014) also validated that contributing factors of motivation through human resource practices, such as high-performance work systems, had an influence on the employees' intent to quit.

The Influence of Employee Turnover

As reported earlier, there was a consensus in the literature that high employee turnover rates were costly to business. The cost of employee turnover could also include less tangible costs, such as damage to employee morale, culture, and negative perceptions of customers. These intangible costs could lead to loss of revenue if not addressed. Several researchers have examined the relationships between employee turnover rates and the overall performance of the organization as a whole (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013; Park & Shaw, 2013; Reilly, Nyberg, Maltarich, & Weller, 2014).

The effect of turnover on performance in the healthcare field is influential. Reilly et al. (2014) conducted a quantitative study in a hospital setting to examine ways in which employee turnover rates, hiring practices, and job demands affected patient satisfaction. The researchers used a sample of 12 nursing units in a large hospital. They used context-emergent (CET) theory and the concept of human capital flow as a basis for understanding why employee turnover could affect patient satisfaction. The researchers determined employee turnover could lead to increased job demands on the remaining employees, and when job demands changed, the result could have a negative physiological and attitudinal effect on those remaining employees. These employees become more susceptible to job burnout or job dissatisfaction and increase their intent to turn over, thereby influencing their job performance (e.g., providing services to patients; Reilly et al., 2014).

Reilly et al. (2014) measured patient satisfaction using a questionnaire administered to patients at the conclusion of their hospital stay. They conducted a regression analysis of the data and found that voluntary turnover rates directly and significantly impacted job demands, as they had hypothesized. Furthermore, job demands inversely and significantly influenced patient satisfaction. The application of CET theory indicated the applicability of the results to other industries outside of the medical industry. These researchers demonstrated that employee turnover could have a negative influence the customer's experience.

Researchers have also concluded that high employee turnover could affect the overall performance of an organization. Park and Shaw (2013) conducted a meta-analysis of studies that investigated the relationship between turnover rates and organizational performance. They evaluated the strength of the relationship to determine if any variables moderated the relationship. To be included in their study, papers had to be empirical and report correlations between turnover rates and organizational performance. Their review included 104 papers with a combined sample size of 309,245. The results of the analysis supported the conclusion that increased turnover rates were detrimental to organization performance. The meta-analytic correlation between employee turnover and organization performance was -.15, translating to a 40% reduction in workplace productivity and a 26% reduction in organizational financial performance (Park & Shaw, 2013). The researchers then concluded that it was imperative that organizations' leaders control their turnover rates because failing to do so would decrease organizational performance.

In a similar study, Hancock et al. (2013) conducted a meta-analysis to examine the correlation between employee turnover and organizational performance. The researchers found that the correlation was -.03, but for the manufacturing and transportation industries, the correlation was -.07. These findings supported the overall conclusion that employee turnover was detrimental to organizational performance and that it might be increasingly so in the manufacturing industry (Hancock et al., 2013).

Causes of Employee Turnover

Most employers recognize that employee retention is best for their organization, and therefore try to identify what causes their employees to leave and what they can do to retain them. Research has shown that many influential factors increase employee intention to quit, such as job dissatisfaction, as well as low levels of employee commitment and goal clarity (Ghosh, Satyawadi, Joshi, & Shadman, 2013). Some of the biggest factors that determine whether an employee would like to remain or leave are organizational culture, corporate social responsibility, employee engagement, employee development, and leadership (Thibodeaux et al., 2015). Research discussed is specific to the manufacturing industry and factors contributing to employee turnover.

Organizational culture. One of the many causes of employee turnover in the literature is organizational culture. Organizational culture encompasses many different aspects, including values, beliefs, and behaviors in the workplace (Giles & Yates, 2014; Leisanyane & Khaola, 2013). Organizational culture influences voluntary turnover (Lam & Liu, 2014) and organizational performance (Selden & Sowa, 2015). Ludwig and Frazier (2012) found a strong and supportive organizational culture increased employee

engagement, organizational commitment, and job satisfaction. Aspects of culture also include many subthemes, such as geographic culture, generational culture, and personal or organizational fit.

Geographical culture. The literature on culture expands the understanding of the business problem to include regional and cultural differences. Interpretations of behavior vary by region and culture (Leisanyane & Khaola, 2013). While turnover factors and basic needs of employees are similar across cultures, there are differences, depending on cultural characteristics (e.g., individualism and collectivism), in the degree to which these factors influence turnover intention (Andreassi et al., 2014).

The research on turnover covers cross-cultural differences. Thompson and Lane (2014) measured correlations of intelligence and turnover between the United States and China. They examined cultural differences between individualistic and collectivist societies and the effect these had on intelligence and job satisfaction. Intelligence affects job satisfaction due to the type of work that more intelligent people tend to pursue (Thompson & Lane, 2014). Thompson and Lane (2014) also noted job satisfaction and intelligence had a negative correlation in the United States but had no statistical correlation in China. Using individual IQ levels to measure intelligence, the researchers found that higher IQs were properties of developed nations and higher economic development (Thompson & Lane, 2014).

Cultural values differ in various areas of the world. Job satisfaction can differ depending on cultural values (Andreassi et al., 2014). Cultural values can differ between regions, particularly between collectivist (Eastern) and individualistic (Western) societies

(Thompson & Lane, 2014). Cultural differences influence job satisfaction. In China, job satisfaction differed due to cultural differences between the East and the West. Zhai, Willis, O'Shea, Zhai, and Yang (2013) found that while the Big Five personality traits—mainly conscientiousness, extraversion, and neuroticism—accounted for 16% of the variance in job satisfaction in the Western context, these could only account for 6% of the variance in the Chinese context. The results of the research indicated a 10% difference in personality determinants of job satisfaction due to differences in cultural characteristics. These results showed cultural and personality traits as potential contributors to job satisfaction. Zveglich et al. (2013) stated job satisfaction aligned with leadership development in Asian organizations, finding that leadership development increased engagement and accelerated growth for employees.

Generational culture. Turnover literature examines a multigenerational workforce and investigates job satisfaction as a predictor of turnover. Understanding turnover by generational differences further helps leaders understand the scope of the business problem. Vincent (2012) identified a stark contrast between the millennial workforce and generational predecessors about their relationships to the technology used. Balda and Mora (2011) used the term *digital native* to describe the millennial workforce because of their technologically intelligent nature. A stark difference between millennials and other generations exists in the millennials' levels of exposure to technological advancements, such as computers, cell phones, and other electronic tools since adolescence (Vincent, 2012). Millennials are nicknamed digital natives due to an increased familiarity and use of electronics (Balda & Mora, 2011).

Lambert, Minor, Wells, and Hogan (2016) reinforced previous research in that job satisfaction had a significant effect on employee intent to quit. Young et al. (2013) identified differences in job satisfaction between baby boomers and Generations X and Y. They found baby boomers were more satisfied with their employment compared to the younger generations. Similarly, Ertas (2015) posited millennials were five times more likely compared to older generations to leave their current jobs. Despite the increased likelihood of leaving, motivation factors between younger and older generations are similar (Ertas, 2015).

The focus of the millennial generation has increased in the recent literature. Business leaders have begun to focus on the millennial generation due to their growing population in the professional world (Ertas, 2015). As of 2015, the millennial population is the largest generation of the workforce (Fry, 2013). Smith and Galbraith (2012) found that over 75% of millennials expected they would switch careers at one point in their professional lives, thereby bringing a level of instability to the workforce. Consistent themes among millennials include a desire for work-life balance (Mukundan, Dhanya, & Saraswathyamma, 2013), for working in groups, and for collaborating with others (Kultalahti & Liisa Viitala, 2014). There is also a consistent motivation in *working to live* instead of *living to work,* as found in previous generations (Gursoy, Chi, & Karadag, 2013). There is some disagreement about who comprises the millennial generation, as based on the variations in the range of birth years from 1977 to 1998 (Vincent, 2012) or 1982 to 2009 (Alexander & Sysko, 2013).

The study of millennials is increasing in various industries, including the hospitality industry. Lu and Gursoy (2016) analyzed the millennial population within the hospitality industry to determine why millennials had a higher intent to turnover than preceding generations. Job satisfaction and emotional exhaustion were identified as key variables related to work that motivated turnover intent (Bouckenooghe et al., 2013). The difference of turnover intention was found to relate to differing work values: millennials placing greater weight on work-life balance and socially responsible corporate behaviors (Kuron, Lyons, Schweitzer, & Ng, 2015).

Due to the increased population of millennials in the hospitality workforce, the amount of research has increased in the industry. Yarbrough, Martin, Alfred, and McNeill (2016) analyzed the turnover rate within hospitals for early career nurses. They found job satisfaction among the young nurses correlated directly with potential career advancement and with organizational values that were similar to those of the employees (Yarbrough et al., 2016). Their findings aligned with those of Kuron et al. (2015), whose conclusions for job satisfaction included similarities of organizational and personal values. Y. Lee and Sabharwal (2014) found skills of the younger generation and demands of the job correlated to more positive work results. Principles of job satisfaction apply to the Millennial generation just as previous generations. Y. Lee and Sabharwal concluded values varied and might change ways in which leaders led the younger generation.

Organizational fit. Organizational culture is inclusive of organizational fit and organizational values. The need for organizational values that align with employee values is a recurring theme in the literature (Ludwig & Frazier, 2012). Holmes et al. (2013)

identified themes of career advancement, the value of work, job security, location, and leadership as equally important when considering organizational fit. Holmes et al. determined organizational fit influenced employees' job embeddedness. The employee perceives organizational fit links the employee to a common interpretation of the organization and his or her direction (Church, 2013).

Similarities of personal and organizational values, including work-life balance and work structures, can also affect retention. Structural factors, such as work schedules, can affect employee tenure and intent to change jobs (Martin, Sinclair, Lelchook, Wittmer, & Charles, 2012). The stability of the culture affects intent to change jobs (Leisanyane & Khaola, 2013), as firms benefit from consistent work practices. Similar and consistent personal and organizational fit increase job satisfaction and decrease employee turnover effects.

Turnover and corporate social responsibility (CSR). CSR relates to meaningful work and ties directly to employee turnover. CSR also links to organizational commitment and intent to change jobs (Hollingworth & Valentine, 2014). Employees have developed increasing demands of their organizations regarding CSR. Meeting employee demands may maintain job satisfaction and facilitate positive employee outcomes (Vlachos, Panagopoulos, & Rapp, 2013). CSR also provides an opportunity to reduce turnover intentions by supporting positive psychological contracts between employees and firms (Du, Bhattacharya, & Sen, 2015). Christian and Ellis (2014) identified that disengagement, as driven by deviance from organizational behavior, negatively influenced turnover intentions. Responsible organizations that support CSR

activities throughout the firm are better suited to retaining employees (Hollingworth & Valentine, 2014). Employees who find work meaningful and respect their organizations may be less inclined to leave their places of work.

Effective CSR represents a stance of an organization's values. Vlachos et al. (2013) evaluated the influence of human capital and organizational leadership alignment in three world-leading manufacturing organizations in Europe. Vlachos et al. focused on four main areas: charismatic leadership, intrinsic CSR attributions, extrinsic CSR attributions, and job satisfaction. The results of the study indicated that the immediate manager's leadership style and level of CSR affected subordinates. The charismatic leadership style was an effective method when coupled with responsible behavior (Vlachos et al., 2013).

Turnover and employee engagement. Another potential indicator of turnover reviewed in the literature is employee engagement. Employee engagement is the amount of personal expression and connection of the employees to the organization through physical, emotional, and cognitive connections (Kahn, 1990). Employee engagement in predictive models gives organizations insight into problem areas of potential turnover (Chat-Uthai, 2013). Shuck, Twyford, Reio, and Shuck (2014) analyzed human resource development practices related to employee turnover and found a relationship between the behavioral, emotional, and cognitive engagement that encompassed the overall engagement of the individual in the workplace and turnover.

Factors that affect employee engagement also influence employee turnover. Research has indicated that investment in employee development is a contributing factor

to employee engagement (Muthuveloo, Basbous, Ping, & Long, 2013). Memon, Salleh, Baharom, and Harun (2014) provided a framework that outlined greater person-organization fit and increased employee engagement, which then resulted in reduced turnover intentions. Moussa (2013) found a positive correlation between engagement and organizational support among private sector Saudi Arabian nationals. Ghosh et al. (2013) demonstrated that organizational culture and clear goals significantly affected retention rates in a quantitative survey of an Indian electronics company. Ghosh et al. also noted that empowering people through autonomy in the workplace gave employees a sense of organizational fit (i.e., a higher level of employee engagement), therefore reducing the intent to quit. Ludwig and Frazier (2012) also found workplace autonomy enhanced employee engagement and led to desirable behavior in the workplace. Moreland (2013) identified engagement as a productivity factor for firms. Moreland pointed out that job fit could significantly influence employee engagement both positively and negatively.

Turnover and employee development. As noted through Herzberg et al.'s (1959) motivational factors, employee development affects employee turnover. Employers can influence voluntary employee turnover through the level of opportunity for personal development due to ways in which the lack of employee growth increases employee turnover (Osuji et al., 2014). One method of providing opportunity involves investing in employee development through training and personal improvement, such as class training (Babić et al., 2014). Zveglich et al. (2013) found that focused leadership development for high potential talent in the manufacturing industry aided in retention and implementing succession-planning structures. The result was increased communication

between high potential talent and current leadership, which helped to optimize human resource practices (Zveglich et al., 2013). Kim (2015) also found career advancement was a significant factor in retaining both new and senior employees in the travel industry. Research has proven that attention on training and development of skills can aid in employee retention.

Employee growth is a prevalent theme in the employee turnover literature. Developing employee skills can lead to growth in the company through promotion and responsibility (Çinar & Karcioglu, 2012). Çinar and Karcioglu (2012) found employees who advanced to higher professional positions had higher levels of job satisfaction compared to their subordinates. These leaders identified a lack of opportunity for promotion and development was one of the main problem areas for engagement levels. The lack of training can make employees feel that their values do not align with those of the firm, thereby creating disengagement (Holmes et al., 2013). Holmes et al. (2013) also outlined the following reasons why people stayed: career advancement (72%) and value of work (56%), with job security, location, and leadership (22%) being of equal significance. Muthuveloo et al. (2013) researched in the manufacturing sector and found investment in employee training and development was the single most significant factor in employee engagement.

According to the research, training and development aids in employee retention. O'Donnell et al. (2012) found that training and development was a key area of stress and dissatisfaction after interviewing nursing leaders in Australia. Ertas (2015) conducted a regression analysis of public sector workers and found that increased attention to

employee development reduced intent to quit. Kim (2015) also found, through a quantitative analysis, that employee development, education, and training reduced intention to quit among employees in the public sector, along with other intrinsic factors (e.g., pride in one's job and personal achievement at work). Babić et al. (2014) also demonstrated that intrinsic factors, such as career advancement and personal development, influenced job satisfaction and employee commitment.

Some researchers have focused on employee development and advancement through the identification of high-potential employees. Researchers, such as Zveglich et al. (2013), evaluated accelerated outcomes through succession planning. Church (2013) determined, through comparison of talent management and organizational development, that high-potential talent and unidentified high-potential talent had the same levels of engagement, despite specific talent management roadmaps. Identification of high potential aligned with Purohit and Bandyopadhyay (2014), who asserted that opportunity for promotion was a significant intrinsic factor of workplace motivation. Biron and Boon (2013) found that high-potential employees were increasingly aware of workload and required stronger relationships with their supervisors. The results indicated employers should manage even work distribution and leader-member exchange in these situations.

Turnover in the manufacturing industry. Turnover in the manufacturing sector has been increasingly prevalent in the literature over the last 5 years. Vlachos et al. (2013) discussed corporate citizenship, leader behaviors, and turnover in a study across 47 manufacturing units within three world-leading manufacturing organizations. Similarly, Panagopoulos, Rapp, and Vlachos (2015) found charismatic leadership

positively related to job satisfaction, which might subsequently reduce turnover intentions. Muthuveloo et al. (2013) analyzed the manufacturing sector in Malaysia and found employee development had a significant influence on employee engagement and turnover.

Various business sectors share the same challenges of employee turnover while the processes differ. Tilekar and Pachpande (2014) identified similarities between manufacturing, banking, and IT sectors regarding motivation-hygiene factors; findings indicated that both intrinsic and extrinsic factors affect job satisfaction. The finding of similarities between sectors was significant to the current knowledge on employee retention and turnover, as improved manufacturing methods, such as lean production, had a positive influence on employee retention through increased job satisfaction (Rodríguez, Buyens, Landeghem, & Lasio, 2016). Manufacturing firms have actively developed lean production systems to improve efficiencies (Amin & Karim, 2013). The advent of the Toyota production system, now commonly known as lean production, has demonstrated a focused attention on continuous improvement of safety, quality, flexibility, productivity, and cost in the industry to gain competitive advantage (Marodin & Saurin, 2013).

Environmental factors improve through lean manufacturing techniques. Increased attention to factors that influence an employee's place of work improves retention rates (Brown et al., 2014). In relationship to the conceptual framework, Huang et al. (2016) identified job factors, such as safety climate, had a significant influence on job satisfaction and linked safety to turnover intention. Amin and Karim (2013) also included the practices of just-in-time supply, total quality management, and total productive

maintenance, as well as specific strategies for standard work, cell layout, and work groups, in their study of job satisfaction and turnover intention. The continuous improvement movement has resulted in an emphasis on lean production, Six Sigma, and Lean Six Sigma to help identify ways in which employees can carry out their jobs more efficiently, thereby leading to less job dissatisfaction (Drohomeretski, Gouvea da Costa, Pinheiro de Lima, & Garbuio, 2014). Drohomeretski et al. (2014) concluded employees in large companies in Brazil benefited in cost, speed, quality, and reliability of manufacturing systems by using lean production, Six Sigma, or Lean Six Sigma to improve operational effectiveness, and thus decrease operator turnover. Similarly, Vienazindiene and Ciarniene (2013) identified factors that might reduce turnover by improving the efficiency of employees' operating processes, citing the main improvements of lean production systems as on-time delivery and machine availability.

Consistent with the previously mentioned findings, there appears to have been progressing in the improvement of production systems in manufacturing companies, which is a good sign. For example, manufacturing firms have actively worked to develop lean production systems to improve efficiencies (Amin & Karim, 2013). Similarly, the amount of research on the topic of the Toyota production system has increased over the last decade, with the majority of the research existing in the United States and United Kingdom (Marodin & Saurin, 2013). However, one must note that the implementation of lean manufacturing systems does not come without costs and barriers (Amin & Karim, 2013). Barriers to implementation of lean manufacturing include resistance to change by

functional level employees and middle management, as well as the lack of time and funding (Vienazindiene & Ciarniene, 2013).

Examples have evolved in the manufacturing industry since the emergence of lean production as an effective means to employee satisfaction and retention. Basu, Chowdhury, and Alam (2015) supported that lean production was often used in the manufacturing industry to reduce turnover. Such paradigm shifts include the elimination of waste and the need to keep employees engaged with human resource practices (Zveglich et al., 2013). Additionally, Basu et al. evaluated the need for flexibility in manufacturing systems, including human resource management, technology, workflows, processes, and management, to balance organizational profit and optimize employee productivity. Basu et al. observed that there was a point of diminishing return within the concept of lean manufacturing. Employee workload must balance internal welfare systems of the organization; otherwise, employees may feel dissatisfied with their work, resulting in employee turnover (Basu et al., 2015). These findings indicated that measures needed to be made for employees in the manufacturing industry to stay satisfied in their jobs and remain in their positions. Job satisfaction in manufacturing is increasingly important, as turnover affects industries with higher skill requirements and pay (e.g., manufacturing) significantly more than other industries (Çinar & Karcioglu, 2012).

Leadership and Employee Turnover

The literature contains a prominent focus on leadership as it affects job satisfaction, employee turnover, and employee productivity. Leadership style is one of the key factors that affect employee turnover (Osuji et al., 2014). The definition of

leadership varies greatly depending on the people involved (Stogdill, 1974). Leadership

behavior has a direct influence on employee engagement and job satisfaction (Malik,

2013). Leaders require various skills in multiple situations, including technical,

communication, and conceptual skills (Petkevičiūtė & Giedraitis, 2013). In the corporate

setting, the role of leadership and cultural awareness generates a difference between

positive and negative organizational cultures in different regions (Gill, 2014). Various

leadership styles align with cultural differences from region-to-region (Bertsch, 2012).

Bertsch (2012) compared American leadership styles and African Ubuntu leadership

styles and found that differing characteristics aligned with differences of values within

the culture.

Leaders' ethical actions can influence turnover intention and affect organizational

culture. In a study of middle-level leaders of aviation maintenance shops, Demirtas and

Akdogan (2015) ascertained that unethical leader behavior affected the perception of the

ethical climate of the organization, thereby influencing employee intent to turnover.

Similarly, McCann and Holt (2009) determined ethical leadership as more necessary after

2008, as compared to in the past, due to mistrust of organizations.

Ethical leadership is one focus of leadership theory that merges with value

alignment between employee and employer. Peltokorpi, Allen, and Froese (2015)

realized that value orientation affected voluntary turnover in various organizations in

Japan. Moreover, employees interpret organizational values through actions of leaders,

indicating that authentic actions of leaders create stronger relationships in the workplace

with authentic actions of the organization (Read & Laschinger, 2015).

Path-goal leadership. Path-goal leadership is one of the more frequent leadership styles found in the research evaluating employee retention. Nasomboon (2014) noted leadership behavior, specifically leadership commitment, influenced the performance of the organization and engagement of employees. A clear path-goal approach to leadership (in some cases) is more effective compared to other leadership styles (Rowold, 2014). Middle leaders affect subordinates' motivation and job expectations through leadership behavior (Demirtas, & Akdogan, 2015). Mulki, Caemmerer, and Heggde (2015) established leaders influenced the productivity of employees by the level at which resources were available and set objectives. They also found that the path-goal leadership style influenced the intent to turnover, depending on the relationship with supervision.

Transformational leadership. Researchers have used transformational leadership theory to evaluate effective management strategies affecting employee retention. Leaders who aspire to be transformational are more likely to have employees who go beyond personal performance goals and exceed organizational expectations (Hamstra, van Yperen, Wisse, & Sassenberg, 2014). Transformational leaders demonstrate high levels of emotional intelligence, which emerges in the supervisor-employee relationship and allows the leader to manage more effectively (Mathew & Gupta, 2015). Chang, Wang, and Huang (2013) determined transformational leaders were more likely to manage employees and make work more meaningful. According to Chang et al., meaningful work often results in employees who are less likely to change jobs voluntarily. Consequently, transformational leaders possess characteristics that are vital to increasing retention rates.

One of the characteristics tied to transformational leaders is communication. Steele and Plenty (2015) saw that the ability of leaders to effectively communicate influenced subordinates' job satisfaction levels. Dasgupta et al. (2014) conducted a qualitative case study to measure employee experiences in the workplace about supervisor communications. Like two-factor theory, they examined both intention to stay and intention to quit. The themes that emerged from intention to stay included collaboration, respect, autonomy, and job fit. Those that emerged from intention to quit were a lack of respect, lack of interest in work, and compensation. These themes and workplace characteristics were consistent with the literature, thereby stressing the importance of employee-employer relationship, as well as organizational and personal alignment.

The employee retention literature contained many references to transformational leadership. Ljungholm (2014) found the positive effect of transformational leadership evident on organizational outcomes, specifically through performance management. Ljungholm evaluated the conflicts that might arise between the expression of transformational leadership regarding employee empowerment and the values of public and government organizations. Researchers have found that transformational leadership links to the reduction of workplace stress and negative behavior at work (Dunkl, Jiménez, Žižek, Milfelner, & Kallus, 2015; Swaminathan & Rajkumar, 2013). Watts and Corrie (2013) developed the *lead-learn-grow* model to explain transformational leadership theory as a practice for all individuals. The lead-learn-grow model effectively evaluated

the effect of leaders. Leaders can gauge the effectiveness of retention and employee engagement by using similar models.

Leader-member exchange. Other researchers have used the leader-member exchange model to explain employee intent to turnover. The relationship between supervisor and subordinate is key to employee engagement and overall performance (Burch & Guarana, 2014). Sinha and Trivedi (2014) found that strong relationships in the workplace, specifically between frontline supervisors and subordinates, had a positive influence on job satisfaction and engagement among employees. Leader-member exchange theory helps researchers explain the phenomenon of employee-employer relationships (Burch & Guarana, 2014; Sinha & Trivedi, 2014). In apparent contrast, Kim (2015) posited that supervisor support of new employees in the travel industry did not significantly influence turnover. The leader-member exchange theory may help leaders understand the importance of their relationship with subordinates and the potential influence it has on intent to turnover.

Supervisors must understand that relationships with subordinates are dynamic. Biron and Boon (2013) posited that the intent to change jobs was dynamic and not static, as dependent on the relationship between subordinates and supervisors. Pomirleanu and Mariadoss (2015) found that qualified and trained supervisors affected subordinate engagement more than large-scale organizational initiatives related to organizational culture do. Employee engagement is defined as the mental, emotional, and physical adherence of an individual at work (Kahn, 1990). Frontline supervisors trained in high-

performance work practices, specifically human resource competencies, have a significant effect on employee turnover intention (Sikora, Ferris, & van Iddekinge, 2015).

The relationship between subordinates and supervisors can change based on the social contract and values of the person. Bester, Stander, and Van Zyl, (2015) evaluated psychological empowerment from supervisors and behavior related to turnover intention in manufacturing, finding that a higher intent to change jobs largely due to misalignment of values. Supervisors' relationships and job knowledge are likely to improve when supervisors spend more time with subordinates (Gaki et al., 2013). Lloyd, Boer, Keller, and Voelpel (2015) directly related supervisor communication to retention of employees, including the necessity for supervisors to listen to employees effectively. Stronger relationships and conversations between supervisors and employees may inhibit the employees' intention to quit due to stronger communication (Sinha & Trivedi, 2014).

Researchers have evaluated the similarities between employee and leader values, including ethical behavior, through the lens of ethical leadership. McCann and Holt (2009) described the need for ethical leadership, especially after the events at Enron and Merrill Lynch, which had devastating consequences on employee trust of organizations. Ethical behavior among the workforce is also necessary to keep a positive workplace environment. Moral disengagement increases the likelihood of deviant behavior in the workplace if the intent to turnover is present (Christian & Ellis, 2014).

Employee turnover is a challenge for business leaders. Researchers have shown various origins of employee satisfaction, dissatisfaction, and intended turnover (Lu et al., 2015). In this literature review, I outlined the application of Herzberg et al.'s (1959) two-

factor theory, various professions that have similar turnover implications, and different geographies that have similar job satisfaction characteristics. Researchers have further shown that different frameworks apply to turnover and job satisfaction; however, Herzberg et al.'s two-factor theory was a supporting theory throughout the literature review.

Transition and Summary

Strategies exist for business leaders to retain employees, saving the cost of acquiring and training future employees. Although researchers have concurred that employee turnover has a negative influence on organizations, there is less consensus as to what causes the turnover, especially in the manufacturing industry where employee turnover rate continues to increase. Additionally, there is insufficient research identifying the types of organizational leaders that positively affect employee retention. In this qualitative multiple case study, I investigated successful strategies of manufacturing leaders to reduce voluntary turnover. The conceptual framework for the business problem of employee turnover was the two-factor theory of Herzberg et al. (1959). Section 1 contained the business problem, purpose statement, research question, method, and design for this study. In this section, I also provided a review of the professional and academic literature, including the current state of research on employee turnover, manufacturing, Herzberg et al.'s (1959) two-factor theory, and related topics.

Section 2 includes more detail on the study design, including data collection, data organization, validity, and reliability of the data. In Section 2, I further support the method and design as well as outline the process for gaining and conducting interviews.

In Section 3, I discuss the findings of the study and include the applications of the study

results to professional practices. The section includes the implications and

recommendations of the study, as well as my reflections on the study.

Section 2: The Project

The purpose of the qualitative multiple case study was to explore the strategies that manufacturing leaders used to reduce voluntary turnover. Reduction of employee turnover mihgt improve an organization's competitive advantage (Smith & Galbraith, 2012) and could lead to improved profitability (Duffield et al., 2014). This section of the study includes the purpose of the study, the role of the researcher, participants, the research method and design, population and sampling, ethical research, data collection and analysis, data organization, the reliability and validity of the study findings, and information about confidentiality and rigor.

Purpose Statement

The purpose of this study was to explore the strategies that manufacturing leaders use to reduce voluntary turnover. The target population included manufacturing leaders in southeastern Wisconsin who have a history of success in retaining employees. The implications for positive social change included creating awareness of the common components that affected employee turnover, improving leaders' understandings of strategies to reduce turnover, and stabilizing the local workforce and improving economic development, which benefited the community due to lower turnover rates.

Role of the Researcher

In a qualitative case study, the researcher serves as the primary data collection instrument (Doody & Noonan, 2013). Conducting effective research requires the researcher to take on specific roles and responsibilities (Brakewood & Poldrack, 2013).

My responsibility as the researcher was to act ethically and to collect data in an unbiased fashion. I purposely selected firms and candidates that fit the sample criteria.

To ensure transparency with the participants (Givens, 2008), I disclosed any relationship with the topic of this study, voluntary turnover that could affect its validity including my previous experiences. For 2012 to 2016, I was an operations manager and production supervisor. As part of my responsibilities I recruited, hired, and helped retain shop-floor talent. Any potential participant relationships were disclosed and reviewed by the university Institutional Review Board (IRB) to ensure I upheld all ethical standards.

In carrying out a research project, I abided by the three principles outlined in the 1979 *Belmont Report* (Department of Health, Education, and Welfare, 1979): respect for people, beneficence, and justice. To ensure the participants understood their privacy rights before participating, I asked participants to complete a consent form that outlined the details of this study. The use of consent forms assured participants of the requirements of their participation and that their information would remain protected (Beskow, Check, & Ammarell, 2014).

A researcher must also understand the potential for bias and exercise strategies to remove it (Yin, 2014). Mitigation of bias increases the reliability of the research (Malone, Nicholl, & Tracey, 2014; Yin, 2014). During interviews, I remained objective, following the interview protocol outlined in Appendix A. The use of an interview protocol ensured the organization of the interview process and aided in the reduction of researcher subjectivity or bias (Yin, 2014). I also used member checking to reduce bias in this study

(Chan, Fung, & Chien, 2013; Denzin, 2012) by asking participants to review their respective transcribed interviews to ensure the collection of accurate responses.

Participants

Eligible participants of the research should have specific knowledge on the topic that contributes to answering the research question (Givens, 2008). Establishing criteria for eligibility increases the ethical quality of a study (Palinkas et al., 2013; Teeuw et al., 2014). The criteria for participants in the research included manufacturing leaders who have employed successful strategies to reduce voluntary employee turnover. Leaders have a significant influence on employee engagement and employee retention (Demirtas, & Akdogan, 2015). Leaders are a suitable population for study participants due to their constant interactions with employees. Furthermore, leaders understand the roles and responsibilities of employees, which also make them suitable candidates (Chang et al., 2013). The purposeful selection of leaders provided insight into the retention strategies that these leaders used with their employees.

Researchers have used various strategies to gain access to participants (Bryson, Quick, Slotterback, & Crosby, 2013). These strategies might differ depending on the professional and personal background of the researcher (Birchall, 2014). Using differing means of recruiting participants such as telephone calls, emails, flyers, and seeking referrals would increase the likelihood of eligible participants that can add value to answering the research question (Namageyo-Funa et al., 2014). To gain access to participants, I reached out to leaders of manufacturing facilities in southeastern Wisconsin through phone calls and e-mails to professional associations and local

Chambers of Commerce, as well as by posting messages in online communities (e.g., LinkedIn).

Establishing trust between participant and researcher and having participants who are interested in the research together create a better working relationship between the two (Heale & Forbes, 2013; Singh, 2014). Gibson, Benson, and Brand (2013) stated strong researcher-participant relationships were needed for successful research to occur. I provided a comfortable and quiet location to conduct the interviews. Procedures during the interviews included posing questions in a neutral tone, allowing for conversation, and ensuring the participants feel comfortable and at ease in answering the questions. Researchers can also use interview protocols to instill trust (McIntosh & Morse, 2015). Ensuring confidentiality also enhances working relationships during research (Beskow et al., 2014). Before and during the interviews, I assured participants of the protection of their identity and responses by assigning each a pseudonym.

Research Method and Design

Research Method

Researchers may use one or more research methods that include qualitative, quantitative, or mixed-methods. The research question should guide the selection of the research method (Foster, Hayes, & Alter, 2013). I selected a qualitative methodology for this study to explore the strategies that leaders used in the manufacturing industry to reduce voluntary turnover. The qualitative research method allows the researcher to gain an in-depth understanding of those strategies in the respective social and cultural environments (Sandelowski, 2014). A qualitative method was also appropriate for this

study because using this method allowed the participants to describe their personal

experiences in the working environment specific to employee turnover. Brown, Thomas,

and Bosselman (2015) conducted a similar study on turnover of graduate students using

qualitative interviews. This study had a similar focus.

The use of open-ended interview questions allows exploring leader strategies to

reduce voluntary turnover and is appropriate for qualitative research. Quantitative

research approaches to empirical inquiry involve collecting, analyzing, and displaying

data in numerical rather than narrative form (Givens, 2008) to test a theory (Yilmaz,

2013). In this study, I did not collect numerical or statistical data, nor was the purpose of

the study to test a theory, thereby eliminating the quantitative method.

Researchers who use mixed-methods rely on both quantitative and qualitative

methods (Denzin, 2012). Mixed-methods include research in which the investigator

collects and analyzes data, integrates the findings, and draws inferences by using both

qualitative and quantitative methods in a single study (Yin, 2014). To learn the effective

strategies for reducing voluntary turnover, only qualitative data sources were appropriate;

therefore, I did not use mixed-methods for this study.

Research Design

Researchers who use a case study design gather responses from an individual,

group, or organization (Yin, 2014). I used a multiple case study research design in this

study to identify the strategies manufacturing leaders used to reduce voluntary turnover.

The case study research design aligned with the central research question of the multiple

case study. The case study design is suitable when seeking to answer questions beginning

with *how* or *what* (Singh, 2014). The case study design was appropriate for identifying

the strategies of successful manufacturing leaders and the available population of those

leaders. Qualitative case study are useful when analyzing a specific problem within the

context the problem took place and for which boundaries were unclear (Pocock, 2015;

Yin, 2014). A particular strength of qualitative case study research is the ability to study

the case in depth (Givens, 2008). I used the qualitative case study design to explore the

problem of voluntary employee turnover within the context of the manufacturing sector.

Evaluation of other research designs occurred, including phenomenology,

narrative, and ethnographic designs. Researchers who use phenomenology aim to capture

a holistic view of participants lived experiences, as it relates to the business problem

(Chan et al., 2013). Phenomenology was not appropriate for this study because I did not

intend to gather the participants' complete lived experiences, but I only intended to

understand participants' strategies to reduce voluntary turnover. Researchers using

ethnography methods focus on immersing the researcher in the culture of participants to

obtain a sense of their environment (Cincotta, 2015). An ethnographic design also was

not appropriate because the study was not about the culture of people. Finally, a narrative

design included personal stories about experiences (Whiffin, Bailey, Ellis-Hill, & Jarrett,

2014); therefore, the narrative design was not appropriate because I investigated only

strategies for reducing turnover.

Achieving data saturation enhances the rigor and validity of qualitative research.

Data saturation occurs when the researcher finds no new significant insights (Marshall,

Cardon, Poddar, & Fontenot, 2013; Yin, 2014). Data saturation occurs through various

data collection methods in qualitative research (Yin, 2014). Yin (2014) recommended

achieving data saturation by performing multiple interviews until no new themes

emerged. Repetitive answers and themes from multiple participants are a signal that new

insights are going to emerge (Lincoln & Guba, 1985; Marshall et al., 2013). Qualitative

researchers may validate data saturation through multiple data collection methods,

including member checking and review of organizational documents (Lincoln & Guba,

1985). Failure to reach data saturation can have a negative influence on the validity of the

research (Fusch & Ness, 2015). I selected a case study because my data collection

included collecting data through multiple methods, such as interviews and

documentation. I collected data until no new information emerged.

Population and Sampling

I used a purposeful sampling method to recruit manufacturing leaders from five

companies in the southeast region of Wisconsin, as this particular group was

knowledgeable of leading employees and specifically about employee retention.

Purposeful or purposive sampling is a series of strategic choices about with whom,

where, and how one performs research (Givens, 2008). Purposeful sampling includes

specifically choosing persons who meet a specific condition related to the research

question (Moss, Gibson, & Dollarhide, 2014; Palinkas et al., 2013) and have expertise in

a particular area (Thomas, 2015).

An acceptable number of participants for a qualitative case study varies

depending on when saturation occurs (Hanssmann, 2014). Adequate sample sizes for

qualitative research can range from small to large sample sets (Englander, 2016; Fusch &

Ness, 2015). Hanssmann (2014) identified a minimum of three interviews to ensure data saturation in qualitative studies. The minimum number of participants was five for this study to ensure data saturation. Among these participants, I also reviewed documentation from their respective organizations.

Small sample sizes are appropriate for qualitative case studies (Harf et al., 2015; Yin, 2014). Documentation and a sample of six manufacturing leaders may be sufficient in providing an in-depth and rich description of successful strategies used to reduce voluntary turnover. If no distinctive themes have emerged among participant responses after the interviews and document review, additional manufacturing leaders and documentation may be sought out to ensure data saturation.

Fusch and Ness (2015) stated data saturation did not have a constant beginning and end. Instead, data saturation occurs when enough information exists to replicate the study from multiple sources (Elo et al., 2014; Fusch & Ness, 2015). Data saturation occurred when the interviews and document reviews resulted in repetitive themes or no new responses. I conducted interviews until I found no new themes among these data sources and no further insights from at least six individuals to ensure data saturation.

The criteria for selecting participants must align with the research question (Palinkas et al., 2013). Confirming the appropriate criteria of the participants may increase trustworthiness between the researcher and participant (Teeuw et al., 2014). The criteria for participants of this study included leaders who have used successful strategies to reduce voluntary turnover. The quantity of data varied depending on the quality of the

interviews and documents being reviewed by the researcher (Marshall et al., 2013).

Leaders included anyone at the site level who had consistent interaction with employees.

The interview setting should be comfortable for participants (Gill, 2014; Mealer & Jones, 2014). Interviews could take place through face-to-face settings or with other communication tools such as phone and video conferencing (McIntosh & Morse, 2015). To ensure participants were in a comfortable setting, I conducted interviews face-to-face, through video conferencing, or through phone calls, depending on the participant's preference. The use of technological advances provided diverse interview methods and flexibility to both the participant and the researcher (Janghorban, Roudsari, & Taghipour, 2014). Smit et al. (2016) stated private settings could increase the confidence of participants to communicate openly and honestly. To facilitate open and honest communication, the interview setting was in a private office to ensure participants' comfort.

Ethical Research

To align with Walden University's requirements of the IRB, I followed ethical procedures while carrying out this study. Obtaining Walden University IRB approval preceded data collection from any participant. Walden University's approval number for this study is 08-17-17-0479182. The use of consent forms ensured confidence to participants that their information remained confidential (Beskow et al., 2014). The consent form contained language describing privacy protections involved in the confidential interview process, which included assigning a pseudonym to each participant and their responses (Givens, 2008). I asked participants to sign the consent form to ensure

they understood their rights and responsibilities, as well as mine as the interviewer. Participants had the option to withdraw from the study at any time by notifying me via phone call or e-mail. Yin (2014) noted participation must remain voluntary. Participation in this study was voluntary, and participants received no incentives for participation.

Researchers ensure the ethical protection of participants and uphold the rights of confidentiality, as outlined in the Belmont Report (Department of Health, Education, and Welfare, 1979). To ensure the privacy of participants, I assigned a pseudonym to each participant, organization, and their responses. Coding ensured confidentiality and ethical protection of the respondents' participation (Beskow et al., 2014). There are two ways of securing data: storing the data over long periods of time and coding data used for a small number of participants. All data obtained in the research, including all forms, artifacts, and interview responses, will remain secure for a minimum of 5 years. I have stored these documents in a digital, cloud-based, password-protected database, along with a thumb-drive backup, locking both the thumb-drive and computer in my private office.

Data Collection Instruments

I was the primary data collection instrument as the researcher, while the secondary data collection instrument was organizational documents. Thomas (2015) successfully used semistructured interviews and documents to explore market strategies of small businesses. The semistructured interview method was appropriate due to the opportunity for open exchange of ideas for the respondent to express. Researchers have used interviews, often with an interview protocol, to obtain necessary information from knowledgeable participants of a specific topic (Yin, 2014). Interviews are one method of

collecting qualitative data that enables the researcher to identify personal views and attitudes of the participants and focus directly on the topic (Yin, 2014). The use of open-ended questions enables researchers to gather data concerning experiences of participants (O'Keeffe, Buytaert, Mijic, Brozovic, & Sinha, 2015; Thomas, 2015).

Researchers should be well prepared and organized before conducting interviews (Thomas, 2015). I created an interview protocol (see Appendix A), consisting of eight questions for the interviews and asked participants the same questions. I scheduled interviews at a time convenient for the participant and digitally recorded each session. Audio-recorded interviews can provide increased accuracy in annotating responses (Anyan, 2013; Givens, 2008). Interview timing should suit the participants, but must also be long enough to gather enough data (Guo et al., 2014). The interviews took place in a private room to ensure trust and validity, and were no longer than 45 minutes.

The second data source in this study were documents derived from the company. In a case study, researchers can use organizational documents in data collection (Givens, 2008; Yin, 2014). Documents, such as letters, administrative documents, reports, internal records, and other items, are sources of supporting evidence to help validate primary data collections (Singh, 2014). I obtained these documents from the human resources department, the organizational leaders, and the company website. These documents contained information that helped triangulate data and identify patterns (Heale & Forbes, 2013). These documents described strategies that existed to reduce voluntary turnover, directly or indirectly. The use of documents supported or contradicted the statements within the interviews because the documents likely existed before the research and could

strengthen the validity of the study (Yin, 2014). I reviewed documents, such as personnel records, administrative, human resource documents, reports, internal records related to turnover, and public records and physical evidence, in the environment regarding employee retention strategies of the organization to understand the retention strategies.

Researchers may enhance the reliability and validity of a data collection instrument through various methods (Yin, 2014). Member checking reinforces the reliability of the interviews (Denzin, 2012). Member checking is the authentication of themes by the participant to ensure the correct interpretation occurs from an interview (Harvey, 2015). Member checking allows a researcher to explain information and gather further information if necessary (Widodo, 2014). I performed member checking after the interviews and summarized the interviews to enhance the reliability and validity of the data.

Data Collection Technique

Data collection techniques included semistructured interviews and document review. Interview protocols are a popular instrument in conducting qualitative research (Denzin, 2008; McIntosh & Morse, 2015). Researchers can use interviews as a data collection technique to probe individuals' knowledge on specific subjects (Marshall et al., 2013). I conducted face-to-face semistructured interviews with participating manufacturing leaders regarding voluntary employee turnover. An interview guide was used to guide each interview (see Appendix A). Per Hancock and Algozzine (2015), the researcher must consider equipment failure, environmental hazards, and transcription errors to avoid during qualitative data collection. An on-site private setting ensures

privacy, convenience, and focus on the responses (McIntosh & Morse, 2015; Nassaji, 2015). The setting ensured privacy and comfort for the participant. I had a notepad with the interview questions and requested permission to record the session.

Using semistructured interviews for qualitative data collection had advantages and disadvantages. The advantage of conducting interviews, as Yin (2014) noted, is that the interview process is vital to successful case studies to triangulate data. Denzin (2012) affirmed that multiple methods of data collection could help answer the research question. Semistructured interviews also allowed for participants to respond systematically by using tools such as an interview protocol (Doody & Noonan, 2013). The interview protocol (see Appendix A) included six questions related to employee turnover, with several subquestions related to motivation and hygiene factors. The case study research design allowed recorded responses in the participants' natural settings in the workplace (Hancock & Algozzine, 2015).

The use of interviews also included some disadvantages. One potential disadvantage included participants becoming uncomfortable with the questions (Yin, 2014). Patil (2014) also found that semistructured interviews might disturb participants, depending on the line of questioning. Okal et al. (2016) noted the interview setting should be comfortable for participants to aid the interview process. I ensured the setting was appropriate and private to maximize the comfort of each participant. Himmelheber (2014) identified other disadvantages of interviews, including the potential for the researcher to be biased. I minimized bias by maintaining objectivity during the interview and allowing

participants to speak freely and openly in response to interview questions without any interruption or interjection.

After the interviews were complete, I collected documents, such as procedures and policies, regarding employee retention strategies in the organization. Documents were used in qualitative research to provide researchers with a secondary data source to achieve saturation (Yin, 2014). Reviewing documents as a data source is beneficial due to the inexpensive nature of obtaining the information, as well as the ability to access the information freely (Yin, 2014). Some disadvantages of document review include the time it takes to review the information and the subjectivity of the data collected (Zhang, Ni, & Xu, 2014). Documents collected may be lengthy, include inconsistent reporting, or need to be further explained for the research to understand company-specific policies and procedures. However, the use of the collected documents provides a better description of business strategies that exist to reduce voluntary turnover, directly or indirectly, than through interviews alone.

Andraski, Chandler, Powell, Humes, and Wakefield (2014) stated member checking increased the accuracy of data interpretation. I organized the interview responses using Microsoft Office and reviewed the information to interpret the data and derive themes. Interview meetings would require more than one site visit to validate data through member checking (Harvey, 2015). The participants confirmed the accuracy of their responses to improve the dependability of the research (Houghton, Casey, Shaw, & Murphy, 2013).

Data Organization Technique

Qualitative researchers may use various data organization techniques to locate information quickly and effectively (Thomas, 2015), and enhance data security (Gajewski, 2013). Data organization techniques I used included research logs, reflective journaling, and labeling systems (Arnold, 2016; Thomas, 2015) to make certain that the information given by participants was secure and accurate. The data included audio-recorded responses to interviews, written interview notes, and documents derived from the company. I transcribed the audio-recorded interviews immediately after each interview into Microsoft OneNote.

Transcription is the process in which recordings of interviews become the textual material, which then becomes the primary data for subsequent analysis (Givens, 2008). During transcription of interview data, I applied a pseudonym to each participant's set of responses. A pseudonym is a fictional name that provides confidentiality to a person, group, or place (Givens, 2008).

I transferred the transcribed interviews into a computer-assisted qualitative data analysis software, NVivo 11, and stored the data under the assigned pseudonyms. I stored the documents derived from the organization in a separate electronic file when collected via online, or in a locked cabinet, if in a hard copy version. An alphanumeric code labeled each organizational document collected.

Researchers must ensure the security of data (Cliggett, 2013). I stored all hardcopy files in a locked cabinet and created a digital backup of files on a password-protected cloud drive to ensure security and safeguard against potential physical damage.

Researchers must secure data in the future by destroying information (Cliggett, 2013).

Therefore, I will destroy collected data after 5 years to ensure secure handling of the

information.

Data Analysis

Researchers who use proper data analysis in qualitative case studies must

recognize themes within the responses of interviews (Yin, 2014). For the study, data

sources included semistructured interviews and organizational documents. Using multiple

sources allowed the effective triangulation of the data (Denzin, 2012). Triangulation is a

method that qualitative researchers use to understand the question within a research study

(Heale & Forbes, 2013). The four types of triangulation include theory triangulation,

investigator triangulation, methodological triangulation, and data triangulation (Denzin,

2012). Methodological triangulation refers to the use of multiple sources to understand a

phenomenon (Denzin, 2012). I used methodological triangulation to triangulate the data

using the semistructured interviews and company documents that included procedures

and policies regarding employee retention.

In qualitative research, tracking themes and patterns are needed to gather accurate

data (Yazan, 2015). Successful researchers use data to recognize themes in the research

(Harvey, 2015; Yin, 2014). To derive the true meaning, the researcher must organize the

collected interview data of sentences and words into themes (Denzin, 2008). I organized

the interview responses using Microsoft OneNote, and then used NVivo to assist in the

analysis to derive themes.

I followed Yin's (2014) five-step procedure: data compilation, dissembling data, reassembling data, interpretation, and forming conclusions. In the first step, I collected data in the interviews, compiled these into Microsoft OneNote, and transferred the data into NVivo 11 software. NVivo software helps researchers find themes in the data (Woods, Paulus, Atkins, & Macklin, 2015). NVivo 11 software helped me organize the responses, categorize the data, and create graphic displays to help view and explain the information. Once in NVivo 11, coding, categorizing, classifying the interview, and documenting the data occurred.

Coding is a useful tool to sort information (Glaser & Laudel, 2013). The NVivo 11 software allowed me to identify and group the common responses into themes. NVivo software inputs include information from digital documents such as PDFs and Word documents (Woods et al., 2015). I obtained and categorized themed data in these file formats from procedures and policies regarding employee retention and turnover. I compiled these themes from interviews and evaluated the similarities or differences.

Researchers use an overarching conceptual framework to interpret data based on the defined problem (Heale & Forbes, 2013). I compared the key themes that emerged from interviews and documents to Herzberg et al.'s (1959) two-factor theory and recently published literature on turnover intention. Yin (2014) noted the conceptual framework might guide data analysis in qualitative research. I analyzed the data using key themes of the conceptual framework of the two-factor theory (Herzberg et al., 1959) of job satisfaction and job dissatisfaction as a guide. Data were organized using the two factors outlined in Herzberg et al.'s two-factor theory, and these were categorized as satisfiers

and dissatisfiers (motivation or hygiene). After organizing the data and grouping the data into appropriate themes, I drew conclusions based on those themes with the purpose of addressing the research questions outlined in the study.

Reliability and Validity

Researchers use reliability, validity, and objectivity to confirm the quality of a qualitative study (Givens, 2008; Yin, 2014). In this section, I outline criteria that reinforced the quality of this study. Terms of reliability and validity include dependability, credibility, transferability, and confirmability (Lincoln & Guba, 1985). This section also includes a discussion of methods of achieving data saturation with interviews and documents from the company.

Reliability

The research method can affect the reliability of a qualitative study (Yin, 2014). Reliability entails the dependability, consistency, and repeatability of a study's data collection and analysis procedures (Givens, 2008). The use of reliability strategies ensures the dependability of the research through various qualitative strategies (Widodo, 2014). To increase reliability within qualitative studies, and therefore dependability, researchers must reduce errors and bias (Harvey, 2015). Researchers can enhance dependability through the process of member checking (Houghton et al., 2013; Widodo, 2014). Yin (2014) also identified that qualitative researchers could use member checking to increase the reliability of the research.

I conducted member checking after the interviews were completed to increase the study's dependability. Member checking was the process of participant review of the

interviews to ensure the accurate interpretation of the researcher (Harvey, 2015; Lincoln & Guba, 1985). Participants also reviewed my interpretations of the interviews to validate the interpretations during our meeting.

Validity

Multiple methods exist to ensure the credibility, transferability, and confirmability of the research (Houghton et al., 2013; Lincoln & Guba, 1985). Validity refers to the assurance that the findings are accurate and apply to various other situations (Harvey, 2015), and it implies the accurate depiction and internal/external application of the results (Elo et al., 2014). I promoted this study's validity through data saturation, triangulation, and member checking.

Credibility refers to the methodological procedures and sources that researchers use to establish a high level of harmony between the participants' expressions and the researcher's interpretations of these (Givens, 2008). Gandy (2015) suggested member checking and methodological triangulation increased the validity of the research. The researcher ensures the credibility of the data through member checking (Palinkas et al., 2013) by validating interview information (Widodo, 2014).

I conducted member checking by asking participants to review their respective interview transcript to confirm responses. Member checking served as a tool for the validation of the credibility of the responses (Houghton et al., 2013). I used member checking and methodological triangulation to promote transferability, confirmability, and credibility.

Transferability is the ability to transfer findings to other populations and aids in assessing qualitative rigor (Elo et al., 2014). Marshall and Rossman (2016) stated transferability was the ability of future researchers to apply findings in a different context. To ensure transferability of research findings, researchers must provide a rich description of the research context to apply to future research (Marshall & Rossman, 2016; Thomas, 2015). Arnold (2016) used detailed descriptions of participants and research context to aid in transferability. I provided thorough data analysis and descriptions of participants and context to improve transferability of this study.

A key to the validity of a research study is the accurate representation of the participants' viewpoints (Elo et al., 2014). Confirmability relies on the analysis of participants' actions and perceptions for their expressions of meaning within a given context (Givens, 2008). The researcher interprets the participant expressions through a coding or meaning-making process, looking for messages that are consistent with, confirm, or expand on current knowledge and theory (Givens, 2008). Confirmability involves providing evidence that the researcher's interpretations of participants' constructions are rooted in the participants' constructions. Confirmability also involves the assurance that the resulting findings and conclusions represent a reflection of the participants' perceptions (Givens, 2008). In essence, confirmability is the degree to which the researcher accurately represents the viewpoints of the participants (Givens, 2008; Yin, 2014). I enhanced confirmability of the data collected through the use of member checking of interview responses and organizational documents. I asked participants to

review the themes that emerged from the documents to ensure the analysis and

interpretation accurately depicted the intention of the collected documents.

Saturation is the point in data collection when no new or relevant information

emerges from the research questions, and therefore the point at which no more data

collection is required (Fusch & Ness, 2015). Some researchers have considered a sample

size of 15 to 20 as appropriate for saturation of themes during analysis; however, the

sample size varies depending on the context and content under study (Hanssmann, 2014;

Ogula et al., 2012). The sample size for this study was six manufacturing leaders.

Fusch and Ness (2015) posited qualitative researchers achieved data saturation

when no new information appeared. To ensure data saturation occurred, I interviewed

participants until no new data emerged. If new data collected from each participant was

inconsistent, or no patterns existed, I recruited additional participants to the point that no

new information or themes emerged. Data saturation could also occur more quickly if the

sample was cohesive, with all participants being from the same group (Givens, 2008); in

this study, participants were from only the manufacturing sector within Wisconsin.

Transition and Summary

Section 2 contained the plan for conducting this study. I conducted a qualitative

multiple case study to explore the strategies that manufacturing leaders used to reduce

voluntary turnover in southeastern Wisconsin. I achieved data saturation using multiple

data sources or methodological triangulation, which included interview responses and

document sources from the population of manufacturing leaders sampled. The data

consisted of semistructured interviews and document reviews from four manufacturing

sites in southeastern Wisconsin. Data collection tools included the use of Microsoft

OneNote, Microsoft Word, and Microsoft Excel, using NVivo 11 for coding and analysis.

Section 2 also contained the requirements for ethical research, as well as the methods to

ensure reliability and validity in this study. Section 3 covers the following topics: the

results, application to practice, implications for social change, recommendations for

action and future research. Section 3 will conclude with reflections and conclusions from

the study.

Section 3: Application to Professional Practice and Implications for Social Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies that some manufacturing leaders of the southeastern Wisconsin area used to reduce voluntary turnover of employees. Section 3 includes seven parts: the presentation of findings with the responses of the participants, application of findings to professional practice, the implications of findings for social change, recommendations for action and for further research, reflections, and conclusions. I interviewed six manufacturing leaders in southeastern Wisconsin with a history of success in retaining employees for the study. In addition, company documents were also analyzed to ensure the trustworthiness of the findings from the interviews. The qualitative thematic analysis was used to identify the most common patterns from the data. I used NVivo11 to aid in the systematic coding of the themes from the interviews and documents. The central research question of the study was as follows: What strategies do manufacturing leaders use to reduce voluntary employee turnover?

After analysis of the interviews, three themes emerged; four other themes emerged from the documents and were incorporated into the analysis to validate the participants' perceptions and experiences. The participants reported that the three most effective strategies included professional growth opportunities, salary competitiveness, and work atmosphere or environment. From the documents, four strategies were established; competitive health and medical benefits, salary competitiveness, workplace environment, and providing professional growth opportunities.

Presentation of Findings

The findings include the results of the qualitative analysis of the two sets of data: interviews and company documents. Themes were revealed in light of the central research question: What strategies do manufacturing leaders use to reduce voluntary employee turnover? I used semistructured interviews and company documents to triangulate and confirm interview data. Interviews lasted no longer than 45 minutes each. I transcribed interviews into Microsoft Word and reviewed responses with each participant for member checking. I then transferred all data into NVivo11 software and began coding responses and developing themes.

The primary source of data was interviews. A qualitative thematic analysis was performed to determine the most effective strategies used by manufacturing leaders to reduce voluntary employee turnover. The analysis allowed for the discovery of six helpful strategies. These strategies, established from the interviews, were the most effective approaches shared by the participants to reduce voluntary employee turnover. Patterns from the responses of the participants were then analyzed and reported in section 3. All six of the participants indicated that professional growth opportunities, salary competitiveness, and work atmosphere or work environment had helped them retain employees. As Thibodeaux et al. (2015) identified in their study, the most prominent factors that contributed to employee turnover included organizational culture, employee engagement, and employee development.

Participants believed professional and career advancements pertained to the following: availability of training and shadowing practices, implementing tuition

reimbursement, and training support, monitoring of professional growth and development, and other educational opportunities. Additionally, maintaining salary competitiveness through sharing of profits or investments was deemed substantial, as well. A positive work atmosphere or environment referred to the following: valuing all employees as part of the team and as a family, promoting work-life balance; practicing flexibility in schedule, duties, and responsibilities; and practicing the values of trust, honesty, and respect. Table 3 contains the breakdown of the themes from the interviews.

Table 3

Breakdown of the Interview Themes on the Most Effective Strategies to Reduce Voluntary Employee Turnover

Themes	Number of references ($n = 6$)	Percentage of references ($n = 100\%$)
Professional growth opportunities	6	100
Training and shadowing practices		
Tuition reimbursement and training support		
Monitoring of professional growth and development		
Salary competitiveness	6	100
Sharing of profits or investments		
Work atmosphere or environment	6	100
Valuing all employees as part of the team and as family		
Promoting work-life balance		
Practicing flexibility in schedule, duties, and responsibilities		
Practicing the values of trust, honesty, and respect		
Health and medical benefits competitiveness	5	80
Rewards and bonuses	5	80
Personal communication	4	60
Relaying of performance appreciation and recognition		
Providing advice and assistance for professional development		
Relaying concerns on personal and family needs		

Note. The indented text represent subtheme(s).

Theme 1: Professional Growth Opportunities

The first theme of the study was the strategy of providing professional growth opportunities to employees. Growth opportunity can engage employees, thereby creating higher job satisfaction by increasing employee skills and responsibility (Çinar &

Karcioglu, 2012). All six of the interviewed participants identified the strategy of

encouraging the professional development of their employees. Company documents, such

as the handbook, outlined this theme by containing educational opportunities, training,

monitoring of professional growth, and financial support from training and education.

The literature heavily reported and supported the current finding that the lack of

employee development was one of the critical causes of employee turnover. Kim (2015),

Osuji et al. (2014), Babić et al. (2014), and Çinar and Karcioglu (2012) were some of the

researchers who discussed the significance of growth and advancement opportunities for

the employees under an organization. In the current study, four subthemes or specific

growth opportunity techniques emerged; these included (a) training and shadowing

practices, (b) tuition reimbursement and training support, (c) professional growth and

development, and (d) educational opportunities (see Table 4).

Table 4

Breakdown of Professional Growth Strategies

Themes	Number of References (n=6)	Percentage of References (n=*100%*)
Professional growth opportunities	6	100%
Training and shadowing practices		
Tuition reimbursement and training support		
Monitoring of professional growth and development		

Note. The indented text represent subtheme(s).

Subtheme 1: Training and shadowing practices. The first subtheme was the

availability of training and shadowing practices. All six of the participants in the study

shared this strategy. Similarly, in the literature, Babić et al. (2014) explained that training

programs for personal and professional improvement remained highly effective strategies

to ensure the loyalty of employees to their companies. Holmes et al. (2013) identified a

lack of training could make employees feel their values did not align with the firm, and

inversely the presence of training engaged employees when creating job satisfaction.

Participant 1 indicated they had training opportunities, as well as shadowing, within their

department. These programs allowed for the development of the skills and capabilities of

their employees. Participant 2 described the training programs were done on a regular

basis. Participant 3 added that there were also cross-training programs. Meanwhile,

Participant 4 explained that extensive training programs were implemented to encourage

full growth opportunities for the company's employees. Participant 5 also believed that if

employees wanted to improve and grow, then training would be the key answer to their

needs. Finally, for Participant 6, mentoring programs was one assurance that the training

programs were useful and effective. The company documents also included training

program information for the new and existing hires, illustrating a focus on employee

training. The document indicated that new hires were required to undergo training

orientations and programs to determine the appropriateness of the employees' assigned

position.

Subtheme 2: Tuition reimbursement and training support. The second

subtheme formed was an offering of tuition reimbursement and training support for the

employees. Milyavskaya et al. (2013) found competitive total compensation packages

increased job satisfaction and reduced turnover intent. Herzberg et al.'s (1959) two-factor

theory supports growth within the organization as an intrinsic factor that motivates employees. Festing and Schafer (2014) identified these intrinsic factors directly linked to employee turnover.

The second subtheme indicated a support of the benefit of tuition reimbursement and commitment to employees' growth. Five of the six participants shared the subtheme, as well as organizational documents that outlined policies on tuition reimbursement and training. Participants in the study reported how companies provided tuition assistance with the aim of benefitting from the improved skills of the employees in the long run. Participant 2 gave two examples of financial support for the educational growth of the employees in their company, through training and tuition reimbursement. Participant 4 stated that the company also provided tuition reimbursement that many employees used. Furthermore, Participant 5 shared that tuition reimbursement could be utilized by employees if they believed that this would benefit the company in the long run. Finally, Participant 6 stated they had free training programs for the employees from different positions. These benefits were strategic for retaining employees. Similarly, Herzberg et al. (1959) identified professional growth as an indicator of job satisfaction, while Babić et al. (2014) stated personal and professional improvement represented effective strategies to retain employees.

The company documents, identified in the handbook, outlined tuition reimbursement to full-time employees, following the proper documentation from and approval from leadership. The section also contained the discussion the reimbursement policies depending on the *grades* of the employees, as related to skills. Various skill

levels might be eligible for various levels of training but were ultimately up to the leaders to define how the training would best suit the employee and benefit the company.

Subtheme 3: Monitoring of professional growth and development. The third subtheme that followed was the strategy of monitoring the professional growth and development of the employees closely. Leaders track the overall progress of employees to identify their opportunities to grow within the company (Purohit & Bandyopadhyay, 2014). Two participants shared the subtheme, as well as company documents. Participant 1 stated the company leaders conducted regular evaluations to ensure recordkeeping of growth and development of the employees.

The company handbook also outlined the practice of monitoring professional growth and development. The handbook contained a section, which discussed Company A's annual evaluation of the employees' performance, which tied into annual compensation. The recognition to record skill and compensate for that skill was identified as a successful strategy (Çinar & Karcioglu 2012; Osuji et al. 2014).

Theme 2: Salary Competitiveness

The second theme of the study was the strategy of maintaining salary competitiveness. Again, all six of the participants shared this retention strategy. The organizational documents supported this strategy and outlined strategies regarding salary competitiveness. For these participants, the employees must see that their company was proactive in keeping up with the benefits of other companies and organizations. Kellison et al. (2013) identified pay as a factor related to job dissatisfaction in alignment with Herzberg et al.'s (1959) hygiene factors. Smith and Shields (2013) found supervisors

identified pay as a significant factor related to employee retention. Çinar and Karcioglu

(2012) added companies' leaders should recognize the higher the skills of the employees,

the greater their pay or salary. Table 5 contains the breakdown of the theme and its

subtheme.

Table 5

Breakdown of Salary Competitiveness Strategy

Themes	Number of References (n=6)	Percentage of References (n=100%)
Salary competitiveness	6	100%
Sharing of profits or investments		

Note. The indented text represent subtheme(s).

Participant 1 stated salary needed to stay competitive with the other companies to

retain employees. One way to guarantee that the company leadership was aware of the

current market was by constantly studying and reviewing market data on pay. Participant

3 also shared that having a competitive pay combined with good healthcare services was

an advantage for the companies. Participant 4 echoed the need to combine good pay and

other benefits to guarantee the loyalty of employees. Participants included health care as

a part of the total compensation package, which was common across multiple responses.

Other methods of compensation were elaborated aside from base pay and healthcare,

which included profit sharing and retirement benefits.

Company documents also referenced salary competitiveness as a theme. The

company handbook noted policy on the employees' pay or salary that was determined by

(a) local economic conditions, (b) local employer rates, and (c) employee performance.

The handbook contained the discussion of equal based on the other job employers from the nearby communities. These policies might support the organization in defining market and skill level pay that could support the retention or recruitment of employees.

Subtheme 1: Sharing of profits or investments. The first subtheme discovered was the offering for employees to have a share in the company profits and investments. Again, all six participants indicated this method of salary competitiveness. Participant 1 stated that the leaders tried to contribute to the savings plan of employees through the 401k and 401k match. Meanwhile, Participant 2 stated a more general strategy of sharing of profits depending on the company performance. Participant 4 indicated that employees also had a gain-sharing program once they achieved their sales goals. Furthermore, Participant 5 explained the importance of a gain-sharing program for companies. Incentive-based compensation could benefit both the employees and the organization as a win/win method as linking compensation to company performance might further improve employee performance.

Employee pay within the documents included profit sharing explanations as incentivized bonuses throughout the year, as well as 401(k) options to support employee retirement. Sharma and Nambudiri (2015) posited organizational values should align with employee values, thereby aligning with Herzberg et al.'s (1959) intrinsic factor of work itself. The concept of incentivized pay tied alignment between company and employee, which indicated conceptual framework concepts that encouraged employees to feel satisfied with their jobs.

Theme 3: Work Atmosphere or Environment

The third theme established was the strategy maintaining a positive work atmosphere or environment within their organizations. Working conditions and environment are part of Herzberg et al.'s (1959) hygiene factors. Von Wobeser et al. (2013) stated working conditions could have a great effect on the retention of all employees, while Islam and Ali (2013) found poor working conditions could significantly increase job dissatisfaction. Employees who enjoyed their working environment were more likely to have increased job satisfaction and have less intent to quit (Saleem & Saleem, 2014). Both the interviews and documents mentioned the working environment as retention strategies.

The working environment could include not only the physical workplace, but also the work atmosphere. Lam and Liu (2014) reported organizational culture as a key factor for employee turnover. According to Giles and Yates (2014) and Leisanyane and Khaola (2013), organizational culture could pertain to the values, beliefs, and behaviors within the workplace. For all the six participants in the current study, the following environment settings were conducive to their employees: valuing all employees as part of the team and as a family; promoting work-life balance; practicing flexibility in schedule, duties, and responsibilities; and practicing the values of trust, honesty, and respect. Table 6 contains the breakdown of the different strategies under the third theme.

Table 6

Breakdown of Work Atmosphere or Environment Strategies

Themes	Number of References (*n*=6)	Percentage of References (*n*=100%)
Work atmosphere or environment	6	100%
Valuing all employees as part of the team and as family		
Promoting work-life balance		
Practicing flexibility in schedule, duties, and responsibilities		
Practicing the values of trust, honesty, and respect		

Note. The indented text represent subtheme(s).

Subtheme 1: Valuing all employees as part of the team and as a family. The

first subtheme that emerged was the belief that the employees prefered a workplace

environment that promoted teamwork, collaboration, and unity. For Participant 1, it was

vital to make sure that all employees feel valued by the top management, and the

organization needed them. Participant 3 added that promoting teamwork at the workplace

was substantial to achieve a common goal. Meanwhile, Participant 4 shared that

management was also proactive in engaging and communicating with their employees.

The participant stated that promoting a family-like atmosphere within the organization

was effective. Finally, Participant 5 indicated how the leaders were very much involved

with the employees or the subordinates on a daily basis.

Subtheme 2: Promoting work-life balance. The second subtheme that followed

was the practice of work-life balance within the organization. Mukundan et al. (2013)

reported that work-life balance was a key driver of job satisfaction, especially among

younger employees. Participant 2 explained that leaders valued and preserved the employees' responsibilities and time with their families. The participants expressed that employees must balance their duties to maximize their productivity, which included (a) paid time off, (b) time to commit to families, and (c) concern from managers. Participant 3 stated that the company offered access to the company gym, a personal trainer, yoga classes, and chiropractor to assist with balancing a busy work schedule with a healthy lifestyle. Meanwhile, Participant 4 echoed that during slow times, employees were encouraged to participate and enhance these settings, and they would be paid for their time. Participant 5 agreed that health classes and fitness facilities were beneficial for the company and make work-life balance easier. Leaders could enable systems to support work-life balance and support a healthy professional environment (Osuji et al., 2014). The systems that these leaders reinforced, such as fitness facilities, allowed for work-life balance to flourish.

Subtheme 3: Practicing flexibility in schedule, duties, and responsibilities. The third subtheme that followed discussed the need for a workplace environment that practiced flexibility in the employees' needs usually about scheduling and their responsibilities. Herzberg et al.'s (1959) two-factor theory supports that work itself and work responsibilities are two intrinsic motivation factors that influence job satisfaction. Tilekar and Pachpande (2014) found that interesting work had a positive influence on reducing employee turnover.

Participant 2 expressed that there was a need to understand the needs of the employees and be flexible as much as possible by including flexible schedules around

holiday weekends to allow workers to be closer to their families. Participant 5 explained

that employees also have flexibility, especially at certain times of the year when

employees need it more. Finally, Participant 6 related that leaders increased employees'

vacation benefits, allowing them to have more time to balance their personal and

professional lives. The results indicated evidence that flexible schedules and increased

autonomy enhance engagement, thereby increasing job satisfaction (Ludwig & Frazier

2012). The reviewed and analyzed documents also indicated the company would

communicate and adhere to the requirements of the Wisconsin and Federal Family and

Medical Leave Acts (FMLA) by giving paid time off to eligible employees for them to

take care of their family members with serious health issues.

Subtheme 4: Practicing the values of trust, honesty, and respect. The fourth

subtheme was the practice of promoting an environment with the values of trust, honesty,

and respect. McCann and Holt (2009) found employees and organizations must trust one

another to build a positive working environment. The interviewed participants believed

that organizations must teach and relay the values clearly to the employees. Participant 2

shared the importance of allowing the employees to learn and grow by trusting them and

giving them the autonomy to work and decide on their work-related responsibilities.

Meanwhile, Participant 3 stated that another important value was respect. Finally,

Participant 6 expressed that the top management must lead by example in working with

transparency and honesty at all times. Purohit and Bandyopadhyay (2014) supported the

result through their report that respect of employees at work significantly influenced job

satisfaction.

Minor Theme 1: Health and Medical Benefits

The first minor theme that emerged was the strategy of providing competitive

health and medical benefits. The importance of healthcare was also highlighted

continuously in the reviewed literature. In the current study, 5 of the 6 participants shared

the significance of offering quality medical benefits to their employees. The company

documents also identified health and medical benefits as an emerging theme. Table 7

contains the number and percentage of references for the first minor theme.

Table 7

Breakdown of Health and Medical Benefits as a Theme

Themes	Number of References ($n=6$)	Percentage of References ($n=100\%$)
Health and medical benefits competitiveness	5	80%

Participant 1 indicated leaders tried to communicate the cost of medical insurance

to the employees, especially given the problematic issues in healthcare today. Participant

1 shared the importance of communication regarding the cost medical benefits and what

the company payed to employees. The result on pay aligned with Milyavskaya et al.

(2013), who identified total compensation as a driver of job satisfaction. Participant 2

added that leaders still tried to provide competitive healthcare benefits to address the

needs of the employees despite Obamacare and increased health care premiums that went

up each year. Participant 3 also shared that leaders focused on healthcare benefits

including dental and vision benefits. Meanwhile, Participant 4 admitted that providing

health benefits for employees was difficult due to the recent issues with healthcare

systems and increased premiums in the marketplace. While healthcare costs increase,

employees now saw these benefits as part of their pay, which aligned with Herzberg et

al.'s (1959) two-factor theory of extrinsic hygiene factors. Dasgupta et al. (2014) found

competitive pay policy was essential for retaining employees and; as leaders have

identified through this study, competitive pay included payment of benefits as a part of a

total compensation package.

Company documents also indicated health and medical benefits as an emerging

theme. The handbook contained the requirements for the employees to be eligible in fully

employing the health and medical benefits. Full-time employees receive full health,

dental, and vision insurance benefits that could support their individual needs. The

literature indicated benefits as an increasing demand amongst employees to include into

total compensation packages (Milyavskaya et al., 2013). Pay and policy, when lacking,

were shown to create higher turnover rates among organizations (Gerhart & Fang, 2014)

and non-monetary aspects of work, such as benefits, have been shown as motivators to

stay with current employers (Smith & Shields, 2013). Furthermore, the strength and

consistency of existing company policies show an appeal to all generations, which can

lead to positive influences on job satisfaction (Gounaris & Boukis, 2013).

Minor Theme 2: Rewards and Bonuses

The second minor theme pertained to the rewards and bonuses offered by the

company to the employees. Saleem and Saleem (2014) reported a reward system as a

motivational factor for employees. For the six participants interviewed, it was also vital

to recognize the hard work and advancements of the employees through various kinds of

rewards and bonuses. Table 8 contains the number and percentage of references for the

second minor theme.

Table 8

Breakdown of Rewards and Bonus as a Theme

Themes	Number of References (*n*=6)	Percentage of References (*n*=100%)
Rewards and bonuses	5	80%

Participant 3 stated employees had Christmas bonuses and gift cards given out

around the holidays. Meanwhile, Participant 4 shared that in the company, personal

letters and monetary rewards were offered to those who provided their best performances

at work. Participant 6 shared that in the company, plant managers would provide their

employees with dollars for vending machines, which they could use as tokens of

appreciation. Herzberg et al. (1959) identified extrinsic rewards, such as pay and money,

as hygiene factors. However, the way in which these leaders used these remained focused

on relationships, which could influence relationships with supervision and increase job

satisfaction (Buble et al., 2014).

Other participants shared that the strategy of providing material gifts as rewards

was also useful. Three of the six of the participants shared the theme. Participant 1 stated

that after multiple years of service, employees were recognized with awards, such as (a)

service awards, (b) watches, and (c) gift cards. Meanwhile, Participant 3 echoed that

leaders also gave out watches and awards to employees after 5 years of service, as well as

recognition at company events. Strategies to reduce voluntary turnover included

employee recognition throughout the literature (Islam & Ali, 2013; Kellison et al., 2013).

Minor Theme 3: Personal Communication

The third and final minor theme of the study was promoting personal

communication, as shared by 4 of the 6 participants. Previous research supported the

need for personal communication, including encouragement and making the employees

feel valued within their companies. Kulchmanov and Kaliannan (2014) identified good

communication with leadership as an important factor of motivation and influence on

employee intention to quit. For the interviewed participants, personal communication

pertained to the following practices: (a) relaying of performance appreciation and

recognition, (b) providing advice and assistance for professional development, and (c)

relaying concerns on personal and family needs. These participants indicated that

personal communication created an environment that was encouraging and comfortable

for the employees. Steele and Plenty (2015) found communication between supervisor

and subordinate was necessary to have healthy workplace relationships and increase job

satisfaction. Table 9 contains the breakdown of the personal communication practiced by

the interviewed participants.

Table 9

Breakdown of Personal Communication Strategies

Themes	Number of References (*n=6*)	Percentage of References (*n=100%*)
Personal communication	4	60%
Relaying of performance appreciation and recognition		
Providing advice and assistance for professional development		
Relaying concerns on personal and family needs		

Note. The indented text represent subtheme(s).

Subtheme 1: Relaying of performance appreciation and recognition. The first

subtheme that emerged was the practice of relaying performance appreciation and

recognition. Participant 1 stated that the company owners were proactive in recognizing

the work and effort of the employees showing appreciate for achieving goals. Leaders in

this study showed appreciation through verbal recognition and physical awards, such as

service awards. Tilekar and Pachpande (2014) found that work recognition increased

focus and motivation among employees. Participant 3 shared that leaders relayed the

notation of verbal appreciation to their employees, which represented an important daily

encouragement. Meanwhile, Participant 4 explained that leaders had various methods of

recognizing the difficult work and efforts of the employees, such as providing personal

letters and monetary rewards. Finally, Participant 6 indicated that it was also vital to

acknowledge the efforts and hard work of the employees to boost their confidence so they would work even harder going forward.

Through the participant responses, leadership's daily recognition of good work represented an important strategy for employee retention. Mathew and Gupta (2015) noted that high emotional intelligence from managers drove leadership that was more effective, while Dasgupta et al. (2014) found meaningful interactions between leaders and employees reduced employee intentions to quit. These leaders displayed emotional intelligence with daily actions that acknowledged employees for a job well done.

Subtheme 2: Providing advice and assistance for professional development. The second subtheme formed was the practice of providing advice and assistance regarding the employees' professional development. Muthuveloo et al. (2013) found that focus on employee development had a significant reduction in employee turnover. Furthermore, Church (2013) posited development of high potential talent increased engagement through talent roadmaps. Participant 1 shared he checked on his employees from time-to-time. Meanwhile, Participant 3 echoed that he also conducted the same practice of approaching and communicating with the employees to guide and show his support. Employee development and engagement represented a leading strategy that could reduce voluntary turnover (Zveglich et al., 2013). These leaders showed that focusing on employee development was a key to keeping the employee engaged in his or her work, thereby retaining employees.

Subtheme 3: Relaying concerns on personal and family needs. The third subtheme that followed was the practice of relaying concerns on the employees' personal

and family needs. Petkevičiūtė and Giedraitis (2013) found leaders needed various

influence employees, including communication and conceptual skills. Gill (2014) posited

leaders must have a cultural awareness, while Bertsch (2012) found leaders who

understood their employees found better results in their organizations. For Participant 1,

it was important to show concern and genuine care for the personal life or dealings of the

employees. Leaders who exemplified similar values and authentic actions had stronger

results in retaining employees (Read & Laschinger, 2015). These leaders identified that

caring for employees in an authentic way, which included the employee as an extension

of the family, was a valuable way to create a strong organizational culture to reduce

turnover. The caring from supervision strengthened relationships between supervisor and

employee that was shown as influencing employee satisfaction (Costello & Welch,

2014).

Cross-Data Analysis

From the analysis of the interviews, I discovered that participants determined an

extensive range of effective employment strategies to retain their employees. The

company documents contained policies, which resulted in the identification of four

strategies or themes from the interview analysis. The discovery of the different strategies

from the participants' perceptions and experiences refered to the comprehensive practices

of the companies of the participants. However, I validated and confirmed four strategies,

as these companies mostly focused on the following effective and helpful strategies: (a)

professional growth opportunities, (b) salary competitiveness, (c) health and medical

benefits, and (d) work environment. Table 10 contains the breakdown of the themes from

the two sets of data, as synthesized earlier in the work.

Table 10

Cross-Analysis of Interviews and Company Documents

Themes or Strategies	Interviews	Company Documents
Professional growth opportunities	√	√
Training and shadowing practices		
Tuition reimbursement and training support		
Monitoring of professional growth and development		
Educational opportunities		
Salary competitiveness	√	√
Sharing of profits or investments		
Health and medical benefits	√	√
Work atmosphere or environment	√	√
Valuing all employees as part of the team and as family		
Promoting work-life balance		
Practicing flexibility in schedule, duties, and responsibilities		
Practicing the values of trust, honesty, and respect		
Practicing personal communication	√	X
Relaying of performance appreciation and recognition		
Providing advice and assistance for professional development		
Relaying concerns on personal and family needs		
Rewards and bonuses	√	X

Note. The italicized text represent subtheme(s).

Findings Related to Herzberg's Two-Factor Theory

The conceptual framework that guided this study was the two-factor theory of

Herzberg et al. (1959). Many researchers have utilized the theory in exploring factors that

would lead to job satisfaction and motivational factors that could reduce turnover (Islam

& Ali, 2013; Smith & Galbraith, 2012). The two-factor theory of Herzberg et al. outlines

two types of factors that influence job satisfaction: hygiene and motivation. Hygiene

factors include supervisor relationships, working environment, pay, and relationships

with peers. Motivation factors include achievement, recognition, work itself,

responsibility, advancement, and growth in the company (Herzberg et al., 1959). The

strategies in this research of the leaders related to all of Herzberg et al.'s two-factor

theory factors in both motivation and hygiene areas, including prevalent themes in (a)

growth opportunities, (b) pay, (c) work environment, (d) recognition, and (e) growth and

advancement.

The relationship between job satisfaction and motivation was another study area

that received attention from researchers. In this regard, Islam and Ali (2013) indicated job

satisfaction was different from motivation. According to Smith and Shields (2013),

hygiene and motivation factors significantly influence job satisfaction levels, which serve

to decrease turnover (Katsikea et al., 2015). Leaders must identify those elements that

successfully decrease employee turnover and actively manage turnover in their

organizations (Gonzales, 2016). The focus of this study was on the actions of leaders who

succeeded in retaining their workforces to identify those strategies that were successful

and those less successful in retaining employees. The findings integrated within Herzberg

et al.'s (1959) two-factor theory, concerning both motivation and hygiene factors.

Existing Literature on Effective Business Practice

Findings of this study on effective turnover practices mostly aligned with

previous peer-reviewed research on employee turnover. Employee turnover has a

negative influence on companies' profitability due to costs associated with replacing

previous employees and retraining new ones (Duffield et al., 2014; Ludwig & Frazier,

2012). The manufacturing sector indicated a turnover of 1.4 million of the workforce (12%) in 2014 (BLS, 2015), which affected profitability (Ludwig & Frazier, 2012). The findings of previous researchers showed it was important to identify new strategies to retain employees in the manufacturing sector (Brown et al., 2014). Prior researchers have recommended the values of employers and employees should be similar (Holmes et al., 2013), while Chi et al. (2013) found management should focus on relationship building to retain employees. These findings paralleled with this research, in that leaders recognized the challenge of retaining employees and agreed that values among both employee and employer should be similar to ensure a good job-fit.

Leaders who implemented strategies that were effective in maintaining the employee population at their organizations could better increase organizational growth and productivity. Implementing effective employee turnover reduction strategies helped leaders and managers promote organizational growth and productivity, which heightened the likelihood of their businesses' survival in a competitive economic climate (Gonzalez, 2016; Ugoami, 2016). Through a reduction of turnover rates, leaders could escalate productivity, thus leading to competitive advantages and organizational growth (Smith & Galbraith, 2012).

By aligning and adapting the workforce with labor market requirements, leaders might be more successful in retaining their workforce (Rusanova, 2014). Retaining employees could save costs from recruiting and training new employees by retaining employee knowledge and skill (Duffield et al., 2014) and function to improve customer relationships through better quality and consistency of products (Gounaris & Boukis,

2013). The findings of this research outlined similar concepts, such as providing growth opportunities that engaged employees and increased productivity. Leaders in this study agreed that customer relationships, quality, and productivity improved with a stable workforce.

Although leaders were aware of the fact that employee turnover was costly and eroded the profit margins of an organization, there was a 10% increase in turnover in the manufacturing sector between 2010 and 2014 (BLS, 2015). The participating leaders in this study indicated that consistent implementation of known human resource practices effectively reduced employee turnover. The identified strategies included competitive compensation packages that included competitive health and medical benefits. Even though competitive compensation packages were found as important in retaining employees, the leaders acknowledged that salary incentives alone were not effective in retaining employees.

Researchers found the following strategies effective in mitigating turnover effectively. With maintaining work flexibility in determining work hours and shifts and recognizing the importance of work-life balance (Osuji et al., 2014), with particular emphasis on family life, the organization's leaders positively impacted employees' perceptions of the organization (Basu et al., 2015). Similarly, the provision of training and professional growth opportunities not only increased the skilled force on the shop floor, but also improved employees' self-efficacy and self-worth, thereby leading to job satisfaction that mitigated turnover intent (Babić et al., 2014). Consistent application of recognition for excellence and achievement in formal training led to employees who felt

appreciated and treated fairly (Çinar & Karcioglu, 2012; Du et al., 2015). Value by

management was expressed through formal recognition and informal, personal

appreciation of good performance. This appreciation instilled a perception of employees

being valued by management, consequently reducing turnover. Two participants

mentioned walk-throughs and subsequent recognition of achievement and continued

performance that served to increase job satisfaction and instill a perception of being

valued by the organization (Burch & Guarana, 2014). Overall, the findings of this study

on effective turnover practices significantly aligned with previous peer-reviewed

research.

Application to Professional Practice

The purpose of this qualitative multiple case study was to explore strategies that

some manufacturing leaders of the southeastern Wisconsin area used to reduce voluntary

turnover of employees. I conducted interviews across four manufacturing sites and six

manufacturing leaders. The review of leader responses ran concurrently with the

evaluation of documentation to collect strategies to retain employees.

Voluntary turnover is a business problem that increases operational costs and

reduces efficiencies (Duffield et al., 2014). To remain competitive, manufacturing firms

must retain employees to limit operational costs of hiring, training, and overtime. The

findings in this research might provide leaders some strategies needed to reduce

voluntary turnover and give insight into leaders' successful business practices to achieve

limited voluntary turnover, thereby stabilizing a firm's workforce. Lower turnover rates

might benefit the local community and improve economic development from a stabilized

workforce.

Implications for Social Change

Business leaders can use the successful strategies outlined in the findings of this

research to manage employee retention. Focusing on retention strategies is a factor that

can lead to increased job satisfaction, as low job satisfaction increases turnover intentions

(Leisanyane & Khaola, 2013). The identified strategies of successful leaders in the

manufacturing sector will assist other leaders in addressing employee turnover intentions

and mitigating voluntary turnover. Strategies, identified in the study, may provide

manufacturing leaders with the opportunity to influence social change through reduced

voluntary turnover and promotion of healthy working communities.

The main goal of this research was to explore the strategies that manufacturing

leaders use to reduce voluntary turnover of employees. Therefore, this qualitative

multiple case study on retaining employees in the manufacturing sector was important to

social change, as leaders could implement these findings to maintain their workforces

through implementing the successful strategies. Employee retention remains a concern of

increasing importance in the manufacturing sector because of high turnover impacts on

productivity and profitability (Duffield et al., 2014; Ludwig & Frazier, 2012). Leaders

could use the identified strategies to reduce voluntary employee turnover that emerged

from analyzing the data.

The reduction in employee turnover in the manufacturing sector might stimulate

organizational growth and expansion. Growing manufacturing organizations could lead to

increased employment prospects that could foster prosperity for families, thereby resulting in a prosperous community. Manufacturing leaders and other business leaders could utilize the findings of this research to utilize these strategies of employee retention and apply these to their businesses. Leaders, with an increased awareness of the influence of employee turnover on their firms, could implement retention strategies to aid in sustained internal organizational development, thereby affecting external economic development.

Recommendations for Action

Leaders in the manufacturing sector could use the successful strategies identified in this study to retain employees and reduce employee turnover. Through implementing the strategies shared by the participating leaders in this study, leaders could increase the profitability of their organizations by retaining skill sets and instilling a higher level of job satisfaction of employees. The participants' shared knowledge might further the retention of employees in the manufacturing sector and promote the growth and expansion of organizations of manufacturing leaders who utilize these strategies. By observing the uniform application of internal policies and maintaining personal relationships with the employees, as demonstrated by the responses of the participants, leaders in the manufacturing sector who experience high employee turnover may gain important insight into how to support employees with the examples provided in the data. I suggest that leaders in the manufacturing sector utilize the findings reflected in this study and use those strategies to retain their workforces.

To disseminate the findings of this study further, different methods must be used. All participants received a summary of the findings for distribution among other interested parties, such as peers. I discussed the findings of this study with managers and peers, including seeking opportunities to participate in forums in the manufacturing sector and conferences. Furthermore, this study was made available through ProQuest/UMI database, where future researchers and other interested parties might come access it.

Recommendations for Further Research

The purpose of this qualitative multiple case study was to explore strategies that some manufacturing leaders of the southeastern Wisconsin area used to reduce voluntary turnover of employees. The findings of this study confirmed much of the existing research on employee re4tention, including elements of Herzberg et al.'s (1959) two-factor theory. While many strategies witnessed in this study existed within the literature, employees did not always react in the same manner. Continued research to determine strategies to retain employees successfully is needed in all business sectors to address the complexities of employee turnover.

Future researchers may expand this research by including the views of employees in the manufacturing sector and extend this research to other states and industries. The inclusion of different manufacturing industries may contribute to a deeper understanding of effective strategies to reduce employee turnover in various populations. Quantitative methods can also be applied to establish the relationship between the different strategies identified in this research. Using a quantitative method may aid in understanding

employee retention across a larger sample to increase the ability to generalize findings. Further research of the strategies identified in this study may lead to increased understanding in the reduction of employee turnover, therefore improving productivity, sustainability, and profitability in the manufacturing sector. Continued exploration of effective strategies to reduce employee turnover in the manufacturing sector can further the scholarly knowledge of this business problem.

Reflections

The doctoral journey was a personal and professional goal of mine that challenged me in an incredible way. I found the coursework at Walden University interesting and applicable to my professional experiences, and I enjoyed learning at the highest level of scholarship. I gained valuable knowledge through not only coursework, but also the learned skill of finding peer-reviewed research and validating findings with similar research through peer-reviewed journal articles. I found the importance of patience and organization to assist me through this multi-year journey while learning more about the landscape of employee retention and organizational leadership through the literature. While conducting the literature review and research, my interest and insights into the employee turnover and strategies to reduce turnover increased. My interest derived from previous experience of the effects of turnover on the profitability and sustainability of organizations that I have seen firsthand.

Due to my previous experiences, I had to remain aware of personal bias and mitigate that bias to enhance the reliability and quality of the research findings. This process was necessary during the data collection and analysis phases to prevent my biases

and prior perceptions from influencing the research results. I relied heavily on insights from the literature and observing ethical requirements to minimize the influence of personal perceptions. Using an interview protocol was helpful during the research to ensure that all participants had the same opportunities to contribute to the study and reduce bias.

After completing this study, I realized that continued research in employee turnover would be needed to address this complex business problem. I gained a tremendous amount of knowledge on this business problem, as well as respect, for leaders within the manufacturing sector and their practiced skills of organizational leadership. Leaders should take every opportunity to gain insight into the needs and aspirations of their employees and combine that with research findings on employee turnover to determine what would work best in their organizations.

Conclusion

Employee turnover remains an issue in businesses, including the manufacturing sector. Organizations experience negative results from high employee turnover, which include loss of expertise and costs incurred to recruit and train new employees, thereby resulting in reduced profitability. Business leaders must identify new strategies to retain the manufacturing workforce (Brown et al., 2014). The two-factor theory of Herzberg et al. (1959) identified hygiene and motivation factors that influenced job satisfaction, which was shown to influence employee turnover (Smith & Shields, 2013). Various researchers have studied the influence of these factors on aspects, such as employees' job performance and satisfaction (Bouckenooghe et al., 2013; Costello & Welch, 2014;

Tilekar & Pachpande, 2014). This study focused strategies to reduce employee turnover implemented by successful leaders in the manufacturing sector with a conceptual framework of Herzberg et al.'s two-factor theory.

The purpose of this study was to explore strategies of successful manufacturing leaders to reduce employee retention. Four sites and six manufacturing leaders participated in the identification and confirmation of strategies to increase employees' job satisfaction and reduce turnover (Bouckenooghe et al., 2013; Zveglich et al., 2013). These strategies could save organizational costs on recruiting and training new employees by retaining skilled workers. In addition, the findings showed that consistent application of the strategies could lead to increased job satisfaction of employees, reducing turnover. Leaders in the manufacturing industry should adopt these successful strategies, such as (a) promoting professional development; (b) recognizing employee achievements; (c) promoting work-life balance; (d) displaying concern for the employees and their families; (e) being flexible in allocation of working hours; (f) engaging personally with the employees; and (g) competitive compensation, including health and medical packages. By applying these strategies, leaders in the manufacturing sector should benefit from reduced employee turnover and increased profitability.

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Appendix A: Interview Protocol

Interview Protocol	
What you will do	*What you will say*
Introduce the interview and set the stage in a private conference room.	*Hello (Name),* *Thank you for your time today. I am excited for you to join me in this short interview. I just have a few questions that will apply to successful strategies you have used as a leader to reduce voluntary employee turnover.*
Watch for nonverbal cues. Paraphrase as needed. Ask follow-up probing questions to get more in depth .	*What efforts have you made as a management team to improve the working environment on the manufacturing floor?* 1. What strategies do you use to reduce voluntary turnover among your employees? 2. How effective are the strategies you use to reduce voluntary turnover? 3. What strategies were most effective in retaining employees? 4. What strategies were least effective in retaining employees? 5. What are some policies that have dissatisfied employees in the past? 6. What strategies do you use to recognize employees for their good work?

	7. What in your experience makes employees satisfied with their job?
	8. What career advancement and training opportunities do you provide employees?
Wrap up interview by thanking participant.	*Thank you (Name), I really do appreciate your time and effort during this process. It will help a great deal in adding value to your stakeholders and contributing to industry research as well as helping me in earning my degree!*
Schedule follow-up member checking interview.	*I have one more step after I review the data. Would a date later this week, as soon as tomorrow, work for you for a 45-minute follow-up? The purpose of the follow-up is to ensure I have written and identified everything you intended to say, with no incorrect interpretations of my own.*

Follow-Up Member Checking Interview

Introduce follow-up interview and set the stage.	*Hello (Name), The purpose of the follow-up is to ensure I have written and identified everything you intended to say, with no incorrect interpretations of my own.*
Share a copy of the succinct synthesis for each individual question.	*Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed*
Bring in probing questions related to other information that you may have found— note the information must be related so that you are probing and adhering to the IRB approval.	*Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed*
	Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
Walk through each question, read the interpretation and ask:	*Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed*
	Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
Did I miss anything? or, What would you like to add?	*Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed*
	Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed

	Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed

Appendix B: Letter of Cooperation from Company A

Company Name

Company Address

Company/Manager Phone Number

November 27th, 2016

Dear Jonathan Singer,

Based on my review of your research proposal, I give permission for you to conduct the study Turnover of the Workforce within **Company A**. As part of this study, I authorize you to conduct interviews at the length of approximately 45 minutes each, including follow-up interviews such as member checking, as well as analyze company documentation regarding employee turnover. Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include: Personal rooms that interviews will be conducted in. We reserve the right to withdraw from the study at any time if our circumstances change.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,

Manager/Authorities Name

Company Name

Walden University policy on electronic signatures: An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically. Electronic signatures are regulated by the Uniform Electronic Transactions Act. Electronic signatures are only valid when the signer is either (a) the sender of the email, or (b) copied on the email containing the signed document. Legally an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. Walden University staff verify any electronic signatures that do not originate from a password-protected source (i.e., an email address officially on file with Walden).