


2018

Strategies for Retaining Qualified and Experienced Employees in the Nonprofit Sector

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Walden University

College of Management and Technology

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Ebony Mason

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2018

Abstract

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in the Nonprofit Sector

by

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MS, Texas A&M University-Texarkana, 2015

MBA, Texas A&M University-Texarkana, 2013

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Doctoral Study Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Business Administration

Walden University

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Abstract

Retention of qualified and experienced employees is the greatest challenge faced by nonprofit organizations. Using transformational leadership theory, the purpose of this single-case study was to explore strategies used by managers of nonprofit organizations to increase employee retention. The population for this study included 3 managers of one nonprofit organization in Texarkana, Texas, with tenure of at least 2 years. These managers had successfully implemented retention strategies to retain qualified and experienced employees for more than 2 years. Collected data included semistructured, face-to-face interviews and from archived documents that pertained to employee retention in nonprofit organizations. The data analysis process comprised 5 steps: compiling, disassembling data for coding, reassembling, interpreting, and reporting data themes. The use of member checking and methodological triangulation increased the trustworthiness of interpretations. The 2 themes that emerged from this study were motivational incentives and effective communication. The implications for positive social change in the nonprofit sector include sustaining the workforce by retaining qualified and experienced employees. With less employee turnover, nonprofit leaders may experience real cost savings. Nonprofit leaders may find the cost savings beneficial in extending available funds for services to local communities.

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Dedication

I dedicate this study to a few individuals who made an impact on me throughout my educational journey. First, and foremost, my sweet dear mother, you instilled the importance of an education at an early age in me. You always supported my educational journey even in my darkest hours. You continued to remind me of the power of knowledge. Thank you, mother, for all your love and support along the way. To my sweet grandmother “Dollbaby” who passed away in 2014, this doctorate degree is more for you than it will ever be for me. I wish you were here to see all that I have accomplished. I know you would be so proud. I miss you and this is for you. Finally, yet importantly, to my son Ayden, this is for you. I am modeling the way for you to go forth and do great things. The sky is the limit for you son. You can be all you desire to be with hard work and dedication. I love you my son.

Acknowledgments

I first give praises to my Lord and Savior Jesus Christ first because without God none of this would be possible. Next, I like to acknowledge a few people who helped pave the road to my success. To my mentor and coach Dr. Darlene Thomas, thank you for believing in me. Only a short period of time knowing each other and you have made so many life-changing impacts on my life. Thank you for all your love and support throughout this doctoral journey. Thank you for teaching me to ride the wave. I can never repay you, but I do want you to know I appreciate you.

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Finally, I like to thank family and friends who supported and believed in me throughout this journey. I could not have completed this journey without each one of you pushing me to be all I can be. This study is dedicated to my community and I hope it inspires others in our community to achieve the impossible.

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Section 1: Foundation of the Study

Traditionally, leaders of nonprofit organizations do not declare a profit; instead, they utilize all funding available after operating expenses to service the public interest (Neumayr, Schneider, & Meyer, 2015). Nonprofit leaders rely solely on their vision and mission to recruit and retain employees. They continue to face the challenges of attracting and retaining experienced and qualified employees (Kim & Fernandez, 2017).

Background of the Problem

Lowering employee turnover and improving retention has been a critical factor for all industries in the 21st century, including for nonprofit organizations (Kim & Fernandez, 2017). One of the largest deficiencies a new organization can encounter is turnover (Selden & Sowa, 2015). Nonprofit organizational leaders waste billions of dollars trying to recover from turnover costs. Marasi, Cox, and Bennett (2016) noted that some leaders are unable to recover from employee turnover due to the high expense. Donors may refuse to fund a nonprofit organization because nonprofit owners waste money trying to retain personnel rather than focusing on the initial nonprofit cause (Bratt, 2017). Nonprofit leaders suffer financially and sometimes never see a return on their initial investment (Berrone, Gelabert, Massa-Saluzzo, & Rousseau, 2016). McGinnis Johnson and Ng (2015) stated that the greatest loss is to the community, because when turnover affects the nonprofit, it also affects the delivery of services. Organizational leaders have withheld services until they have available personnel to provide those services (Grizzle, 2015).

Most of the challenges faced by nonprofit staff results from lack of leadership attributes, such as ideal role models, employer motivation, and employee consideration (McGinnis Johnson & Ng, 2015). Outlining effective leadership factors and developing efficient strategies could help increase retention among employees (Ulrich & Dulebohn, 2015). Nonprofit leaders need to develop strategies to increase employee retention (Akingbola, 2013). Kyndt, Govaerts, Claes, De La Marche, and Dochy (2013) suggested that highly competitive organizational leaders, such as nonprofit leaders, should focus on retaining experienced and qualified employees.

Problem Statement

Retention of qualified and experienced employees is an important challenge faced by nonprofit leaders (McGinnis Johnson & Ng, 2015). Leaders in human resources management noted that the turnover cost of replacing employees is estimated at 150% of the position's annual salary (Azanza, Moriano, Molero, & Lévy Mangin, 2015). The general business problem is that low employee retention rates cause a disservice in the productivity of nonprofit organizations. The specific business problem is that some managers of nonprofit organizations lack strategies to increase employee retention.

Purpose Statement

The purpose of this single qualitative case study was to explore strategies managers of nonprofit organizations use to increase employee retention. The targeted population was managers of one nonprofit organization in Texarkana, Texas, who were successful in using employee retention strategies. The implications for positive social change was the potential to discover effective strategies that help managers retain

qualified and experienced employees in the nonprofit sector. In return, when there is less turnover, nonprofit leaders could experience real cost savings, which could provide more funds to use toward more services for the community.

Nature of the Study

In a qualitative study, such as this one, researchers use multiple resources, such as case studies and interview questions (De Massis & Kotlar, 2014). Qualitative researchers collect open-ended and emerging data that they develop into themes (Yin, 2014). In contrast, Yilmaz (2013) posited that researchers use quantitative research designs to examine relationships and differences among variables by statistically analyzing data. The mixed method is a combination of both qualitative and quantitative research methods (Palinkas et al., 2015). Since this study did not require examining relationships and differences among variables, a qualitative methodology was best suited for answering the overarching research question.

In qualitative research, Marshall and Rossman (2016) identified three significant designs: (a) phenomenology, (b) ethnography, and (c) case study. Sousa (2014) stated that a phenomenological design is appropriate when researchers focus on understanding the meaning of participants' experiences with a specific issue. Researchers conducting ethnographic research observe participants in a natural or real-life setting (Dell 'Era & Landoni, 2014). In case study research, researchers explore a program, process, event, or organization by collecting data from various sources and using triangulation to achieve convergence between the different sources (Yin, 2014). The focus of this qualitative study was to explore the *how* and *what* questions of nonprofit organizational leaders'

fundamental retention strategies, not the meaning of participants' experiences nor participants in a natural or real life setting. Consequently, a single case study design was most appropriate for answering the overarching research question.

Research Question

The overarching research question was: What strategies do managers of nonprofit organizations use to increase employee retention?

Interview Questions

1. Who are the key decision makers in your organization involved in retention strategy planning?
2. What retention strategies have you implemented to retain qualified and experienced employees in nonprofit organizations?
3. How have you assessed the effectiveness of the strategies you have implemented to help increase employee retention?
4. What strategies have you found to work best for retaining employees in a nonprofit organization?
5. What additional information can you provide that might help me understand retention strategy planning and implementation in your organization?
6. What else would you like to add regarding retention strategies for nonprofit organizations?

Conceptual Framework

Qualitative researchers use a conceptual framework to clarify concepts and encourage theory development in current practice (Ward, Furber, Tierney, & Swallow,

2013). The appropriate theory for this study was the transformational leadership theory. Burns (1978) proposed the transformational leadership theory; Cheok San and O'Higgins (2013) contributed to Burns' thinking by including Maslow's theory of human needs. Burns argued that transformational leadership theory changes leaders into individuals empowered to motivate others to work toward a shared vision. Burns claimed that transformational leaders motivate and influence others to achieve high standards and work toward leadership potential. The intent of the transformational leadership theory is for leaders to inspire employees and work toward a mutual goal or vision (Trastek, Hamilton, & Niles, 2014). Bass (1985) broadened Burns' approach by introducing some key components into the transformational leadership theory: (a) ideal role model, (b) inspired motivation, (c) individual consideration, and (d) intellect stimulation. Bass claimed that all four leadership components interconnect with modeling the role, encouraging change, inspiring, and developing future leaders. Transformational leadership theory is a potential lens for understanding the results of this study. Nonprofit managers have employed transformational leadership strategies to retain qualified or experienced nonprofit employees (Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi, & Rezazadeh, 2013).

Operational Definitions

Director: An individual providing direction and supervision to all employees. The director develops and implements the program, manages the budget, provides community outreach and helps to sustain the program and funding (Wellens & Jegers, 2014).

Employee retention: Organizational leaders' ability to retain employees long-term (Aruna & Anitha, 2015).

Employee turnover: The percentage of employees who terminate employment from an organization during a fiscal year and the employee's position must be replaced by a new employee (Duffield, Roche, Homer, Buchan, & Dimitrelis, 2014).

Employee performance: The manner in which an employee executes job duties (Carvalho & Chambel, 2014).

Leader-follower relationship: The relationship between a leader and follower. A leader's ability to influence employees to achieve organizational goals (Fairhurst, Janata, & Keller, 2014).

Managers: Those who assume a leadership position on a routine basis and who have direct oversight over non-supervisory positions (Kotter, 1996).

Nonprofit organizations: An organization that main purpose is not to generate profit, but to fulfill a social mission that serves a public interest (Berrone et al., 2016).

Qualified and experienced employees: Employees who have the needed skills set to perform the job requirements (Castillo-Salazar, Landa-Silva, & Qu, 2016).

Assumptions, Limitations, and Delimitations

In a qualitative single case study, assumptions and limitations are hard to control. Researchers noted that leaders argue on what is required knowledge they need to know and what they need to do to solve real business issues (Banerjee & Morley, 2013). As the researcher, I provided information and justification for the assumptions, limitations, and delimitations in this proposed qualitative study.

Assumptions

Assumptions are pieces of information assumed as factual, but with no valid evidence (Schendel & Tolmie, 2016). This study contains two assumptions. The first assumption was that managers would provide truthful information. The second assumption was the appropriateness of the population of managers for exploring themes involving retention strategies in a nonprofit organization.

Limitations

Limitations are unmanageable issues that could affect the credibility of the study (Midgley, Ansaldo, & Target, 2014). Three limitations affected the credibility of this case study. The first limitation was only selecting three managers from a single nonprofit organization as participate in this study. A second limitation was scheduling the appropriate time to conduct interviews that did not intervene with productivity and time off. The third limitation was the geographical location of only Texarkana, Texas. As the researcher, I sought data and discussed findings related to one nonprofit organization in Texarkana, Texas, and not other nonprofit organizations around the world.

Delimitations

Delimitations are elements of a study that define the boundaries implemented by the researcher (Bernard & Bernard, 2013). The first delimitation for this single qualitative case study included the small sample size of only three managers, who were presently working in the nonprofit sector. The second delimitation was using a nonprofit organization with qualified and experienced employees possessing at least 2 years of tenure.

Significance of the Study

Under this heading, I discussed the contribution of implementing retention strategies in nonprofit organizations to the business practice and the implications for social change. It is important for managers of a nonprofit organization to identify possible strategies for retaining qualified and experienced employees (Walk, Handy, & Schinnenburg, 2013). The results from this study could help board members, directors, future nonprofit owners, and current managers increase employee retention. I provided successful retention strategies implemented by participants that could aid nonprofit managers in retaining qualified and experienced personnel.

Contribution to Business Practice

Implementing retention strategies in nonprofit organizations could improve leadership practices in the workplace (Akingbola, 2013). Qualified and experienced employees are more likely to stay with an organization if the right strategies are in place. Nonprofit leaders should focus more on employee development than only teaching employee's basic job knowledge. Successful managers are those who contribute to the organization's daily business goals by managing the work (Brown, Fraser, Wong, Muise & Cummings, 2013).

Exploring leadership strategies may help managers of nonprofit organizations understand leadership-related issues that affect the retention of qualified and experienced employees (Yazinski, 2009). Managers of nonprofit organizations might better understand strategies that are effective at retaining employees. Additionally, nonprofit owners may be able to provide new resources to their managers.

Implications for Social Change

The implications for positive social change include the opportunity to identify successful strategies that support and enhance nonprofit employee retention to improve the workplace setting. A nonprofit organization's manager contributing to the retention of qualified and experienced employees may increase the organization's funding opportunities and participation in community activities (Maier, Meyer, & Steinbereithner, 2016). The National Council of Nonprofit (2015) revealed that nonprofit organizations are one of the leading sources of employment in the United States. In 2014, the nonprofit sector employed more than 10% of the American workforce (U.S. Labor Bureau, 2014). Identifying leadership strategies used by managers in a successful nonprofit organization may provide current or prospective nonprofit owners with the information needed to build a substantial nonprofit organization, undergirding cultural identities that assist with both organizational and community stability. Substantial funding opportunities could lead to improved employment in Texarkana, Texas, while increased community activities might lead to the strengthening of societal members. Therefore, the results of this study may contribute to fostering both employees and companies through effective retention strategies.

A Review of the Professional and Academic Literature

Employee retention is a major concern for leaders of nonprofit organizations (Knapp, Smith, & Sprinkle, 2017). Improving employee retention by enforcing key strategies could save an employee from leaving an organization. The purpose of this

single qualitative case study was to explore strategies that managers of nonprofit organizations use to increase employee retention.

In this section, I reviewed the literature related to transformational leadership theory in a nonprofit organization. My research focused on reviewing literature from electronic sources from Walden University Library, ProQuest, Google Scholar, SAGE Premier, and government publications. The keywords searched were *nonprofit performance, transformational leadership, employee retention, top talent, nonprofit mission, sustainability, nonprofit rewards, employee performance, job satisfaction, organization culture, compensation, training, work flexibility, and strategic planning*. The total number of journal articles and books used to compose the literature review was 190. The total number of peer-reviewed journal articles published between 2014 and 2018 was 176 (93%).

As the researcher, this single case study included a discussion covering a literary review of four elements: (a) transformational leadership theory, (b) nonprofit retention, (c) nonprofit performance, and (d) nonprofit turnover. The first element discussed in this literature review was transformational leadership, based on the theory and influence of Burns' (1978) research and the extension of Bass' (1996) research. The second element in the literature review included a discussion on the effect of transformational leadership in relation to employee retention. The third element included a discussion on the impact of transformational leadership, its effect on a nonprofit organization, and its performance results. The fourth element included a discussion on the impact of transformational leadership and its effect on employee turnover.

Transformational leadership in the nonprofit sector is becoming a common practice for nonprofit business owners. The purpose of the study was to explore strategies some managers of nonprofit organizations use to increase employee retention.

Transformational leadership strategies could help nonprofit owners better understand how to retain qualified and experienced employees.

Transformational Leadership Theory

Burns (1978) introduced the first implementation of the transformational leadership theory framework. Burns believed that utilizing transformational leadership theory would propose a leader-follower relationship in the organization. In this study, I used the transformational leadership theory as the conceptual framework to explore retention strategies in nonprofit organizations. Deichmann and Stam (2015) used transformational leadership theory as a potential lens for understanding retention strategies. Lavoie-Tremblay, Fernet, Lavigne, and Austin (2016) utilized the transformational leadership theory to explore leadership practices to oppose potentially abusive practices discouraging follower's performance. In addition, the theorist proposed that using transformational leadership practices could possibly increase the quality of care and lower workforce turnover (Lavoie-Tremblay et al., 2016).

Hawkins (2015) focused on the transformational leadership theory to address effective leadership practices needed to help distinguish roles and lower issues among a team. For decades, the use of the transformational leadership is a key promoter to enforcing a positive leader-follower relationship within an organization. Hutchinson and Jackson (2013) suggested transformational leadership theory can apply in a study without

a secondary model; however, it could be as a limitation in the research study. By implementing transformational leadership practices, I could potentially expand on research and explore the strategies needed to increase employee retention in nonprofit organizations.

Transformational Leadership Models

Bass (1985) expanded on Burns' theory by describing transformational leaders as goal-oriented, and inspirational individuals with a dedication to the cause and motivated to succeed. Bass, however, believed that leaders demonstrate effective leadership through four different components. The four components included an ideal role model, inspirational motivation, individualized consideration, and intellectual stimulation.

Ideal role model. Idealized influencers enhance leadership qualities such as leading subordinates in an ethical behavior that promotes a positive leader-follower relationship, influencing followers to work toward a common goal or mission (Kao, Pai, Lin, & Zhong, 2015). Ideal role models enhance the needs of others by focusing on instilling values and beliefs, coupled with promoting a purpose for followers (Aarons, Ehrhart, Farahnak, & Hurlburt, 2015). Ideal role models use leadership qualities that influence employees to follow a leader, commit to trust and display respect (Birasnav, 2014). Bedi, Alpaslan, and Green (2016) stated if employers build up idealize models that bring assurance and foundation between the leaders and followers within an organization, it could positively impact retention efforts.

Inspirational motivation. Inspirational motivation is a leadership style that encourages individuals to pursue a like-minded vision in working towards achieving a

common goal (Moriano, Molero, Topa, & Mangin, 2014). Gilbert, Horsman, and Kelloway (2016) stated transformational leaders motivate followers to look within themselves to determine what role leadership plays in personal attributes. Allowing employees to display personal attributes could build a relationship built on trust, communication, and commitment (Tekingündüz, Top, Tengilimoğlu, & Karabulut, 2017). Motivating future leaders is less stringent when the current leader is trustworthy (Owens & Hekman, 2016). Motivational leaders may be able to instill a positive working environment by decreasing the stress factors that impact job performance (LePine, Zhang, Crawford, & Rich, 2016). Employees will work harder because of inspired motivation (Bronkhorst, Steijn, & Vermeeren, 2015). Pilbeam, Doherty, Davidson, and Denyer (2016) posited leaders remain motivated and inspired by their employees, but the true test to success relies on their retention efforts. Pilbeam et al. (2016) stated that transformational leaders who align employees' needs with their organization's vision, could strengthen the leader-follower relationship and retention efforts.

Individualized consideration. Advising and mentoring are key attributes of transformational leadership (Johnson, Skinner, & Kaslow, 2014). Individual consideration is demonstrated in transformational leaders who treat their employees like they want to be treated, rather than just labors within the workplace working just to earn a day's pay (Chipeta, Bradley, Chimwaza-Manda, & McAuliffe, 2016). Promoting one-on-one attention to employees is a valued leadership attribute (Syrek, Apostel, & Antoni, 2013). Transformational leaders can implement individual consideration by stating kind gestures such as a *thank you* as a mean of motivation (Stocker, Jacobshagen, Krings,

Pfister, & Semmer, 2014). In addition, transformational leaders apply individual consideration when they focus on distributing fair and equal workloads (Yang & Li, 2017). It is important to leaders that advising and mentoring is effective for employees to reach full potential (Luo, Wang, Marnburg, & Ogaard, 2016). Maylett and Wride (2017) stated if employers give individual consideration daily to their employees, leaders could potentially retain qualified and experienced personnel while embedding long-term employer and employee relationships.

Intellectual stimulation. Intellectual stimulation is a leadership attribute that encourages followers or employees to embrace changes and enhance their creativity (Northouse, 2013; Syrek et al., 2013). Researchers indicated that when leaders possess a trait such as intellectual stimulation or creativity, leaders are empowered by their employees' decision making, encourage their creativity, and solicit their support for future innovation (Jiang & Yang, 2015; Northouse, 2013). Transformational leaders must demonstrate openness with their followers about speculations and receive their viewpoint prior to making decisions based solely on speculations (Ku, Wang, & Galinsky, 2015). Transformational leaders implementing intellectual stimulation in the workplace are leaders encouraging innovation through focusing on a self-reflection to promote innovation of employee beliefs and values (Hogan & Coote, 2014). Intelligence stimulation is getting followers to be a part of something that allows the employees to use their imagination and creativity, which further stimulates their abilities to resolve issues (Akhtar, Humphreys, & Furnham, 2015; Northouse, 2013). Leadership is the foundation

of a healthy organization. An organization's leadership can be the sole characteristic that drives future and current employee perception of a business (Akhtar et al., 2015).

Organizational leadership can be the sole characteristic behind the driving force of future and current employees' perception of a business (Akhtar et al., 2015). Schuler (2015) recommended for employees to obtain a career through making decisions based solely on their leadership attributes. In addition, researchers believe that organizational leaders that treat their employees as individuals have a direct correlation to individual employee growth (Dipaola & Tschannen-Moran, 2014). Researchers also believe that transformational leaders could offer an internal reward system as a form of motivation to lower voluntary turnover (Downes & Choi, 2014). Thompson (2015) conducted a recent study on a nonprofit organization and the positive correlation that could exist between employee satisfaction and transformational leadership. Researchers have validated that there is a direct correlation between job satisfaction and transformational leadership, which could potentially impact an employee's retention (Mathieu, Fabi, Lacoursière, & Raymond, 2016).

The existence of transformational leadership within an organization could potentially motivate employees to continue working within a nonprofit organization (Wike et al., 2014). Graham, Ziegert, and Capitano (2015) stated that leaders should use a transformational leadership style when a primary objective is to motivate and guide employees to reach an organizational goal. Barrick, Thurgood, Smith, and Courtright (2015) stated when a leader's style is directly aligned with performance, the perception of an organization and employees' attitudes improve. Similarly, Haile (2015) stated that

leaders who directly align their leadership style with employee performance might potentially encourage employee retention in the workplace.

Bass (1985) stated that transformational leaders help their employees emotionally and motivate followers in a way that impacts trust and empathy. Nonprofit organizational leaders could use transformational leadership style to develop a better working environment to maintain and sustain qualified and experienced personnel. Bakker and Demerouti (2016) conducted research on transformational leadership theory, employee retention, and the impact leaders may have on employee turnover in a nonprofit organization. Bakker and Demerouti illustrated a direct correlation between employee retention and employee burnout, which leads to employee turnover.

Hulett (2016) recently explored transformational leadership theory regarding employee retention and retention strategies. Hulett found that through the proper implementation of leadership strategies, nonprofit managers could lower turnover. Vizzuso (2015) examined employee engagement and leadership strategies and the impact transformational leadership theory has in healthcare industries. Vizzuso discovered employee engagement paired with the proper strategies can have a positive outcome on transformational leaders in a healthcare industry. Phillips (2017) completed a multiple case study focusing on the effective transformational leadership strategies that successful nonprofit leaders utilized to retain and maintain operational employees. Phillips found that through effective leadership strategies, employers could maintain personnel. Sellers (2017) utilized transformational leadership theory to propose leadership strategies that could enhance employee performance. Scott (2016) used transformational leadership

theory to explore employee motivation and retention strategies. Carasco-Saul, Kim, and Kim (2015) studied transformational leadership and employee engagement, the research proposed a significant relationship may exist between transformational leadership and employees. In fact, elements such as retention efforts, human resource development, and employee engagement could potentially be elements that impact how followers are treated (Carasco-Saul et al., 2015).

In contrast, there is a significant difference between transactional leadership and transformational leadership. Transactional leaders focus on followers' needs and enhancing those needs if the follower(s) are meeting the leader's compliance (Deichmann & Stam, 2015). Transactional leaders' attributions include (a) helping employees implement goals, (b) providing employees performance incentives on positive workflow, and (c) reacting to employees only when it is a mutual gain (McCusker & Gunaydin, 2015). Transactional leaders possess leadership attributes that focus on controlling supervision, organizing, and enhancing performance (Deichmann & Stam, 2015). Van Dierendonck, Stam, Boersma, De Windt, and Alkema (2014) explained that transactional leaders are less effective in the workplace than transformational leaders. Li, Gupta, Loon, and Casimir (2016) stated that transactional leaders are more flexible in the workplace than transformational leaders. Burns (1985) stated that the relationship between transactional leaders and their followers is just a business transaction or paid service. McCusker and Gunaydin (2015) further explained that society best understands transactional leadership as a business transaction. Transactional leadership followers experience a lack of encouragement or motivation to work toward the outlined mission,

vision, or goals (Van Dierendonck et al., 2014). In fact, researchers have validated that employees who are not supportive of the mission are less inspired to perform (Panagiotakopoulos, 2014). Wang, Tsai, and Tsai (2014) concluded that transactional leaders focus more on enforcing and achieving goals rather than employee needs, beliefs, and viewpoints. For this reason, transformational leadership affords the best strategy to retain qualified and experienced employees.

Li et al. (2016) perceived transformational leadership as the most effective leadership style, opposed to transactional leadership, because of the leadership attributes utilized when leading employees. In nonprofit organizations, leadership is one of the critical factors in leading nonprofit organizations successfully (Crawford, 2010; Miller, 2014). Miller (2014) argued that an employee does not have to be an executive director to be the leader. In fact, the ultimate candidate for leading a nonprofit organization is a leader who keeps their employees well-informed, motivated, and flexible (Crawford, 2010; Miller, 2014). Even though the director lays the foundation for the entire managerial staff, managers adhere their own leadership style. No matter the leadership style adopted, Sikora, Thompson, Russell, and Ferris (2016) argued that organized and transformational leadership authority figures have a need to retain qualified and experienced personnel. Sikora et al. (2016) further implied that enhancing individual contribution to an organization could potentially impact the overall effectiveness and maintaining a competitive advantage. Therefore, the best leadership style for accomplishing retention efforts for qualified and experienced employees is the

transformational leadership style. Sikora et al. (2016) provided substantial evidence to align an organization's effectiveness and the direct correlations with leadership style.

Effelsberg, Solga, and Gurt (2014) indicated transformational leadership could inspire followers to work toward also becoming transformational leaders, which would positively impact the organization. However, transformational leadership can also have a negative impact in a way that damages the community when there are not enough personnel to deliver community service. Therefore, the result of limited personnel in delivering community services, it is nearly impossible for an organizational leader to meet their fiscal year goals (Effelsberg et al., 2014). On the other hand, transactional leaders have the power to impact retention for the greater good of an organization, whereas there is still uncertainty if transformational leaders can impact greater good of a widespread community (Effelsberg et al., 2014). Effelsberg et al. (2014) stated that what may be great for the organization, may not be the same for society.

In addition, Effelsberg et al. (2014) concluded that transformational leaders could influence employee commitment, which in return potentially affects organizational procedures. In fact, accurate use of nonprofit funds would benefit sustainability in nonprofit funding and sustain the nonprofit program. Even though leaders of nonprofit organizations have employee commitment, a wrongful or immoral practice such as misuse of funds could potential harm continuation of funds (Bavik, Tang, Shao, & Lam, 2017). If leaders of nonprofit program abuse their funding opportunities, it could potentially shut down the program and negatively impact the community (Effelsberg et al., 2014).

Leadership Style

LePine et al. (2016) suggested that leadership style affects employee turnover and employee performance. Effective leadership is essential to managers of nonprofit organizations to meet retention efforts, performance measures, and success. To, Herman, and Ashkanasy (2015) stated that leadership promotes innovation. Leadership enhances motivation, inspiration, and influences individuals to achieve a common goal or mission (Bottomley, Mostafa, Gould-Williams, & León-Cázares, 2016). Moreover, organizational leaders must organize innovation to impact behaviors of their followers (Wang, Sui, Luthans, Wang, & Wu, 2015). The best leaders are those who find value in their jobs and require the same from their followers to meet their mission and goals (LePine et al., 2016). Leaders who find total value in their jobs are those who have established a manager and employee relationship (Liden, Wayne, Liao, & Meuser, 2014). Leaders who typically have a manager and employee relationship understand employee culture and therefore have a better opportunity to influence their employee's decision to stay with an organization (Liden et al., 2014). Implementing value management strategies and enhancing followers to participate in the decision making protocol within the organization helps in achieving retention efforts, as well as organizational performance and success (Sherman et al., 2014).

An equivalent measurement of management's overall success in nonprofit organizations is effective leaders (Mitchell, 2016). Efficient leaders should create an environment that has an organizational culture attracting experienced employees who are effective in their jobs (Ulrich & Dulebohn, 2015). Researchers have emphasized that

influencing organizational climate and organizational performance will attract meaningful individuals and lower turnover (Hartmann & Rutherford, 2015). To retain qualified and experienced personnel, employees must be motivated to continue to work toward a common goal, and in return increase sustainability (Oladapo, 2014).

Chowdhury, Schulz, Milner, and Van De Voort (2014) highlighted experienced employees are subject matter experts in a particular skill set that enhances performance and increases profits within a workplace.

Over time, researchers have tried to provide a definition of leadership to better enhance future scholars understanding. Bass (1999) stated that leadership is the leader's ability to enforce pressure, encourage others to follow their lead, and work toward performance measures. Performance will remain low if managers do not have the expertise on how to achieve their performance goals. Evans (2014) stated that leadership involves a method of teaching. Evans noticed that leadership requires teaching others on requirements to achieve performance goals. Employees must understand that it starts with a commitment to a cause. Leadership then requires a quality of delivery method from a leader to their followers to build a clear understanding of how to achieve the overall goal (Evans, 2014). Leithwood and Sun (2012) recommended leader strategy to motivate followers is becoming more stringent. Leadership is only as effective as a leader's background knowledge. If a leader does not know what it takes to get employees to reach a common goal, then typically the leader is unsuccessful in accomplishing their outlined goals (Niculescu, 2015). Niculescu (2015) referred to leadership as a trained style of effective leadership methods. As such, leaders without training find the road to success

more rigorous due to lack of expertise. However, if a leader has the knowledge and training in implementing strong leadership tactics, they are more likely to achieve their outline goals. Chuang, Jackson, and Jiang (2016) stated that leaders are more likely to succeed if they have the knowledge, skills, and ability to perform the duties.

After focusing on leadership studies, Bass (1999) related how leadership was continuing to grow. Oreg and Berson (2015) stated there is a direct correlation between personal characteristic traits and effective leaders. McDermott et al., (2013) used the contingency theory to focus on effective leadership approach. McDermott et al. (2013) stated that the contingency theory is a different leadership behavior approach, influencing not only followers but also the entire organizational operation. When focused on the operation of an organization, leaders should choose a leadership style that is effective to achieve the current goal. Baur et al. (2016) demonstrated a different leadership style using leadership substitutes. Xie and Zhang (2015) stated that when a leader uses leadership methods in the workplace, a leader could apply focus on issues in the workplace that could potentially influence employee performance Jiang and Yang (2015) argued leader-member exchange is the most effective leadership theory. Jiang and Yang (2015) stated that leader-member exchange is effective when desiring to improve performance measures and organizational success. Other researchers stated that the strategy for achieving success is using the leader-member exchange theory to control the entire operation while differentiating between employee relationships (Liao, Wayne, Liden, & Meuser, 2017). Day, Fleenor, Atwater, Sturm, and McKee (2014) argued regardless of the leadership theory or leadership style, successful leaders need effective

leadership practices allowing leaders to influence their employees and control their performance.

Nonprofit Retention

As one of the largest employment sectors in the world, nonprofit businesses continue to have substantial job growth since 2009. Although there has been huge employment growth, there is still an issue with retention strategies to retain qualified and experienced staff (Wicker & Frick, 2016). In 2015, a survey released that 84% of nonprofit leaders did have a retention strategy in place to retain top talent (National Council of Nonprofit, 2015). As retention in the nonprofit sector continues to receive less attention and recruitment continues to receive more attention, nonprofit leaders are beginning to have concerns about the strategies needed to retain top talent.

Employee retention. Retention consists of organizational success planning influencing employees to remain gainfully employed within the nonprofit organization (Darkwa, Newman, Kawkab, & Chowdhury, 2015). Retaining qualified and experienced nonprofit employee is a challenge for all nonprofit leaders across the world (Ban, Drahnak-Faller, & Towers, 2003). McKee and Froelich (2016) implied that the positive increase in the workforce will eventually begin to decline if nonprofit leaders do not invest time and resources in their retention strategies. Investing time and resources into employees to retain top talent requires nonprofit leaders to concentrate on elements that could impact employee turnover. Cho and Song (2017) argued that retention in the nonprofit sector have demonstrated that retaining employees is more vital than recruiting

new personnel. It is critical for nonprofit leaders to implement key strategies to retain qualified and experienced personnel.

Nonprofit employees are frequently impacted by updates from regulations that impact their fiscal year budget, which influences employees desire to want to stay working for a nonprofit organization (Bang, 2015). Nonprofit organizational leaders need retention strategies implemented to aid in retaining top employees in the nonprofit sector (Cho & Song, 2017). Witmer and Mellinger (2016) stated that retaining nonprofit employees are critical to an organization because the employees have a vital understanding of the policies and procedures. The National Council of Nonprofit (2015) found that 84% of nonprofit organizations in the United States did not have retention strategies in place. OTI Counseling (2016) reported that 76% of the organizational leaders indicated uncertainty in the implementation of retention strategies in 2017. Implementing retention strategies in nonprofit organizations may appear difficult at first until the nonprofit leader finds what is vital to supporting the nonprofit mission (Flanagan & Getto, 2017). Although many nonprofit organizational leaders utilize job flexibility to attract top employees that need flexible schedules, a survey reported that a turnover rate for the nonprofit sector is gradually increasing and was 19% in 2016. Although many nonprofit leaders utilize job flexibility to attract top employees that need flexible schedules, based on a 2016 reported survey the turnover rate for the nonprofit sector stood at 19% and continues to gradually increase (OTI Counseling, 2016). OTI Counseling (2016) stated that if nonprofit businesses invested in the time to implement effective retention strategies, they could retain top talent. During a survey, nonprofit

industry leaders suggested if nonprofit business owners invested in the time to implement effective retention strategies, they could retain top talent (OTI Counseling, 2016).

Retention Strategies

Rogers, Jiang, Rogers, and Intindola (2016) stated that leadership strategies and performance could potentially improve a nonprofit organization's retention efforts and workplace experience. The cost to replace an employee in any organization is high, moreover, such cost is critical in the nonprofit sector (Mayer, Wang, Egginton, & Flint, 2014). Generated revenue in the nonprofit sector comes from donations, earned income, and investment income (Mayer et al., 2014). Nonprofit organizational leaders may experience longevity and financial stability by minimizing employee replacement cost (Mayer et al., 2014). Korff, Balbo, Mills, Heyse, and Wittek (2015) proposed the use of leadership strategies may help leaders with gaining an understanding of retention barriers, how to improve retention and reduce turnover. For leaders to enforce retention strategies that are successful, a leader must know what is required (Mayfield, Mayfield, & Sharbrough III, 2015). Retention strategies require managerial employees to invest time and understanding that considers every employee an asset to the organization (Mayfield et al., 2015). Retaining employees who are qualified and experienced within the organization is one of the key essentials to leaders achieving success (Darkwa et al., 2015). Gallego et al. (2015) posited an investment in a retention strategy does not require knowledge in turnover. Mayer et al. (2014) found that employees who resign from organizations leave for many reasons such as lack of mentoring and development, reward and recognition, salary, and work-life balance.

Ashmore and Gilson (2015) emphasized that establishing retention strategy is one of the critical elements of today's succession. Gallego et al. (2015) suggested that strategies to retain employees include acceptable recruitment, complying selection of applicants, mentoring and development, competitive salary, and incentives. An increase in turnover among employees is a critical factor of why nonprofit organizational leaders need successful retention strategies in place (Selden & Sowa, 2015).

If managerial employees use strategies effectively then retention efforts are less stringent (Cosgrave, Hussain, & Maple, 2015). Darkwa et al. (2015) stated it is a misconception for organizational owners to believe that there is one size fit all strategy to fix retention issues for organizations. Cosgrave et al. (2015) noted systemic strategies and targeted strategies as two types of retention strategies for owners to use. A systemic strategy is a strategy working toward accomplishing a common goal. Managerial employees could use systemic strategies to improve turnover (Knapp et al., 2017). A targeted strategy focuses on the root cause of issues (Darkwa et al., 2015). Darkwa et al. (2015), managerial employees could use a targeted strategy to improve retention. Bhattacharya and Ramachandran (2015) indicated that retention could enhance nonmonetary rewards and incentives. Employees with a higher degree of education within a nonprofit organization seem to leave employers for many reasons (Lee & Sabharwal, 2016).

Mentoring and development. Mentoring and training could be a strategy implemented to help nonprofit leaders increase employee retention through engagement and lower potential turnover. For nonprofit leaders to reach sustainability and succession,

nonprofit leaders must make financial investments into mentoring their staff and training them to meet full performance (Bayraktaroglu & Cickusic, 2013). Kyndt et al. (2013) stated that organizational leaders that make an investment in training and development for their employees would experience an increase in their organizational profits and productivity. Applying mentors and development will not only enhance the organization's profits and production efforts, but it could potentially enhance the employee morale within the workplace (Bayraktaroglu & Cickusic, 2013). Mentoring and development opportunities are factors in retaining qualified and experienced personnel (Gagliardi, Webster, Perrier, Bell, & Straus, 2014). Having mentors and providing development opportunities affords employees the chance to develop into full performance with the opportunity to train and ask questions from senior level employees (Kelly, Wicker, & Gerkin, 2014). Kyndt et al. (2013) explained why employees who received the support of a mentor and development opportunities are not so eager to leave an organization, opposed to those who did not receive an assigned mentor for training and development opportunities. Organizational leaders that work toward decreasing turnover by providing mentoring and developmental opportunities have a higher chance of gaining employee commitment (Russell, Ferris, Thompson, & Sikora, 2016). Employees are more likely to retain employment with an employer who contributes toward their future (Nyberg, Pieper, & Trevor, 2016).

Osula and Ng (2014) stated that some managers of nonprofit organizations utilized mentoring opportunities to align employees toward success. McHugh (2017) noted that employers who provided mentorships and developmental strategies are more

likely to have a staff that is motivated, engaged, and committed to their jobs. To retain personnel in organizations, leaders should implement mentoring and development programs that could help lower potential turnover. Ragins (2016) recommended mentoring and developmental programs is a strategy that improves retention and employee engagement in the workplace. Mentorships and developmental opportunities could increase employee retention and in return decrease potential turnover issues.

Incentives and recognition. Nonprofit employees can utilize a reward system to recognize employees for their hard work and increase employee retention (Bullock, Stritch, & Rainey, 2015). Employees are more likely to stay with an employer who recognizes their efforts, rather than one who does not (Chauhan, Goel, & Arora, 2014). Unexpected recognition and rewards could be driving forces to enhance employee engagement and potential ways to increase retention efforts (Salome, Douglas, Kimani, & Stephen, 2014). Providing a reward or some type of recognition can motivate employees to work toward a common goal or mission (Fernet, Trépanier, Austin, Gagné, & Forest, 2015). Some employees need a sense of reward or recognition on daily basis to stay motivated toward the goal. Consiglio, Borgogni, Di Tecco, and Schaufeli (2016) stated that employees feel most appreciated and valued when their supervisor recognizes their hard work. Kim, Song, and Lee (2016) stated that organizational leaders recognize their employees tend to have a positive outlook on turnover. Fehr, Fulmer, Awtrey, and Miller (2017) also stated that employees would stay with an employer that notices and values an employee's hard work. Recognition is a non-monetary valued reward provided as an acknowledgment of hard work.

A significant factor for retaining employees in the workplace is an organizational implementation (Mecha, Martin, & Ondieki, 2015). Keskes (2014) stated that organizational leaders who demonstrate appreciation to their employees are leaders using a leader-follower relationship. Employees tend to value leaders with the authority to make decisions more than leaders without any authority to make decisions. Leaders make decisions concerning how to reward and recognize employees; such as at what level and when is it acceptable to reward and recognize an employee (Kim et al., 2016). A leader must remain fair and consistent, as their decision could cause a negative outburst from other employees who may feel they too deserve to be recognized and rewarded (Consiglio et al., 2016). Rose, Shuck, Twyford, and Bergman (2015) inferred that leaders should focus on employee's needs and then evaluate their efforts to retain them. Ronen and Zuroff (2017) suggested that when employees feel unappreciated, they are more likely to abandon their position. In addition, Ronen and Zuroff (2017), showed that recognizing and rewarding employees could influence the success of an organization. Providing rewards and recognition to key employees could improve employee turnover, which in return improve retention efforts.

Compensation. Compensation over the past five years has become a key strategy used to draw qualified and experienced personnel into the nonprofit sector (Flanagan & Getto, 2017). Many leaders for years have used money as a strategy to lower turnover and increase retention (McGinnis Johnson & Ng, 2015). In fact, organizational leaders in the U.S. utilize performance incentive strategy to enhance retention efforts and sustain their key employees (Strachan et al., 2015). Compensation over decades is one of the

strongest incentives used to influence employee engagement and retention (Tews, Stafford, & Michel, 2014). Kamalahmadi and Parast (2017) stated that it is important that business owners should develop a compensation strategy to ensure fair and equitable to all employees. Wein (2015) argued that compensation could serve as the driving force to controlling employee morale. In addition, leaders using compensation strategies may drive retention efforts. Deciding a person's compensation is one of the most important decisions an employer can make (Selander & Ruuskanen, 2016). Compensation is an employee's base pay plus health benefits, which may include medical, dental, retirement, and additional performance incentives or rewards (Aa & Berkel, 2014). Madison, Schmidt, and Volpp (2014) stated that one of the most valuable tools leaders can utilize to retain and recruit staff is compensation. Aa and Berkel (2014) stated that defined compensation provides a form of payment for a service rendered.

Under-compensating employees could lead to increased turnover and decreased retention (Garbers & Konradt, 2014). Only logically, company leaders with better compensation rates have the best qualified and experienced employees. In fact, to enhance employee retention, leaders should establish a compensation strategy that attracts qualified and experienced employees contributing to the organizations and offering a competitive advantage (Vidal-Salazar, Córdón-Pozo, & De la Torre-Ruiz, 2016). A competitive salary that meets the competitive market attracts the best-qualified personnel (Aa & Berkel, 2014). Leaders need to offer a competitive salary during the recruit phases that will allow organizational leaders to attract some of the best qualified and experienced personnel available. Oladapo (2014) surmised the higher the

compensation, the easier it is to retain the employees. A competitive compensation could improve employee turnover, which in return, could improve retention efforts.

Work-life flexibility. Nonprofit leaders can use work-life flexibility as a strategy to improve retention in the workplace (Townsend, McDonald, & Cathcart, 2017). Orkibi and Brandt (2015) stated that work-life flexibility is a challenge for many organizational leaders including nonprofits, causing nonprofit directors to search for help to facilitate organizational balance. A nonprofit career can consist of working long hours, including outside of the regular work hours. Schulte et al. (2015) indicated nonprofit employees experience continuous issues, with meeting the demands of family and fulfilling the needs of the community. Orkibi and Brandt (2015) stated that implementing flexibility within the workplace is just one of the strategies that nonprofit managers use to retain employees. Work-life flexibility is the balance between home life and work life.

Moen et al. (2016) continued to show a direct correlation between flexibility and positive performance and demonstrated that when employees have flexibility in their work schedules, performance increases. Employees denied flexibility, performance decreases because the employees no longer focus on their work, but rather on their personal issues. Orkibi and Brandt (2015) stated that leaders should implement enough balance within the workplace to be supportive of employee needs. An example is the need for childcare within the workplace assisting with childcare costs. Gregory et al. (2015) suggested that employees that can telework from home, and work with flexible schedules, allowing them to better accommodate needs. Nonprofit leaders can also implement alternative work schedules as a strategy to retain employees. Nonprofit

organizational leaders could alternate work schedules from the regular Monday through Friday schedule to Monday through Thursday; allowing employees to complete a forty-hour work within four days (Ruppanner & Maume, 2016). By allowing employees to alternate their job schedules and better accommodate personal needs, employees may manage issues that typically would cause workplace problems (LeRoux & Feeney, 2013). Schulte et al. (2015) recommended employee retention increases when organizational leaders focus on meeting the employees' needs. Successful leaders within nonprofit organizations have found that these strategies contribute to their employee retention.

Gregory et al. (2015) stated that work flexibility is one of the key strategies for increasing retention. Lyness and Judiesch (2014) asserted organizational leaders that implement alternative work schedules, family medical leave, provide childcare services and offer the option to use leave-of-absence have better work-life balance than those that do not. Organizational leaders are starting to offer more alternative work schedules to support work-life flexibility. Rudolf (2013) suggested that leaders could use work-life flexibility to reduce turnover and improve employee retention. Employee retention could increase through the implementation of work-life flexibility, as well as improving overall retention efforts (Aamir, Kalwar, & Mekhilef, 2016).

Nonprofit Performance

Leaders observing employees' performance helps to capture qualified employees (Birasnav, 2014). By knowing who the qualified employees are within an organization could help management build better retention strategies. By paying attention to employees' needs or desires could be a key factor in remaining with or resigning from the

organization (Steinmetz, de Vries, & Tijdens, 2014). Chen, Eberly, Chiang, Farh, and Cheng (2014) defined employee performance as the way managers measure productivity. For managers to be efficient in their measurements, nonprofit leaders must eliminate barriers that will be a hindrance to meeting the performance goals (Zhang, LePine, Buckman, & Wei, 2014). Zhang et al. (2014) stated that job performance is a measurement that is more than just a goal, but rather an employee achievement. Mero, Guidice, and Werner (2012) suggested that performance measurements could occur in a way to hold employees accountable as a source for disciplinary actions. Ibidunni, Osibanjo, Adeniji, Salau, and Falola (2016) stated an employee needs to learn a job, the time needed is beyond a ninety-days. Boxall and Macky (2014), suggested employee performance measurements should occur only after the employee has had ample time to learn. Retaining employees is a critical element for employers to reach efficient and accountable performance (Miles & Van Clieaf, 2017). However, Gorla and Somers (2014) stated that employers cannot build successful retention strategies without considering overall organizational performance. Belias and Koustelios (2014) recommended motivation, job satisfaction, and organizational culture are the top three factors of employers not meeting their performance goals. Nonprofit leaders could consider factors like motivation, job satisfaction, and organizational culture to improve employee performance; consequently increasing employee retention.

Motivation. Lăzăroiu (2015) indicated that employee's desire to perform begins with how the leader performs. Leader-follower interaction must be present prior to the impact of motivational behavior being implemented (Buch, Kuvaas, Dysvik, & Schyns,

2014). The way the leader models the role and uses ethical decision making could inspire a positive leader/follower relationship (Brown & Treviño, 2014). Groves (2015) posited leaders that show concern for an employee's well-being possess charisma and could enhance the outlook of the organization. Matos Marques Simoes, and Esposito (2014) indicated that employees are the heart of a successful organization during the most difficult times. A leader that enforces moral behavior tends to be inspirational and promote a positive work performance (Matos Marques Simoes & Esposito, 2014).

Osabiya (2015) argued that employees' motivation stem from a reward or a pension, which motivates the employee to perform at a higher level. Wichers et al. (2015) stated that true motivation influenced by reward should only be a one-time occurrence and not be to coerce commitment from employees. Mohiuddin and Dulay (2015) proved that employees working toward a common goal or interest work harder under a leader who does not offer incentives, but rather who offers true inspiration to achieve greatness.

Christensen, Mackey, and Whetten (2014) suggested starting to focus on the role of leadership and how a leader's behavioral actions could inspire actions from a follower. In addition, Christensen et al. (2014) indicated that if a leader provides the example for their staff to lead, then subsequently, the staff should follow. A leader's charm and kindness alone will not be enough to motivate others to work toward the common goals or interest (Gans, 2014). A leader must develop an interpersonal relationship with their employees (Methot, Lepine, Podsakoff, & Christian, 2016). A positive increase in performance will happen when positive leadership behavior occurs (Christensen et al., 2014).

Organizational culture. Organizational leaders, no matter profit or nonprofit, need to have a set of standard beliefs and values that promote positive job performance. Hogan and Coote (2014) studied the direct correlations between the culture of an organization, and employee behavior toward innovation and the findings revealed that organizations that focus on culture when enforcing innovation have a higher retention rate. Over time, employers have driven their focus toward socialism, instead of focusing on needs to support the mission of the nonprofit program (Tews et al., 2014). Tews et al. (2014) noted when socialism is the driving focus of society, there is normally a negative impact on the community such as lack of services and nonprofit programs, and fewer financial investors. In the nonprofit sector, the allocation of funds and the designated location of those allocated funds may change without warning (Ashley, 2014). When the source of funds changes to what are allowable expenses, it is important that employees are aware of the change and adapt as directed (Ashley, 2014). Nonprofit owners awarded funding should ensure compliance with the stipulations outlined in the award letter (Matso & Becker, 2014). Matso and Becker (2014) revealed when nonprofit organizational leaders fail to comply with the outlined grantor's stipulations, it is possible the investor could reduce funds for the upcoming year.

Toliver (2017) indicated organizational leaders that implement a workplace with culture flexibility that provides open and shared communication, have a high level of work performers, easy transition to change, and individuality. Pentland and Haerem (2015) stated that the building blocks of a strong organizational culture begin with an individual's actions and how the individual chooses between right and wrong. It is critical

for nonprofit leaders to implement a way to handle moral behavior issues to build a strong organizational culture excelling in workplace performance and supporting innovation needs (Bowman, 2016).

Lyubovnikova, Legood, Turner, and Mamakouka (2017) indicated any organizational leader that wants to build an ethical workforce needs to lower the internal factors such as turnover and voluntary resignation. Marques (2016) mentioned that organizational leaders that do not give time to decrease factors from within the workplace could lead to wrongful acts and damage organizational culture. Based on research findings, organizational leaders that focus on internal and external factors, which could potentially harm the success of the organization, are more successful than those leaders who lack the focus. It is important that managerial employee's training include how to improve situations that could be positive toward building organizational culture. In addition, a positive ethical environment could help sustain high retention rates and lower turnover. When leaders practice positive ethical behavior in the workplace, such behavior motivates employee engagement and support positive job performance.

Job Satisfaction

Employee relationships can play a major role in job satisfaction in the workplace (Carvalho & Chambel, 2014). Employee retention and job performance, as well as the employee's personality, could impact the success of an organization (Belias & Koustelios, 2014). Olafsen, Halvari, Forest, and Deci (2015) examined how work relationships and employee satisfaction could result in employee voluntary termination. Olafsen et al. (2015) stated that workplace encounters impact job satisfaction. In addition,

when there is a positive working relationship, there is an increase in employee satisfaction. Researchers have gone further to show the correlation between the entire work center and the effects it has on employee satisfaction (Zopiatis, Constanti, & Theocharous, 2014). Cohen, Blake, and Goodman (2016) explained when employee satisfaction increases, so do retention. Colbert, Bono, and Purvanova (2016) stated when there is a positive correlation in job satisfaction, employers are more likely to provide employees with positive information about their employer.

Employees who have completely dedicated themselves to an organization have provided the organization with brands, goals, and mission (Miller, 2014a). When employees buy into the mission of organizational leaders, they are dedicated to making the organization better and upholding company values (Molina, 2015). Molina (2015) stated that having dedicated employees in the organization can lead to increased job satisfaction and decreased employee turnover. Cullen, Edwards, Casper, and Gue (2014) argued that job satisfied employees increase the likelihood of maximizing performance goals. On the other hand, some researchers stated that job satisfaction is not the answer to increasing workplace performance (Petrou, Demerouti, & Schaufeli, 2016). Petrou et al. (2016) suggested that employees will never be satisfied with their jobs and will continue to want more than the job can provide. Abbas, Raja, Darr, and Bouckennooghe (2014) argued that when employees feel a sense of job satisfaction, employees will not only meet performance but will get other employees to strive to do the same. In addition, when employees' needs reach the level of satisfaction, incentives such as individual cash awards, time-off awards, and merit increases are no longer a factor to retain top talent.

Ensuring job satisfaction in the workplace could improve employee performance, which in return, could improve retention efforts (Bang, 2015)

Nonprofit Turnover

Turnover in the nonprofit sector continues to be a problem for nonprofit leaders. Nonprofit turnover rates have slightly increased from 16% to 19% within the last 2 years (Nonprofit HR, 2016). Clausen, Tufte, and Borg (2014) stated turnover among nonprofit professionals in the United States is negatively impacting business operations. Cohen et al. (2016) indicated turnover among nonprofit organizations has an adverse impact on employee performance and productivity. Yan and Sloan (2016) stated nonprofit employees are hard to recruit due to lack of negotiation in compensation. Cho and Orazem (2014) argued that nonprofit employees have specialized training, which makes them hard to replace and creates increased turnover rates. Clausen et al. (2014) argued the need to retain qualified and experienced employees because skilled employees can easily find a new job. If employee turnover continues to increase, community outreach programs may begin to suffer (Baines, Cunningham, & Shields, 2017).

In contrast, Lee (2017) inferred employee turnover is not an issue toward employee performance and organization profit. Brown, Call, Clement, and Sharp (2015) noted benefits to turnover exceed the cost of turnover. Brown et al. (2015) further explained that turnover has advantages such as the decrease in payroll cost, opportunities to provide developmental position or opportunity to give a promotion for an employee who has vested in the organization. Konieczna and Robinson (2014) indicated that new hires could provide nonprofit organizations with new community ideas, skills sets, or

knowledge beyond the on-the-job training. Van Duijn and Bonten (2014) proposed that low performing employees do not factor into voluntary resignation. Quratulain and Khan (2015) stated that an employee could resign from an organization for numerous reasons, which could include personal or professional problems. The potential cost of voluntary turnover could impact the success of a nonprofit organization.

Duffield et al. (2014) stated that the impact of turnover could result in a loss of productivity and deficient to an organization's profits. Duffield et al. (2014) stated that turnover is a high expense because organizational leaders must pay to have an employee replaced. Employee turnover is a costly expense and losing experienced employees in a nonprofit organization affects a leader's ability to perform effectively and efficiently (Meyer-Rath et al., 2015). Meyer-Rath et al. (2015) stated that when employees leave an organization, they take with them a broad range of knowledge and experience. Typically, nonprofit leaders do not budget for potential turnover costs when building their nonprofit organization budget (Kearns, Bell, Deem, & McShane, 2014; Selden & Sowa, 2015). Therefore, it is important for nonprofit leaders to retain their most skilled employees because leaders are not able to increase their approved budgets throughout the fiscal year due to the limited supply of funds awarded (Liu & Ko, 2014).

Meyer-Rath et al. (2015) indicated that nonprofit owner's concerns are surrounding the indirect and direct costs. Direct costs include labor costs and anything directly relating to the nonprofit program. The indirect cost would include turnover cost, training new employee replacements, and loss of productivity (Duffield et al., 2014). Researchers stated that both direct and indirect costs impact all leaders; therefore, all

leaders should express concern (Chikoto & Neely, 2014). Comprehending and addressing turnover could help managers in nonprofit organizations improve retention efforts (Brewster, Cerdin, & Sharma, 2017).

Summary and Transition

In the literature review, I first provided a synthesized conceptual framework. Next, I analyzed four themes directly related to the overreaching research question. I also compared and contrasted other possible theories, expanded on the literature review, and highlighted the common themes that researchers used as support for the conceptual framework and the transformational leadership theory.

Section 2 included the purpose of the business problem, the role of the researcher, participants, method and design, population and sampling, ethical research, data collection instruments, data collection technique, analytical data, reliability, and validity. Section 3 consists of an introduction, a restatement of the purpose statement, the overarching research question, collection of data, the application to professional practice, a review of the implications for social change, recommendations for further action and future research, and reflection of the researcher and a conclusion.

Section 2: The Project

This section contains five informative elements. The first element is the role of the researcher, the purpose of the study, and specifications of potential participants. The second element includes a review of the research project, multiple research methods, and design techniques. The third element reiterates why I chose a qualitative research method and a single case study design to explore strategies managers of nonprofit organizations use to increase employee retention. The fourth element contains a review of the population and sample, ethical research, the instruments used to collect the data, the data collection procedures, and the data analysis process. I end with the fifth element, a review of the procedures to accomplish data validity and reliability.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies that managers of nonprofit organizations used to increase employee retention. The targeted population was managers of one nonprofit organization in Texarkana, Texas, who had successful experience in using employee retention strategies. The implications for positive social change included the potential to discover effective strategies that aid managers in retaining qualified and experienced employees in the nonprofit sector. In return, when there is less associated turnover, organizational leaders could experience real cost savings, which may provide more funds to use toward more services for the community.

Role of the Researcher

During the data collection process for this qualitative single case study, my role as the researcher included conducting face-to-face interviews using a semistructured technique. The role of a researcher is to collect and examine data in the most ethically and honest manner to eliminate any conflicting interest (Marshall & Rossman, 2016). The researcher's role in qualitative research is to explore social life characteristics in relation to attitudes or behaviors using data consisting of text, interviews, and observations (Marshall & Rossman, 2016; Yin, 2014).

My relationship with the topic of *Strategies for Retaining Qualified and Experienced Employees in the Nonprofit Sector* originated from previous managerial experiences within nonprofit organizations. As a previous manager in nonprofit organizations, I am knowledgeable of the study's topic of retention; however, I had no employment history with the participants in this study. Moustakas (1994) proposed researchers should behave in a manner reflective of impartiality and free of prejudice. I remained cognizant of any personal experiences of management practices, beliefs, attitudes, and cultures within nonprofit organizations so as not to introduce personal bias

In 1979, the Belmont Report established mandatory ethical guidelines for all researchers. The three basic ethical principles of research in accordance with the Belmont Report (1979) are (a) the principles of respect of persons, (b) beneficence, and (c) justice. As the researcher for this qualitative single case study, I complied with these ethical principles set forth in the Belmont Report (1979) by protecting the confidentiality of

participants; treating the participants with respect, and honoring participant's decision to rescind their offer to voluntarily participant in this study.

I followed an interview protocol for member checking and data saturation to mitigate bias and view data through a personal lens. I mitigated bias and avoided viewing data through a personal lens or perspective by setting aside any personal experiences of management practices, beliefs, attitudes, and cultures within nonprofit organizations. Cairney and St. Denny (2015) implied that a researcher should conduct a study that excludes personal viewpoints, morals, theories, and values. As the researcher for this qualitative single case study, I facilitated a process of epochè to reduce bias and realize data saturation.

The rationale for an interview protocol is to guide researchers toward truthfulness in data saturation. Jamshed (2014) recommended adhering to an interview protocol increases the effectiveness of the interviews. Qualitative researchers depend on interview protocols to realize data saturation and add to the consistency and reliability of the research (Foley & O'Connor, 2013; Fusch, & Ness, 2015). The interview protocol (see Appendix B) outlines the interview process.

Participants

The overarching research question is as follows: *What strategies do some managers of nonprofit organizations use to increase employee retention?* The participants in this qualitative single case study included three nonprofit managers within a single nonprofit organization in Texarkana, Texas, who had implemented successful strategies to retain employees. From a practical perspective, the sample size used in a

qualitative study requires an interim decision in the initial stage (Konieczna & Robinson, 2014; Malterud, Siersma, & Guassora, 2016). Using a smaller sample size instead of a larger sample size in qualitative research is sufficient (Konieczna & Robinson, 2014).

The nonprofit managers who had two years of successful experience to implement strategies to retain employees long term. For the purpose of this qualitative single case study, *successful experience* refers to nonprofit managers retaining employees minus any voluntary resignations in the previous year. The participants included managers currently employed in a nonprofit organization, with the responsibility for supervising a minimum of two skilled employees.

Hoyland, Hollund, and Olsen (2015) stated researchers should ensure participants have the appropriate experience to provide sufficient information needed for the research study. Selden and Sowa (2015) proposed that the effectiveness of research occurs with the researcher having the ability to recruit individuals who possess a wide range of knowledge on the research topic. Hoyland et al. (2015) stated that researchers should select acceptable participants that positively impact the reliability and validity of the data findings.

The strategy for gaining access to participants included applying the snowball sampling technique. I asked leaders of local businesses, colleges, and community residents for the names of potential participants in Texarkana, Texas area. In addition to recommendations, I e-mailed the nonprofit leaders to only distribute invitations on my behalf to nonprofit managers. Purposeful and snowball sampling are two sampling methods available to researchers. Researchers use purposeful sampling when they want to

sharpen their decision-making skills to select participants based on a set of defined study criteria (Leedy & Ormrod, 2013). Snowball sampling is a word-of-mouth technique researchers use to gain access to potential participants through other individuals with knowledge of information rich cases (Olsen, Orr, Bell, & Stuart, 2013). I implemented the snowball sampling method to gain my participants in this study. Perez, Nie, Ardern, Radhu, and Ritvo (2013) and Palinkas et al., (2015) noted that snowball sampling improves the opportunity to recruit relevant and rich participants. Once I identified a potential nonprofit organization, the next step included exploring the link on the nonprofit organization's website as a way to identify the name of and contact information for the organization's director. Olsen et al. (2013) and Konieczna and Robinson (2014) proposed that snowball and purposeful sampling aligns well with qualitative research.

I sent invitation e-mails and consent forms to the nonprofit leaders and asked to forward the e-mails to nonprofit managers of their organization in Texarkana, Texas. Shan et al. (2015) suggested qualitative researchers use various methods to reach out to a potential member of an organization. Researchers can contact the organization's leaders through phone, in-person visitation, or e-mail to get approval to collect data from individuals of their organization. Gandy (2015) argued that the most effective strategy for contacting an individual within an organization is through phone and e-mail. As such, scholars can provide in-depth information about their research study, which may help the approval process. Maskara (2014) suggested that researchers use two methods of communication with potential participants, such as in-person visitation and e-mail.

The nonprofit leader agreed to distribute the invitation e-mail to nonprofit managers on the researcher's behalf. In conjunction with the invitation the participants also received an attachment. The attachment was the informed consent form. I made the initial contact with the participants via e-mail after receiving the consent forms from invitation e-mail distributed by the nonprofit leader. Gandy (2015) suggested that researchers secure a letter of cooperation from the leader of an organization before conducting the data collection process. Maskara (2014) proposed that having a letter of cooperation provides protection for both the researcher and the organization. A letter of cooperation was waived due the partner's role was only to distribute the invitations on the researcher's behalf.

Data collection took place after I received the Institutional Review Board's (IRB) approval. Once I received IRB approval (01-22-18-0590228) and gained access to participants, I awaited the receipt of the consent forms. Once participants received the consent forms, I followed up with the participants via e-mail and clarified any questions the participants may have about the research study or the research process. The nonprofit leader notified manager participants about the single qualitative case study via email distribution. In conjunction to the e-mail, the potential participants received an attachment that contained the informed consent form. Giles, Robalino, Sniehotta, Adams, and McColl (2015) suggested providing an invitation through e-mail lowers the response time and it provides documentation of consent. Potential participants for this single qualitative case study only included managers of a nonprofit organization who had successfully implemented retention strategies.

Brewis (2014) noted the importance for researchers to build a true working relationship with their participants. Brett et al. (2014) warned researchers to understand the data collection privacy and consent requirement, failure to understand could negatively affect the study. Wang et al. (2015) stated that an environment that has a healthy working relationship causes participants to feel relaxed to share experiences. Berger (2015) explained it is important for researchers to establish a healthy working relationship with participants to build trust. To establish a healthy working relationship with the potential participants, I provided each participant with background information on the purpose of this qualitative single case study, their rights as a participant such as privacy and confidentiality, and the option to withdraw from the study anytime.

Research Method and Design

Research Method

When conducting a research study, scholars should select the most appropriate method that adheres to achieving the overall research goal. Marshall and Rossman (2016) stated qualitative researchers plan to explore a social form of life through characteristics, experiences, and behaviors. Marshall and Rossman further stated that qualitative scholars could collect their data through focus groups, interviews, photography, text, or observations. While I took into consideration all methods, I concluded that the qualitative method was the most suitable for this single case study in answering the overarching research question.

Hoare and Hoe (2013) proposed a quantitative method when the researcher desires a numerical value to examine a connection between different variables. The

quantitative method was not appropriate to use because I did not seek to explore relationships or differences among variables through data analysis. Borrego, Douglas, & Amelink (2009) stated that a mixed method involves both qualitative and quantitative research. Mixed method research was not appropriate for this study because quantitative data analysis was not required or needed to explore the specific business problem. As such, quantitative and mix method methodologies lacked suitability for this single case study.

Research Design

A narrative study was not suitable for this study because the intent was not on human being experiences (Marshall & Rossman, 2016). A phenomenological researcher intention is to utilize real life experiences of themes (Marshall & Rossman, 2016). Therefore, it was not an appropriate design for this study because the focus was on a system or agency. Marshall & Rossman (2016) stated a grounded theory design is appropriate when a researcher wants to use hidden methods of practice; therefore, grounded theory was not the most suitable design for this study. Ethnography was not an appropriate choice for the research design because the purpose of this study was not to use culture to gain an understanding of human behavior (Lewis, 2015). The research design for this study was an exploratory single case study. Researchers that use a case study design can explore an event during a moment in time (Borrego, Douglas, & Amelink, 2009). Therefore, a case study method was the most appropriate when completing reviews on a social phenomenon or determine the reasons for why, when, or what happened (Yin, 2014). The overall benefit of a case study design is the available

opportunity to explore participants and their behaviors toward a common practice (McCambridge, Witton, & Elbourne, 2014). Therefore, I chose a case study design to explore retention strategies in nonprofit organizations.

Researchers use a case study design when exploring a social phenomenon (Yin, 2014). Lokke and Sorensen (2014) argued that researchers that use a case study design must be aware and not use evaluations that do not regularly take place within a qualitative study, a sample size of three people could represent the population and provide data saturation without repeating data (Thomas, 2017). I used a sample size of three participants from a successful nonprofit organization in Texarkana, Texas, to which this study accomplished data saturation.

Colombo, Froning, Garcia, and Vandelli (2016) argued qualitative researchers need to achieve data saturation. Scholars could achieve data saturation when no new information, coding, or themes emerge (Gelb, Bakhtiari, & Walker, 2015). Garbers and Konradt (2014) argued that data saturation might affect the quality of research. Fusch and Ness (2015) stated that when qualitative researchers fail to meet data saturation; a researcher also fails to meet validity. To accomplish data saturation, I collected data until no new information emerges from participants. After I received IRB approval for my study, I interviewed managers from a nonprofit organization who had implemented successful retention strategies; data saturation occurred after I interviewed participants.

Population and Sampling

The population for this study will consist of three managers within one single nonprofit organization located in Texarkana, Texas. A single case study is the most

suitable design for individuals within one unique program (Yin, 2014). Researchers can use significant sample sizes for case study interviews (Guest, Namey, & McKenna, 2017). Sample sizes are for qualitative studies that have samples that are smaller than those relevant to a quantitative research study (Guest et al., 2017). Also, data for a case study examines various sources such as documents, interviews, focus groups, and individual observations. I chose a sample of managers in a nonprofit organization for this study that has successfully implemented retention strategies.

Eligible participants met the following criteria to participate in this study:

Participants lived in the Texarkana, Texas area, currently worked within the nonprofit organization, occupied a managerial position for at least two years with administrative oversight over at least two employees, and had experienced or qualified employees on their staff. In this study, successful nonprofit managers referred to nonprofit managers who retained employees without any voluntary resignation within the fiscal year.

Through an e-mail reply of *I consent*, I ensured all participants met the outlined criteria. I selected participants through a form of purposeful sampling. Gentles, Charles, Ploeg, & McKibbon (2015) stated that purposeful sampling strategy is efficient when scholars desire to understand the participant's point of view. Purposeful sampling grants researchers the opportunity to sample intentionally a group of individuals who have the knowledge about the issue investigated (Malterud et al., 2016). Boddy and Boddy (2016) stated that purposeful sampling is the most appropriate technique for a qualitative research study.

Phillips (2017) demonstrated the most suitable sample size is the one that can answer the research question; however, not too large that it is impossible for the study to conduct a full research analysis. Moreover, Fusch and Ness (2015) stated that some researchers might need at least five participants to participate in their research study to meet data saturation. Phillips (2017) demonstrated data saturation could be complete with as few as three participants. Guest et al. (2017) stated that data saturation is complete when there is no new data to collect and no new elements or themes. I collected data for this study from interviewing participants in the desired organizational background setting.

I ensured the interview environment was comfortable for the participants to respond to the interview questions openly and provide honest feedback to the interview questions. I held interviews at the convenience of the participants and a location with no distractions. With the assurance of privacy, I completed the interviews face-to-face in a reciprocal public area with a comfortable setting for both the participants and myself. I completed each interview in one hour.

Ethical Research

Alby and Fatigante (2014) stated that ethical consideration in research is protecting critical data, respecting privacy, and providing confidentiality in a way that protects participants.

I applied the snowball sampling technique to narrow down potential nonprofit organizations to participate in the research study. After selecting a nonprofit organization, I sought approval from the leader to only distribute invitations via e-mail to nonprofit

managers on the researcher's behalf. In conjunction to the invitations, the nonprofit managers received the informed consent form. Participants did not have to sign the consent form; they only had to respond to the e-mail with *I consent* phrase as a means for consenting to participate in the study. An e-mailed reply of *I consent* sufficed the documentation of consent. The U.S. Department of Health and Human Services (2017) require prior to collection of data, scholars must receive consent from the potential participant and issue potential participants a consent form in conjunction with IRB guidelines. Bristol (2012) explained that researchers must provide informed consent allowing participants the opportunity to ask questions and voluntarily opt out from participating.

To protect participant's privacy, I did not ask participants to provide their signature on the consent form. Instead, participants indicated their consent by replying to the e-mail with the attached consent form with the words *I consent*. I informed all participants of their privacy rights and the ability to withdraw at any time from participating in the study. I stated in my consent form that participation was at-will and participants may decline or withdraw participation, at any time during the research process. I outlined in the consent form how participants could request to withdraw from participating in the study either verbally or in writing without any penalty. I informed participants that they could inform me if they decided not to complete the study via e-mail or phone call. I guaranteed the protection of the participants from a breach in their identity and shared data by utilizing coding procedures in a two-lettering format with one numerical value such as NM1 thru NM3. I informed participants that data storage was on

a flash drive under a secured password protected electronic data file for 5 years. The flash drive will be in a locked filing cabinet to which I solely have access. I did not offer participants any incentives, as not to construe coercion. Grant and Sugarman (2004) stated coercion could jeopardize the validity of a research study. When researching, I adhered fully to the guidelines outlined in the ethical research handbook. The IRB approval number for this study was 01-22-18-0590228.

Data Collection Instruments

The data collection process for a single qualitative case study included interviewing three nonprofit managers and reviewing company data such as organizational charts, employee position descriptions, employee handbooks, organizational goals and plans, charitable funding agreement, and nonprofit regulations. Yin (2017) stated that qualitative researchers often use interviews to collect data. The outlined interview questions will serve as a guide for the interview process. I scheduled the interviews face-to-face in a reciprocal public area with a comfortable setting for both the participants and myself. Yin (2017) noted a researcher conducting a case study design must retrieve two sources from the following six: (a) achieved records, (b) initial observations, (c) documents, (d) interviews, (e) participate perception, or (f) physical artifacts.

To ensure meeting triangulation methodology, I augmented the data collection process by retrieving documents from the nonprofit organizational leader. I retrieved from the nonprofit organizational leader copies of secondary source documents, which included organization charts, employee position descriptions, employee handbooks,

organizational goals and plans, charitable funding agreement, and nonprofit regulations. The documents obtained served as a secondary source to support successful retention strategies needed to retain qualified and experienced personnel. Before data collection occurred, I obtained approval from IRB, retrieved consent from participants, and obtained an agreement from the nonprofit leader to distribute the invitation e-mails on the researcher's behalf. I analyzed interview data according to Yin's (2017) recommendations.

Many qualitative design approaches include a definitive protocol involving data collection and data representations (Sousa, 2014). I used observations, archived documents, and face-to-face interviews for my data collection technique. Palinkas et al. (2015) stated a researcher could serve as the primary collection agent when using face-to-face interviews. I served as the primary data collection agent and utilized semistructured interviews for collecting data. A semistructured interview is a tool to use when a scholar wants to capture a participant's experience through their perspective (Borger, Van Hoof, & Sanders, 2016). Each interview consisted of six open-ended questions highlighting the participant's viewpoints and experience on improvement strategies managers need to retain qualified and experienced personnel (see Appendix A). An audio recording captured all interview questions and open-ended responses at the agreed upon location. I took well documented notes. I organized the notes by utilizing word processor to type out my findings. Each interview did not extend pass one hour.

Member checking validates the information captured is accurate and aligns with the analytical data process. Onwuegbuzie and Byers (2014) recommended member

checking as a process used for participants to evaluate data collection and ensure the accuracy of data findings. Harvey (2015) stated that member checking should happen before the analytical data process. Holloway, Brown, and Shipway (2010) stated that member checking is viable when the researcher is transcribing responses from participants to ensure data saturation in a qualitative study. Harvey (2015) recommended four steps to complete member checking: (a) complete a participant interview and synthesize data collected, (b) share with each participant a printed copy of the data synthesized, (c) ask participants if the data synthesize represents their answer, (d) continue the process until there is no new information to collect. Participants received a copy of the data collected to catch potential errors.

Data Collection Technique

Once I received IRB approval, I e-mailed the selected nonprofit organization's leader to only distribute the invitation and attached informed consent form on the researcher's behalf. The nonprofit leader distributed six e-mails to six managers. All six managers responded, but only three managers were willing to participate. The other three withdrew from participating because of work related scheduling constraints. I did not ask participants to sign the consent form; they only needed to respond to the e-mail with *I consent* phrase as a means for consenting to participate in the study. The e-mail reply of *I consent* sufficed as documentation of consent. Once I received the participants' acceptance, I e-mailed each participant to schedule a mutually agreed upon date, time, and location. All three managers insisted because of financial reporting timelines to complete interviews soon as possible. Each participant wanted to meet at the local

coffeehouse, so we agreed on Starbucks as the neutral location to conduct the interviews. Each interview took place on a different day. I offered no incentives for participation in my study.

Ziebland and Hunt (2014) recommended for scholars to use semistructured interview when completing a case study design because it offers the opportunity for follow-up questions. Cleary, Horsfall, and Hayter (2014) explained the four different interview types: (a) focus groups, (b) face-to-face, (c) phone interviews, and (d) electronic mail. A researcher can use any of the interview types to collect data. I collected data through a face-to-face semistructured structured interview technique for this qualitative research study. Semistructured interviews were the primary data collection technique. Yin (2017) stated that interviews are an effective data collection method for a qualitative single case study.

The purpose for collecting data is to capture participants' interview responses to the semistructured questions. Yin (2017) stated that the interview process is for collecting information on *how* and *what*. I used my audio recorder to retrieve the responses from the interview questions and to take detailed notes during the interview process. I interviewed participants for one hour at Starbucks, which was an agreed upon location in Texarkana, Texas. I used a semistructured technique and I retrieved secondary sources from the organizational leader and the online archive database, which included organizational structures, job descriptions, service logs, and employee handbook.

After completing interviews, I analyzed and synthesized data collected from the participants. I used member checking so that participants could review and evaluate the

data captured to ensure accuracy. Ziebland and Hunt (2014) stated qualitative researchers use member checking to ensure meeting data saturation. Harvey (2015) stated that scholars use member checking to validate that information captured is accurate. I gave each participant twenty-four hours to review the transcribe data. During this time, participants will have the opportunity to update any information that was misunderstood or inaccurate. After the interviews, I followed up with participants to give them time to review the transcribed interview and make changes to their responses as needed. I had no follow-up interviews; each participant agreed the data collected was valid. I did not interview any other participants because no other participants were available. Since no new data emerged, I achieved data saturation.

Tran, Porcher, Falissard, and Ravaud (2016) indicated that data saturation occurs when there is no new information available. Data saturation takes place when participants have no new information to present or no new information is available from the collection process (Yin, 2014). One advantage of completing an interview process for data collection was the opportunity for a researcher to complete the necessary follow-up questions needed to meet data saturation (Milne, 2014). The disadvantages of completing an interview may include the time allotted for the interview conflicting with the participants' schedules (Daram, Wu, & Tang, 2014).

Data Organization Technique

Data organization strategies are a critical factor in the research process (Chen et al., 2014). Researchers must possess a valid strategy to find the information needed in an efficient manner (Palinkas et al., 2015). Throughout the data collection process, scholars

can use a journal to take notes pertinent to their research study (Palinkas et al., 2015). Cengiz, Karatas, and Yadigaroglu (2014) recommended using journals to take notes during the data collection process. Scholars use journaling to help with reflecting on the previous events that may have occurred that day (Palinkas et al., 2015). Furthermore, scholars need to label synthesized data and data findings using a labeling system that protects participant's privacy (Cope, 2014). I ensured the protection of the participants from a breach in their identity by utilizing coding procedures in a two-lettering format with one numerical value, such as NM1, NM2 and NM3, to ensure participants identity remains confidential throughout the research process. Researchers use an alias to protect participants and data findings (Yin, 2014). Cope (2014) noted it is important to understand that researchers are entirely responsible for participants' privacy and guaranteeing identity protection. Gajewski, Schreiber, and Fu (2013) expressed that researchers are most effective in their organizational skills when researchers can find information more efficiently and effectively. HyperResearch is an instrument scholar can use to organize data findings (Malagon-Maldonado, 2014). Scholars use HyperResearch software to manage data finding by organizing all data finding in a storage technique that improves the accessibility of data. To organize data effectively and efficiently, I used journaling, HyperResearch, and a labeling system.

During the research process, researchers must not only organize data but also store the data found in a secure place to protect both the participant's and the company's privacy. Kokina, Pachamano, and Corbett (2017) stated a researcher need to have a strategy in place to maintain storage for all data findings. Some researchers recommend

scholars to store data findings in a locked and secure storage cabinet for 5 years (Beskow, Check, & Ammarell, 2014). I kept participant's information and data finding on a flash drive under a secured password protected electronic data file for 5 years. I uploaded the electronic data file to a flash drive. The flash drive is in a locked filing cabinet that only I will have access to it for 5 years. After 5 years, I will permanently delete the electronic data file stored on the flash drive.

Data Analysis

As suggested by the U.S. Office of Research Integrity (2013), researchers should align, shorten, review, and summarize findings through data analysis. In the study, I asked six interview questions based on the transformational leadership theory to help aid in the research. To meet methodological triangulation, I used a semistructured approach with open-ended questions. I used archived documents to reach the second layer of triangulation methodology. Wilson (2014) noted that investigators should make a comparison in data findings from various sources to provide abundance in research and explanation of societal issues.

Yin (2017) recommended the five elements of data analysis. The five elements are: (a) compile, (b) disassemble, (c) reassemble, (d) clarify, and (e) conclude. The data processed will begin with compiling the data findings. The second step in the process is the disassembled phase. According to Cullen et al. (2014), disassemble the information in the most controllable way possible. The third step in the process is the reassembly step. Reassembling in the process means coding and grouping (Yin, 2014). According to Yin (2017), once the scholar completes data organization and creates viable elements or

themes, the next step is data interpretation. The final step in the data analysis process is the concluding step, where a researcher makes a conclusion based on the data interpreted in step four. Scholars must collect data to compile data, organize data into a controllable framework, and align data into groups to identify themes. After I aligned the data into the appropriate themes, I synthesized the data findings and made a conclusion based on my interpretation of the findings.

Yin (2017) recommended researchers use triangulation for merging a group of data collected from different sources to validate the similarity in findings. McAbee, Landis, and Burke (2017) stated that the main benefits of using triangulation are for others to be able to receive a broader knowledge on the research topic, rather than relying on one data collection method for validity. Chen et al. (2014) believed it is the researcher's responsibility when selecting data sources to provide efficacy to the research study. When researchers use more than one source to gain insight of the research problem, researchers can increase their understanding of the data collected. I used methodological triangulation for validity during my data analysis process. Yin (2017) posited methodological triangulation is the merging of collected data from multiple sources, to confirm the consistency of a finding. I used methodological triangulation for validity during my data analysis process. The use of methodological triangulation affords researchers the opportunity to obtain data richness (Heale & Forbes, 2013).

Researchers state that scholars should use computer-assisted qualitative data software (CAQDAS) to minimize errors during the data analysis process. Many researchers have found HyperResearch software as a useful tool for coding and

pinpointing themes and essential patterns (Thomas, 2017). According to Harvey (2015), researchers can use the HyperResearch software to create themes with limited errors during the coding phase and theme collection phase. According to Rowley (2012), CAQDAS could allow scholars to understand the data coded, execute significant searches, and compile the data in an organized framework. After the member checking process, I used HyperResearch software for MAC computer, which helped with data organization, data management, data inquiry, data modeling, and data reporting, and improve the overall research quality.

Selecting a theme is a requirement for researcher conducting a research study. Wray (2016) suggested scholars use the following steps to choose themes: (a) repetitions of words, (b) shortened down themes based on attainable, (c) identify subthemes, (d) scale themes in the order of importance, and (e) connect themes to the conceptual framework and overarching research question. Some researchers find it easier to sort themes by type. Furthermore, Wray (2016) stated researchers should sort themes by type, which could make it easier to identify the main themes and the subthemes. I selected themes based on the recommendation from Wray (2016) to improve the quality of my research study. I used interviews, observations, and documents to compare key themes within the academic and professional literature until no new information emerges to ensure data saturation. I focused on literature published while writing my proposal to develop reoccurring themes.

Reliability and Validity

Saebi, Lien, and Foss (2017) emphasized that qualitative research studies need to have an innovative and unique method to validate quality. Providing substantial interview questions and resources will assist in validating results for sequences and interactions. Pinkelman and Horner (2016) suggested research design and data collection within a research study are to provide reasonable conclusions. Pinkelman and Horner (2016) noted in research that the reliability portion of a study should be a continuous result of collecting data supporting replication in another framework. In addition, four factors directly help to achieve reliability and validity (Cope, 2014). Cope (2014) identified dependability, credibility, transferability, and confirmability directly supporting factors for reliability and validity.

Reliability

Behrendt, Matz, and Göritz (2017) argued that researchers consider participants' behaviors reliable and credible sources. While completing interviews, I followed the interview procedure (Appendix A). Researchers must monitor the interview procedure (Yin, 2017). Scholars should provide secondary resources such as employee handbooks or employer documents to meet data triangulation (Jentoft & Olsen, 2017). In addition, I collected online archived organizational documents such as a plan to retrieve secondary sources from the organization, which will include organizational structures, job descriptions, service logs, and termination records for all nonprofit employees.

After completing the interviews, I analyzed and clarified my understanding of the interview then e-mailed out the transcribe information to offer the opportunity for the

participants to review for any misunderstood or inaccurate data. According to Onwuegbuzie and Byers (2014), scholars should concur with participants that all data collected to ensure accuracy. I used HyperResearch software for MAC to ensure dependable and reliable data findings of the study. Berman (2017) validated that HyperResearch software for a qualitative study is efficient for reliable data. This single case study explored strategies managers of nonprofit organizations use to increase employee retention.

Validity

Upon the completion of all interviews, I analyzed and clarified my understanding of the interviews, then e-mailed out the transcribed information to offer the opportunity for participants to review for data accuracy. Bengtsson (2016) argued that credibility consists of building up the results of a research study that are believable. In a qualitative research study, the only one that can challenge credibility is the participants in the research (Cuervo-Cazurra, 2016).

In a qualitative research study, the only one that can challenge credibility is the participants in the research (Cuervo-Cazurra, 2016). Researchers embrace the opportunity to challenge or judge credibility by duplicating a specific study under the exact methods. (Birt, Scott, Cavers, Campbell, & Walter, 2016). When researchers have a credible study, they are guaranteeing that the findings, clarifications, and ending results are accurate (Bengtsson, 2016). I promoted credibility and used HyperResearch software for MAC. HyperResearch software could help be an aid in data organization, data management,

data inquiry, data modeling, and data reporting, which should improve the overall research quality (Berman, 2017).

Creditability takes place through the source from which the data was retrieved (Munn, Porritt, Lockwood, Aromataris, & Pearson, 2014). To validate credibility, I conducted member checking and triangulation. I e-mailed the participants my findings and provided them the opportunity to evaluate the findings and correct any inaccurate information retrieved. Harvey (2015) stated that member checking validates that information captured is the accurate information and aligns with the data analysis process. In addition, I made a comparison between interview questions and the information retrieved from secondary sources to validate if there are any similarities or differences in the information collected from the participants. To ensure triangulation, a researcher should have a secondary tool to aid the various sources of data in a qualitative study (Wilson, 2014).

Birt et al. (2016) proposed that transferability is being able to transform common data form from the original context to another setting. Weissgerber et al. (2016) stated transferability is the skill to transform significant data retrieve to other human beings, who did not participate in the research study. Weissgerber et al. (2016) proposed transferability refers to applying meaningful research findings to individuals outside of the study. Scholars should be able to apply transferable information in a research study utilizing member checking, interview protocol, triangulation method, and data saturation. As a researcher, to enable others the liberty of transferability in this study, I adhered to

data collection and analysis techniques mentioned earlier regarding the interview protocol, member checking, triangulation, and data saturation.

Managers and nonprofit leaders of nonprofit organizations could use the results of this research study to help implement strategies to retain qualified and experienced personnel. The readers of this study could assign the common data to their nonprofit organization to assist better their organizational leaders in the application of strategies that will help them retain key personnel and lower turnover. The readers of this study could assign the common data to their nonprofit organization to better assist with the application of organizational strategies that will help them retain key personnel and lower turnover. Marshall and Rossman (2016) suggested the responsibility of demonstrating transferability of established research findings to another setting belongs to another researcher, not the original researcher. Upcoming researchers may use this research study as a piece of evidence or semistructured work to advance their research for improving nonprofit retention strategies.

According to Nelson (2016), a research case study should provide validity for when the research is credible and confirmable. Researchers establish validity in case study research by demonstrating credible and confirmable research findings (Nelson, 2016). Confirmability evolves through methodological triangulation of various sources of data such as interviews, company documents, and member checking. Researchers attain confirmability through interviews, triangulation, and member checking (Munn et al., 2014).

I used methodological triangulation and member checking as aids to ensure I achieved data saturation and credibility in this study. Marshall and Rossman (2016) proposed that collecting sufficient data to explore a research problem is provisional to data saturation with a purposeful sample of any size. As the researcher, I asked all participants, three nonprofit managers, within a single nonprofit organization, the same questions until data saturation solidified repetitive information and no new information or research themes emerged. Researchers achieve data saturation when no new information or themes occur from data collection (Anyan, 2013; Fusch & Ness, 2015). Data saturation transpires when the information becomes monotonous (Konieczna & Robinson, 2014). As the researcher, I accomplished confirmability by following an interview protocol and performing member checking and methodological triangulation.

Summary and Transition

In Section 2, I covered the introduction of the study, purpose statement, the role of the researcher, a review of participants, and detail explanation about the method and design chosen. Secondly, I covered the study's population and sampling, ethical standards in research, and the common data tool, the data technique, the data organization, and the analytical data. Lastly, I provided an explanation on ensuring reliability and validity in this research study.

After IRB approval, I conducted the research and completed Section 3. The section consists of an introduction, restatement of the purpose statement and the overarching research question, collection of data, relevance to professional discipline, a

review of the social change implications, recommendations of proceedings and future research needed a reflection of the researcher and investigator's closing remarks.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single-case study was to explore strategies some managers of nonprofit organizations used to increase employee retention. I explored the strategies of three nonprofit managers of a single nonprofit organization in Texarkana, Texas. I used semistructured interviews to collect data to achieve a thorough understanding of the strategies used to retain employees in the nonprofit sector. I also evaluated public archived and current documents, such as employee handbooks, job descriptions, and retention charts. Last, I reviewed graphs demonstrating prior-year retention efforts and current-year goals.

The findings involved strategies implemented by managers with successful experience in retaining qualified and experienced employees within a single nonprofit organization. In this section, I first restate the overarching research question. I introduce the participants and present the themes that emerged from the data. Next, I evaluate the findings in the literature and discuss the application to professional practice. The chapter ends with a discussion of the implications for social change, recommendations for action, recommendations for further research, reflections, and a conclusion.

Presentation of the Findings

The overarching research question for this study was the following: What strategies do some managers of nonprofit organizations use to increase employee retention? I completed individual, face-to-face interviews with three nonprofit managers, whom I identified as NM1, NM2, and NM3.

The three nonprofit managers participated in semistructured interview sessions and provided feedback to six questions that supported the overarching research question. After the face-to-face interviews, I transcribed each interview and provided a summary of the participants' responses. I completed member checking by giving each manager a summary of my interview transcription to validate the accuracy of my interpretation. I used HyperResearch software for Apple computers to arrange the manager's responses according to the systematic theme. Once I completed coding and no new themes emerged, I completed data triangulation. I identified similarities and differences based on the manager responses, the online public information (e.g., current year goals and staff information), publicly archived data (e.g., previous year retention efforts), personnel handbook, and nonprofit requirements, and procedures outlined in the funding application. During my interviews with the managers, I received insight on upcoming retention efforts, past successful strategies, and shared ideas on how to enforce strategy changes with respect to experienced and qualified employees.

The two main themes that emerged from data analyses were effective communication and motivational incentives. Three subthemes emerged from the second theme: (a) telework, (b) compensation and benefits, and (c) career advancement opportunities. Unfortunately, I was unable to achieve any prudent knowledge from manager's responses to interview questions 1, 3, and 6. The three managers emphasized that they had no final say on implementation of retention strategies for employees, noting they only make suggestions with no decision making rights regarding retention strategies in the nonprofit sector. Each manager stated that individuals in higher headquarters

measure the effectiveness of retention goals and strategies and these managers just offer suggestions.

Theme 1: Effective Communication

Nonprofit employees want effective communication and open channel communication that allows them to excel in their jobs and in the community (Miller, 2014b). The first theme that emerged was effective communication. Participants' responses addressed Interview Question 4, which included a best practice strategy that nonprofit leaders could use to retain their qualified and experienced employees.

All nonprofit participants discussed the need for qualified and experienced employee to communicate across the lines to all board members and stakeholders within the organization. The effect this has on nonprofit managers' relationships with their employees is an essential key to retention. Employees valued the ability to communicate with all personnel regardless of their title. In many organizations, employees must follow a chain of command when alerting management of potential issues; however, in this organization employees can communicate with all levels of management without retaliation or confusion. NM2 stated effective "communication saves time on delivery of services there is minimal lag time in our delivery of services because we focus on getting the employee what they need to render aide to the community." The participant further expressed having less worries about chain of command and focused more on taking care of the community.

NM2 stressed the importance of time in the nonprofit sector and using all ample time toward providing aide in areas that need it. The purpose of nonprofit organizations is

to provide a public benefit to the community. Employees cannot provide a benefit to the community, if they are waiting on several approvals to do their job. For example, if an employee needs an approval from the investor of the nonprofit organization; he or she would just pick up the phone and call the investor. There is no need for a chain of command regarding employees' pursuit efforts in performing assigned work. NM2 stated for every delayed occurrence, there is a service not provided to the community. NM2 ended by noting if managers cannot trust their employees to make a decision that supports the mission of the organization; why did he or she hire such an employee. Communication and trust are the fundamentals for strategic planning (Molina, 2015).

NM3 noted employees like to stay abreast on upcoming changes and daily goals through briefings, meetings, or electronic mail. NM3 stated that it makes the employees think they are informed. Nonprofit managers like it because it allows the management team to hold employees more accountable and lowers the amount of excuses. The National Council of Nonprofit (2015) revealed 85% of employees stated the reason why they are unsuccessful in delivering a service is because no one made them aware of the incoming and upcoming changes. Molina (2015) believed open communication allows the employees to have a say on what is going on, aware of forthcoming plans, and provided input on changes. NM1 stated that inconsideration of qualified and experienced employee's suggestions and the knowledge they bring is one reason employees leave the workplace.

Correlation to the literature. Previous researchers supported communication skills as the essential skill to lowering turnover and increasing retention. When leaders

provide qualified and experience employees with open communication in the workplace, it promotes a sense of appreciation and consideration of their expertise. Moustakas (1994) noted that when employees bring their expertise to an organization they are more likely to stay because they feel valued and needed in the workplace. When effective communication is the primary business practice for all transformational leaders without effective communication all other practices are evitable (Mburu, 2017). By implementing effective communication correct leaders can motivate, encourage, and innovate their followers (Giddens, 2017).

Correlation to the conceptual framework. The study's theme two of effective communication aligns with transformational leadership theory. Delivering effective communication allows followers to work toward shared goals (Stein, 2017). When leaders use effective communication as a leadership practice, enforcing leadership attributes such as ideal role models, employer motivation, and employee consideration is easier (McGinnis Johnson & Ng, 2015). Effective communication directly aligns with the ideal role of leadership. An ideal role model enhances the needs of others and promotes a positive leader-follower relationship that builds trust and commitment to the organization (Hasel & Grover, 2017). When leaders communicate effectively with their staff there is less chaos during the delivery of services (Pike, 2017). Last, when leaders communicate effectively among their staff effectively, leaders will find implementing changes easier to encourage among their employees (Hay, 2017). The research findings aligned with the purpose of the study and the significance of the study while supporting with the conceptual framework of transformational leadership theory. The research adds an in-

depth knowledge of the research by providing essential themes providing an important role in answering the overarching research question. Leaders should use different retention methods other than what leaders would use for for-profit organizations. If nonprofit leaders do not provide an essential plan on retaining qualified and experienced employees, employers may have increased turnover and decreased retention.

Theme 2: Motivational Incentives

The second theme that emerged from the detailed analysis of the managers' responses from the face-to-face interviews, online company documents, and online archived data is the motivational incentives used as the primary strategy to reach nonprofit retention success. The participants' responses emerged from questions 2 and 5 providing the outcomes for the second theme. The managers asserted that providing motivational incentives is the essential strategy to nonprofit retention success and shared that their organization provides motivational incentives such as telework, compensation and benefits, and career advancement opportunities, which in return increased employee retention among their most qualified and experienced employees. NM03 asserted there has been numerous tactics aimed toward retaining their employees this has been the most successful.

Retaining nonprofit employees has been a challenge for many nonprofits in the area. We are just the first to master it. We took the "T" out of it and started looking at what employees wants. As transformational leaders, we are open to new suggestions. The manager further claimed that when the organization started implying motivating employees through inspiring their wants and needs

employees became supportive of the organization goals, motivated to change, and encourage reaching maximum. Just maximum commitment to public service.

NM03 shared that when the organization took the focus from the employer and more on the employees the organization saw a positive effect on employee's attitudes when implementing motivational strategies, which lead to a positive performance and ended with positive result in retention. NM3 also mention the organization has not always been successful at implementing retention strategies. The manager continued to focus in on the strategies that did not work through trial and error to allow the researcher to understand the critical factors of understanding the organizational culture and the employees' needs. NM3 described the effects of not focusing on the employee needs and implement strategies that do not support the organizational culture. NM3 described the situation as follows:

Strategies not targeted to support all employees; it is like a cultural outbreak. We had some employee's eager to work because the strategies implemented fit their needs and other employees whom are hate coming into work because they have nothing to aim for. "Picture one half of your office eager to be in the office serving our community's needs and the other half complaining and looking for any excuse not to do the right thing."

The three managers focused on and asserted that motivational incentives are the key strategy for a nonprofit organization to retain qualified and experienced employees. Giddens (2017) stated successful manager's use transformational leadership strategies that focus on motivating, innovating, and encouraging followers to support and work

toward a shared vision. The discussion proceeds with three subthemes that focus on motivational incentives used by participants to retain qualified and experienced employees in the nonprofit sector.

Telework. All three managers emphasized the importance of being flexible and offering alternative working schedules to those employees who know the foundation. Gregory et al. (2015) stated there is a positive correlation between work life flexibilities and organizational commitment. Providing opportunity to work from home or work from the office provides a sense of trust and self-management. Managers responded to “What strategies have you found to work best for retaining employees in nonprofit organizations?” All three managers stated that work flexibility has been the most effective way to retain employees. NM1 stated that employees appreciate the opportunity to work from home. If needed, for convenience the nonprofit managers issued employees laptops instead of desktops; employees could work from anywhere at any time. Nonprofit leaders in Texarkana, Texas, find it difficult to retain qualified and experienced employees because of the competition in the nonprofit sector.

Competitive advantages such as telework lowers turnover (Lee, 2017). If a nonprofit organization manager demands all employees come and go from the workplace at a certain time, the organization increases losing an employee when he or she is unhappy because of the lack of implemented strategies to provide a competitive advantage. NM1 indicated competitive strategies that kept nonprofit employees retained for more than two years, which followed suite to work flexibility by increasing longevity, community services, commitment, and true cost savings.

Brown et al. (2015) noted there is a high turnover among key employees when no retention strategies are in place that could provide a competitive advantage over other organization within same servicing area. NM2 also stated that more than ten nonprofit organization services Texarkana, Texas. As for any organization, nonprofit managers are always in search of experienced employees to better aide them in community services. NM2 also stated no nonprofit organizations is more superior to the next organization; noting all have the same common goal and to better our community. Essential to providing ongoing services nonprofit organization need to save as much funding as possible from year-to-year.

NM2 emphasized that changes in funding is not unusual for nonprofit organization because projected services change from year-to-year. For example, in the first year one of employment, the organization could offer free GED classes, but in the second year, the organization could only offer reduced GED courses to the community due to a shortage in budgetary funds. NM2 concluded a way to save cost was to minimize personnel spending. NM2 further stated that it was not a secret that most of operational costs are spent funding personnel. NM2 stated that to be a successful organization, it must operate with less. NM2 concluded with sometimes less is best.

NM3 noted that having flexible schedules for experience personnel in the nonprofit sector prevent employees from calling off from work. NM3 stated flexible schedules is one effective strategy to eliminate call offs in the nonprofit sector. NM3 further explained when allowed flexibility is inclusive of an employee's schedule, they are less likely to call-in when unforeseen events happen. Teleworking offers a mutual

convenience for both the employee and employer. For example, if an employee encounters car troubles the day of work by allowing the employee to work from home elevates any possible disruptions in the work day. The employer can continue providing services to the community without a break in services. NM3 noted that when working in a nonprofit capacity, the job never ends. The community relies on the service once afforded the service in their area.

According to Duffield et al. (2014), communities suffer when services are halted because shortages of employees. Meyer-Rath et al. (2015) emphasized that nonprofit services are services needed in the community. NM3 participant discussed that one day without nonprofit services because shortage of employees puts the nonprofit organization further away from making their community a better place. Unlike for-profit where managers can over hire employees for the same job to cover shortages, nonprofits can only hire for what the organization needs to be successful in daily operations (Jamshed, 2014). NM3 added a failure to provide services is a failure to our community.

Kim and Fernandez (2017) noted when leaders provide employees with work-life flexibility or telework opportunities to help with life challenges and afford flexibility to their work schedule, leaders could find a better way to ensure community services, build trust, lower turnover, and communicate clear expectations. Rudolf (2013) suggested that work-life flexibility can help reduce turnover and improve employee retention. Work-life flexibility could increase employee retention and improve retention efforts (Aamir, Kalwar, & Mekhilef, 2016).

Compensation and benefits. Compensation and benefits has been one factors to retaining employees for over decades (Hoyland et al., 2015). Nonprofit employees are normally employees who focus less on compensation and more on making the world a better place (Olsen et al., 2013). Nonprofit employees are underpaid employees which can make job transition easier (Jamshed, 2014). Employees can go to the same job within the for-profit sector and make higher compensation with less work (Jamshed, 2014). NM1 stated that qualified and experienced employees are employees who have been around a long time and would normally make higher compensation in a corporate job.

NM2 stated that if the compensation is going to be base level, employers should consider other incentives such as paid health coverage, vacation, and retirement to have a competitive advantage over for-profit entities. Many employees just want to live a comfortable lifestyle. A comfortable lifestyle in Texarkana is a salary of \$60,000 per year. All participants stated that an average salary of \$60,000 by annum is normally enough for nonprofit employees in conjunction with paid health coverage, retirement, and vacation leave. The participants continued to state that nonprofit employees seek employment with nonprofits not for high compensation, but for the opportunity to help the community.

Lewis (2015) noted that an average compensation plan combined with paid health benefits, retirement, and vacation leave is a motivator for nonprofit employees to want to remain employment. The concept about compensation and benefits being a motivator is contradicting to Berger (2015) who stated compensation is not a motivator to retain employees. However, literature continued to show a direct relationship between

compensation and turnover. Pierce (2018) discovered compensation is directly related to turnover and Berman (2017) further validated that turnover is associated with compensation.

Career advancement opportunities. NM1 highlighted the need for employees to have promotion opportunities in the workplace. For employees' promotions to manifest, affording employees the opportunity to train on the job and through distance learning must occur first. The below statement demonstrates how important providing career growth within an organization can have on retaining experienced and qualified employees. It was evident from the excerpt below from NM1 that career advancement opportunities are important to the longevity of qualified and experienced personnel.

It is key when employers hire experienced employees or qualified employees into an organization and they meet with the employee to discuss their goals and purpose. As a manager, it is important to know what your employee is aiming for and where they are trying to go. It allows you as the manager to provide the training outline to get that employee meeting their purpose and goals.

Approximately 75% of terminations are due to a lack of career growth. It is the job of the leaders to narrow down what employee's goals are and ensure providing the appropriate resources such as training or mentorship for the employee.

NM1's response provides relevant knowledge regarding why retention is important for nonprofit leaders to provide career advancement opportunities as part of retention efforts. The participant response on the importance of knowing employees'

goals and the essentials of providing the necessary resources for the employee to be successful and achieving his or her goals. In connection to the narrative, NM3 stated that career development opportunities provide some employees the incentive to stay because they know there is an opportunity to grow. Sometimes with qualified and experience employees, the objective is less compensation and more self-development (Lee, 2017).

The findings demonstrated that the opportunity for career advancement within the nonprofit organization is a key strategy to retain employees. NM2 made comments about career advancement stating “providing employees with the opportunities of advancement by detailing employees to area he or she takes interest in provides employees with hands on training and some key skills needed to strengthen his or her resume. People want to feel like they are growing in their career regardless if they have been doing the job three years or more.” Miller (2014) found that the main motivators for experienced employees were accomplishment, accountability, and independence.

Correlation to the literature. Previous researcher’s literature supported the motivational strategies and provided more information on retaining qualified and experience employees in the nonprofit sector. Gregory et al. (2015) emphasized the value of providing experienced and qualified employees the opportunity to telework in the nonprofit sector. Qualified employees want the opportunity to grow in their careers and want employers to provide career advancement opportunities that assist them in accomplishing their career goals (Clausen et al., 2014). Telework incentives offer employers a competitive advantage over other employers (Lee, 2017). Last, motivational

strategies serve as incentives that foster in implementation of strategies for business leaders and serves as encouragement for employees (Aboelmaged, 2018).

Correlation to the conceptual framework. Implementing telework, compensation and benefits, and career advancement opportunities strategies through inspirational motivation fosters nonprofit retention. Coleman (2018) stated when leaders motivate employees with incentives employees work harder to achieve the incentive offered. Sarkar (2018) noted when leaders motivate employees with rewards or incentives the employees are more committed to retaining employment. Dur and van Lent (2018) discovered that more than 40% of nonprofit employees enjoy when employers offer motivational incentives in the workplace.

Using motivational strategies such as telework, compensation and benefits, and career advancement opportunities aligns with the transformational leadership model, which is this study's conceptual framework. All three managers' responses referred to the leadership attributes outlined for transformational leadership which was inspirational motivation. Key terms or phrases used in manager's responses included motivation, positive working environment, reduction of stress, encouragement, commitment, incentive, and trust. Each phrase or word the manager's mentioned aligns with concept of the inspirational motivation. Inspirational motivation occurs when leaders display positive work-like incentives that aide in retention efforts (Hildenbrand, Sacramento, and Binnewies, 2018).

All three managers stated implementing attractive incentives makes retaining qualified and experienced employees easy. Hildenbrand et al (2018) noted that when

transformational leaders inspire motivation in their employees; employees are more eager to execute mandated changes and commitment to organization's goals. Motivation relates directly to inspirational motivation which is a key tenant of transformational leadership. Motivational strategies aide in retention efforts (Sterling, 2018).

Applications to Professional Practice

The purpose of the qualitative single-case study was to explore strategies some managers of nonprofit organizations use to increase employee retention. The implementation of the strategies provided by the three study participants could improve leadership practices and retention efforts in the workplace. Qualified and experienced employees are more likely to stay with an organization based on the implementation of the right strategies (Qatawneh, 2018). Nonprofit leaders may experience favor when focusing more on career advancement opportunities, rather than only on teaching employees basic job knowledge. Successful managers are those contributing to the daily business goals of an organization by managing the work (Brown, Fraser, Wong, Muise, & Cummings, 2013).

Transformational leadership in the nonprofit sector is becoming a common practice for nonprofit business owners. From the viewpoint of successful nonprofit managers, implementing effective strategies to retain their employees proved to maximize performance capacity. Transformational leadership strategies could help nonprofit organizational owners better understand how to retain qualified and experienced employees.

Exploring leadership strategies may help managers of nonprofit organizations understand leadership-related issues that affect retention of qualified and experienced employees within the nonprofit workplace (Yazinski, 2009). Managers of nonprofit organizations may better understand effective strategies needed to retain employees from this study. Nonprofit owners may provide new resources to their managers.

Implications for Social Change

An implication of this study for positive social change is that managers have an opportunity to identify successful strategies that support and enhance nonprofit employee retention to improve the workplace setting. If the manager of a nonprofit organization contributes to the retention of qualified and experienced employees, the organizational funding opportunities and participation in community activities may increase (Maier, Meyer, & Steinbereithner, 2016).

Nonprofit organizations are leading source of employment in the United States (National Council of Nonprofits, 2017). Beaton and Hwang (2017) noted that nonprofit organizations in the United States employ about 10% of the American workforce, which are approximately 14.4 million people. Effective leadership strategies managers use in a successful nonprofit organization may provide current or prospective nonprofit owners with the information needed to build a substantial and successful nonprofit organization. These organizational leaders could help to build both organizational and community stability. Substantial funding opportunities could lead to increased employment, while increased community activities may lead to the strengthening of the members of society;

therefore, individuals may use the results of this study to foster developmental growth for both employees and companies through effective retention strategies.

Recommendations for Action

Based upon the findings from this study, I recommend that managers and owners of nonprofit organizations learn from this study's findings and consider examining the strategies their organizations have implemented to retain qualified, experienced personnel. Organizational leaders should evaluate the effectiveness of their current strategies to determine the strategies they need (Schuler, 2015). I recommend that board members, nonprofit directors, future owners of nonprofit organizations, and current nonprofit managers pay close attention to this study's finding to understand the importance of providing employees with effective communication and motivational tactics to be successful in retention efforts. If the nonprofit leaders determine that their organization has no strategies implemented to retain qualified and experienced personnel, the leaders may want to consider developing some of the strategies suggested in this study. These strategies include career advancement, communication, telework, and compensation.

I recommend that nonprofit leaders undertake training to implement these strategies effectively by reading the latest literature available, attending annual and quarterly conferences, and enforcing managerial and leadership trainings. Nonprofit leaders implementing strategies to retain qualified and experienced personnel are helping to save costs in the organization (Akhtar et al., 2015). I plan to share the findings of this study with the participating nonprofit organization, by publishing the study, and by

providing training to nonprofit leaders regarding how to implement retention strategies effectively.

Recommendations for Further Research

Several recommendations exist for future researchers. First, I would recommend a multiple-case study that involves several nonprofit organizations. These organizations could be in the Texarkana, Texas area; in other parts of Texas; or in other states in the United States. In this way, it will be possible to discover whether the themes that emerged in this study may be applicable more universally. An additional recommendation is to include a larger sample size. A larger sample size would be informative to discover how many participants it may take to reach data saturation in an investigation of nonprofit organizations spread out over a wider geographical area. Expanding the geographical location of the study and the inclusion of more participants may resolve two limitations of this study, namely, the small sample size and the single geographical location. Finally, future researchers could consider a quantitative or mixed-methods approach to understand the reasons qualified and experienced employees in nonprofit organizations voluntarily terminate employment after investing more than 2 years of service in the company.

Reflections

I gained extensive amount of knowledge from the entire doctoral study research process. Prior to this journey, I did not understand the amount of time it takes to complete a doctoral study and the amount of effort and quality needed to complete a doctoral study. I believe the hardest part of the process was conducting research. The literature review

was the hardest and the most rewarding milestone once completed. Data collection was a little complexed for me because of the lack of knowledge I possessed about HyperResearch software. Following the interview protocol, I eliminated any personal bias that could have potentially affected participants. I recognize that a doctoral study certainly takes time to complete.

Conclusion

The purpose of this qualitative single-case study was to explore strategies some managers of nonprofit organizations used to increase employee retention. Three managers in a nonprofit organization in Texarkana, Texas, participated in face-to-face, semistructured interviews to help answer the overarching research question of the study: What strategies do managers of nonprofit organizations use to increase employee retention?

The conceptual framework for this study was transformational leadership. Bass (1985) proposed that all four leadership components interconnect with modeling the role, encouraging change, inspiring, and developing future leaders. Transformational leadership theory is a potential lens for understanding the results of this study. Four major themes that emerged from the findings included (a) telework, (b) compensation and benefits, (c) career advancement opportunities, and (d) communication. Such themes aligned appropriately with the tenets of the transformational leadership theory as well as previous literature. Owners and managers of nonprofit organizations could use these themes to implement retention strategies, with the goal of maintaining qualified and

experienced personnel in the workplace. Retaining personnel aids in the continuation of community services (Niculescu, 2015).

I have added to the literature on strategies needed to retain employees in the nonprofit sector. As much as 72% of nonprofit funding occurs from the sustainability of services (National Council of Nonprofit, 2017). An organization can provide services only when experienced and qualified people are available to help achieve this goal. Nonprofit leaders experiencing high turnover of qualified and experienced personnel face challenges of funding reductions, which limits the number and quality of services the organization can provide (Xiaodong et al., 2017). Based on the findings of this study, I advise nonprofit leaders seeking to respond to these challenges to implement effective strategies to retain qualified and experience personnel in the workplace. In this way, leaders could save organizational costs and expand services in the community.

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Appendix A: Interview Questions

1. Who are the key decision makers in your organization involved in retention strategy planning?
2. What retention strategies have you implemented to retain qualified and experienced employees in nonprofit organizations?
3. How have you assessed the effectiveness of your strategies you have implemented to help increase employee retention in nonprofit organizations?
4. What strategies have you found to work best for retaining employees in nonprofit organizations?
5. What additional information can you provide that might help me understand retention strategy planning and implementation in your organization?
6. What else would you like to add regarding retention strategies for nonprofit organizations?

Appendix B: Interview Protocol

1. Provide participants a brief overview about myself.
2. Provide participants with a consent form.
3. Provide an overview of the consent form and respond to inquiries and concerns.
4. Ask for consent to record interview session.
5. Turn on audio device to start session recording. Note: date and time will be captured with verbal consent on record to record.
6. Provide each participate with their alias name and coding identification
7. Start interview session beginning with question #1 continuing to question #6.
8. Provide follow up with questions that leave extended questions and retrieve employer handbooks.
9. Conclude interview session; then provide a detail explanation on member checking and the process with the participant.
10. Provide a business card for additional questions or follow-up.
11. Thank the participate for participating in the research study.