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Strategies for Reducing Short-Tenured Employee Attrition in the Retail Grocery Industry

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Abstract

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MSC, Herriot Watt University Edinburgh, 2014

BSC, Federal University of Agriculture, Makurdi, 1997

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

The purpose of this multiple case study was to explore strategies that managers in the retail grocery industry use in reducing short-tenured employee attrition in the West Midland states in the United Kingdom. Participants were 4 store managers who had managerial experience in the retail grocery industry, worked as a retail store manager in the West Midlands, and had experience implementing effective strategies to reduce employee attrition. The Herzberg 2-factor theory was the conceptual framework. Semistructured interviews were used to collect data. Data were analyzed using Yin's 5-step data analysis process. The major themes were: training and development, enriched job responsibility, human resources intervention, and employee recognition. Participants relied on training and development, enriched job responsibility, human resources intervention and, employee recognition to reduce employee attrition. The results may provide retail grocery leaders with strategies for reducing short-tenured employee attrition in grocery stores, which may reduce adverse effects on the industry's profitability. Implications for positive social change include improving the quality of life of the community and citizens; improved levels of satisfaction in quality of life translate into developing and maintaining positive relationships with family and friends, as well as helping the local communities and the economy.

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Dedication

To God. To my lovely and ever supportive husband, Azuka. To my children(my crew), Kamsi, Leonardo and Keturah for their cooperation which was never always. To my mother for looking after my children when daddy was off to work and I needed to steal a few hours to study.

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Table of Contents

List of Tables

List of Figures

Section 1: Foundation of the Study

In the U.S retail industry, employee attrition has become a major concern because of the continuous loss of valuable knowledge (Katsikea, Theodosiou, & Morgan, 2015). Because employee attrition negatively affects firms in the retail industry, resulting in lower organizational productivity and profitability (Gupta & Shaw, 2014), retail leaders must manage attrition effectively to minimize the adverse effects on organizations and the economy. Through this qualitative case study, I explored strategies for reducing short-tenured employee attrition in the retail grocery industry by conducting interviews with retail grocery store managers and analyzing company documents that could affect or influence employee attrition.

Background of the Problem

Employee attrition is a major cost factor to an organization's pretax income (Gupta & Shaw, 2014). Attrition is a critical concern in the United States because it results in the loss of valuable knowledge assets from an organization's experienced employees and can cost employers 1 to 1.2 times annual salary of those who leave within their first year of service (US Human Capital Effectiveness Reports, 2014). The Bureau of Labor Statistics (2013) reported that the annual attrition rate in the retail grocery industry was 26.8% compared to the national average of 18.8%. This level of attrition produces adverse effects on the grocery industry's profitability (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013). The study results may provide an awareness of possible strategies for retail grocery leaders to reduce employee attrition.

Genly (2016) focused on burnout as the principal reason why employee attrition is high in the retail grocery industry. Harrison and Gordon (2014) highlighted that employee attrition was high in the retail grocery industry because of cynicism amongst employees. Employee attrition poses significant issues to retail leaders (Larkin, Brasel, & Pines, 2013) as retail commerce includes consumer-oriented businesses requiring skilled, talented employees (Calcagno & Sobel, 2014). Because employee attrition negatively affects firms in the retail industry, resulting in lower organizational productivity and profitability (Gupta & Shaw, 2014), retail leaders must manage attrition effectively to minimize the adverse effects on organizations and the economy. The aim of this study is to identify strategies for reducing employee attrition in the retail grocery industry.

Problem Statement

Employee attrition rates are higher in the retail grocery industry in comparison to other business sectors (Harrison & Gordon, 2014). Employee attrition rates in the retail industry increased in the United States from 42.1% in 2012 to 56.6% in 2015 (Bureau of Labor Statistics, 2016). The general business problem is that employee attrition costs organizations time, money, and negatively affects business outcomes. The specific business problem is that some managers in the retail grocery industry lack strategies to reduce short-tenured voluntary employees' attrition.

Purpose Statement

The purpose of this qualitative multiple case study is to explore the strategies that managers in the retail grocery industry use to reduce short-tenured employee attrition. The targeted population consisted of retail industry business managers in four retail grocery stores in the West Midland States in the United Kingdom, who must have recorded success in reducing short-tenured employee attrition. The implication for positive social change is that low-income families will be able to enjoy discounts granted because of increased profitability in the retail grocery stores. Organizations with consistent, and cohesive employee base, are better able to support the the host communities by sponsoring local charitable causes, partnering with nonprofit associations, and providing educational internships. These activities contribute to the improvement of social and civic based needs and tend to strengthen and build stronger local communities.

Nature of the Study

Researchers use the qualitative method as a process of seeking to understand *how* or *what* (Bernard & Bernard, 2013) and to explore participants in their present environment (Uluyol & Akçi, 2014). Quantitative research involves testing a theory and examining associated relationships, differences and is unsuitable for understanding the qualitative dynamics of employee attrition (Park & Park, 2016). A mixed method approach involves analyzing both qualitative and quantitative data and is unsuitable for this study because numerical data are not conducive to understanding the human insights; needed for a study of this nature and because of the time required (Morse & Cheek, 2014). The use of a qualitative research method is expected to facilitate a deeper understanding of short-tenured employee attrition by exploring data derived from specific participants to assess viewpoints and foster a broad scope of descriptive information (Uluyol, & Akçi, 2014). The quantitative research provides an understanding of *how* *much* (Yin, 2014), while the mixed-methods approach is a combination of qualitative and quantitative methods (Caruth, 2013). The purpose of the study is to explore how and what rather than how much; as a result, I did not select a quantitative or mixed-methods approach for the study.

Qualitative researchers employ five primary designs: (a) narrative, (b) phenomenological, (c) grounded theory, (d) ethnography, and (e) case study (Patton, 2015). The narrative design involves collecting life stories of participants of their experience when they have lived through similar situations (Dixon, 2015). In the phenomenological design, the researcher focuses on one person's perception of the problem (Wilson, 2015). A grounded theory design includes building theory from an event, experience or phenomenon is not suitable for this study (Kruth, 2015). Researchers use ethnography design to explore a cultural group of people in a natural setting over an extended period by gathering data (Kruth, 2015). A case study design is suitable when the researcher seeks to understand real-life events, activities, or problems by using a single case or multiple cases (Ghormade & Dongre 2014; Yin, 2014). The purpose of this study is to explore strategies that managers in the retail grocery industry use to reduce short-tenured employee attrition; hence a case study design is expected to enable me to address the research question.

Research Question

The overarching research question for the study is: What strategies do managers in the retail grocery industry use to reduce short-tenured employee attrition?

Interview Questions

1. What are your experiences with short-tenured employee attrition?
2. What strategies have you used to reduce short-tenured employee attrition?
3. What strategies worked best to reduce the problem of short -tenured employee attrition?
4. How do you know that these strategies worked best?
5. What indicators did you use to make sure that these strategies worked?
6. What strategies were not beneficial in reducing short-tenured employee attrition?
7. What barriers prohibit short-tenured employee attrition reduction strategies from being successful?
8. What additional comments would you like to add relating to reducing short-tenured attrition?

Conceptual Framework

The conceptual framework for this study is the motivation-hygiene theory, also known as the two-factor theory. In 1959, Frederick Herzberg developed the motivation-hygiene theory to help understand employee's overall satisfaction with their organizations (Herzberg, Mausner, & Snyderman, 1959). Herzberg extended the theory in 1965 and 1968. An employee's interest and satisfaction in their work activates their intrinsic motivation (Li, Sheldon, & Liu, 2015). Herzberg classified *motivators* as intrinsic whereas *hygiene factors* are extrinsic factors. In the theory, Herzberg suggested that employee job satisfaction results from intrinsic factors that motivate each employee's performance in the organization (Hackman & Oldham, 1976).

According to the theory, a decrease in job satisfaction may not necessarily lead to job dissatisfaction as the two factors were independent. The theory confirmed that the opposite of job satisfaction is not job dissatisfaction. Motivators prompt job satisfaction and increase motivation such as participative management, personal growth, and self-achievement. Extrinsic rewards motivate other employees such as incentives (Li et al., 2015). The absence of hygiene factors could cause dissatisfaction and relate to work conditions, supervision, relationships with coworkers and supervisors, physical work environment, job security, compensation, and organization's policies (Hackman & Oldham,1976).

Herzberg's motivation-hygiene theory confirmed that employers can enrich employees job through the correct application of the theory. Employees engage with organizations through (a) psychological contracts, (b) perceived organizational support, (c) trust, and (d) leader-member exchange (Tekleab & Chiaburu, 2011). Management must provide regular and direct feedback to employees regarding productivity and job performance rather than through supervisors. Management must encourage employees to take on novel and inspiring tasks (Hackman & Oldham, 1976). If an employee's job is a source of satisfaction (Soliman, 1970), then the motivation-hygiene theory, with its examination of intrinsic and extrinsic factors of job satisfaction, could help provide strategies for reducing short-tenured employee attrition in the retail grocery. The motivation-hygiene theory was applicable for this study because people enter the retail grocery industry to build long lasting careers, but unfavorable work conditions and absence of hygiene factors lead to dissatisfaction (Herzberg et al.,1959), and eventual attrition.

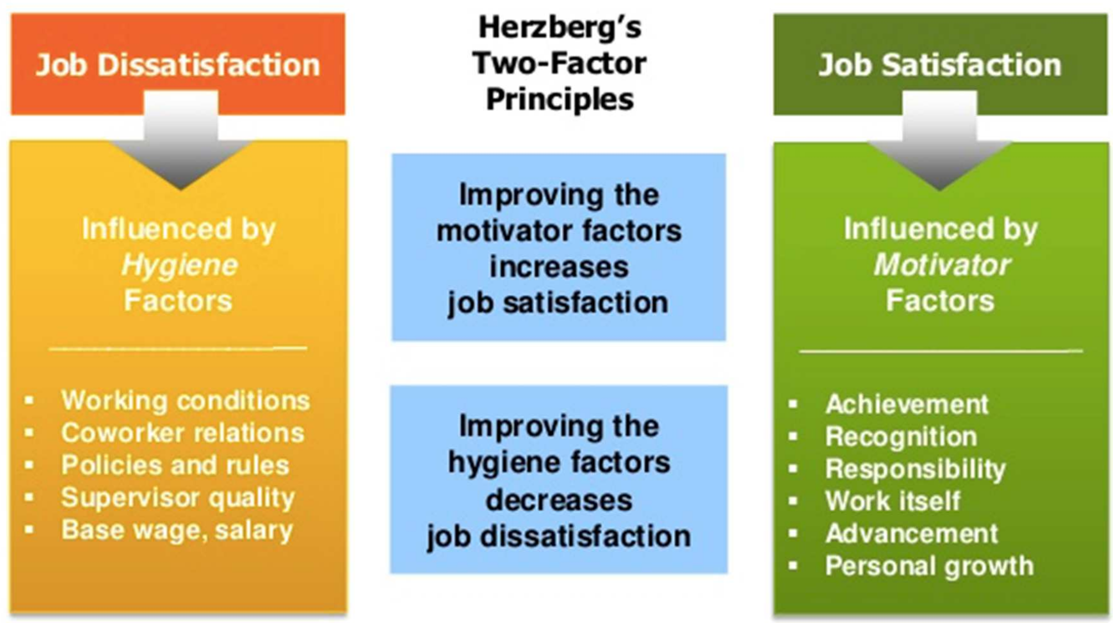

Figure 1. Chart of Herzberg's Two-Factor Theory

Operational Definitions

The following terms are technical terms or special word used in the study. They do not include terms found in a basic academic dictionary.

Employee attrition: The voluntary separation of employees leaving their current place of employment (Kam & Meyer, 2015).

Short-tenured: The new entrants and reentrants to the workforce, job losers who found new jobs during the previous year, and workers who had voluntarily changed employers during the year (Bureau of Labor Statistics, 2016).

Extrinsic reward factors: Incentives used by leaders to reduce pain-inducing factors often found in work environments (Herzberg, 1976).

Hygiene factors: Reward factors that are external (extrinsic) to the job including company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security (Herzberg, 1976).

Intrinsic reward factors: Job-related incentives used by leaders to stimulate employees' psychological growth (Herzberg, 1976).

Job burnout: An employees' level of job-related exhaustion or fatigue (Lu & Gursoy, 2016).

Job dissatisfaction: The displeasures employees experience with their jobs (Kam, & Meyer, 2015).

Job satisfaction: The fulfillment employees find in their jobs (Lu & Gursoy, 2016).

Retail grocery industry: An industry where merchants specialize in sales of specific goods to consumers ((Mankar & Muley, 2016).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are facts one considers to be true but cannot verify (Elberzhager, Münch, Rombach, & Freimut, 2014). It is assumed that the participants would give honest and necessary information needed to explore the strategies they use to reduce employee attrition. Another assumption is that the data provided by participants are accurate and reliable. The final assumption is that participating organizations are representatives of the whole, retail grocery industry.

Limitations

Limitations are potential study weaknesses to the generalizability and application of the research findings (Locke, Spirduso, & Silverman, 2014). One of the limitations of this study is that with a case study, the study result may not be generalizable beyond instant case. This limitation might affect the understanding of employee attrition problems in general. The location of the study may limit the variety of the experiences and viewpoints of retail grocery leaders. Although employee attrition seemed to be an international phenomenon, the study covered the West Midland states in the United Kingdom. Personal biases can pose as a limitation in this study. Personal biases influence the credibility of research data (Tuohy, Cooney, Dowling, Murphy, & Sixmith, 2013).

Delimitations

Delimitations are boundaries that affect the scope of the study (Fan, 2013). The scope of this study is retail grocery managers who must have recorded success in reducing short-tenured employee attrition. Also, in the bounds of the study are the selection of the retail grocery businesses that are located within the West Midland in the United Kingdom.

Significance of the Study

The study's findings may help retail grocery leaders to focus on formulating strategies for reducing short-tenured employee attrition rates. Satisfied employees are engaged in their organization (Duffy, Autin, & Bott, 2015); whereas unsatisfied employees leave the organization (Tnay, Othman, Siong, & Lim, 2013).

Contribution to Business Practice

This study's findings can be significant to business practice by potentially providing retail grocery leaders with strategies for reducing short-tenured employee attrition in grocery stores. Such strategies, if well-implemented, can reduce adverse effects on the industry's profitability in (a) financial status, (b) customer services, (c) recruitment, (d) selection costs, and (e) work environment (Hancock et al., 2013).

Implications for Social Change

The implications for positive social change include using the findings to formulate and implement strategies to counter the adverse effects of short-tenured employee attrition. Satisfied employees add to the quality of life of the community and citizens. Employees who are happy with their work environment, tend to be satisfied and have a positive emotional well-being (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2015). This level of satisfaction translates into increased productivity and wages, as well as develop and maintain positive relationships with family and friends (Fiorillo & Nappo, 2013). Successful organizations with long serving employees can also offer low-income families with larger discounts on retail grocery products because of increased profitability in the retail grocery stores.

A Review of the Professional and Academic Literature

Organizational leaders' responsibilities entail maximizing profit and maintaining critical knowledge; reducing short-tenured employee attrition enables organizational success (Kanade, Sheno, Prasad & Goyal, 2015). Exploration of the central research question involves a review of a broad range of literature to gain a better understanding of the phenomenon. The review included sources from the Walden University Library, with the following databases: ABI/INFORM Complete, Academic Search Complete, Business Source Complete, Emerald Management Journals, ProQuest Central, Academic Search Complete, Business Source Complete, Thoreau, Google Scholar, academic and professional journals, and RSS-emails. Additional sources include a few dissertations, books on interviewing and case studies. PsycINFO, SAGE Premier, and Science Direct. The literature review sources include 100 journals, 94 (94%) published in 2013-2017, one government website, and one scholarly, seminal book. Among the 100 journals, 99 (99%) were peer-reviewed. The most prominent related topics included: employee attrition, organizational culture, leadership, diversity in the workplace as it relates to employee attrition, organizational commitment, job satisfaction, attrition intention, and workplace stress.

The literature review provides the researcher with the foundational information needed to conduct and analyze research interviews (Marshall & Rossman, 2016). The literature review is also an examination of topics like Herzberg's (1959) motivational-hygiene theory (MHT) which is the conceptual framework for this study. The MHT, also known as the two-factor theory provides a foundation for identifying and understanding employees' job satisfaction indicators, and a framework for exploring the possible strategies for reducing short-tenured employee attrition.

Herzberg's Motivational-Hygiene Theory (MHT)

Psychologist Frederick Herzberg developed the MHT, also known as the two-factor theory in 1950 (Herzberg et al., 1959). Herzberg et al. (1959) discussed factors that motivated employees to work in their organization. Herzberg et al. advanced the MHT by helping to identify the overall satisfaction of the employees working in their organization. Herzberg's MHT used qualitative interviewing to gather information on how job satisfaction factors (satisfiers) and job dissatisfaction factors (dissatisfiers) influence employee attrition (Herzberg et al., 1959). Job satisfaction and job dissatisfaction are comprised of two different phenomena and have a strong predictor on organizational outcomes (Islam & Ali, 2013).

According to Herzberg's (1959) MHT, hygienic factors do not create job satisfaction but can cause job dissatisfaction. Hersey, Blanchard, and Johnson (2008) noted the use of the word *hygiene* to describe factors in the working environment, which were preventative and environmental. These *hygiene* factors are inherent components of every job and are core to the job, but according to the MHT, the hygiene factors did not change the worker's output level. The presence of hygiene factors could lead to job satisfaction, and the absence of hygiene factors leads to dissatisfaction (Atefi, Abdullah, Wong, & Mazlom, 2014). The presence of a cordial relationship with supervisor and peers, as well as pay, could lead to increased job satisfaction (Smith, Tillman, & Tillman, 2010). Satisfied employees are more likely to meet the demands of the organization

(Huang & Gamble, 2015). Similarly, employee satisfaction and dissatisfaction are crucial for the performance of an organization and the effect from satisfaction and dissatisfaction causes the employee to have an attitude toward their work (Islam & Ali, 2013).

In the original work by Herzberg et al. (1959) a qualitative research method was used to randomly select 200 engineers and accountants working in the manufacturing industry in Pittsburgh. The employees were asked to recollect experiences and feelings (positive or negative) at work and the reasons behind the experiences. Herzberg also sought to understand whether the satisfied or dissatisfied feelings were based on performance, relationships, or well-being (House & Widor, 1967). Based on the subjective data from the respondents, Herzberg began to analyze their job attitudes (Herzberg et al., 1959). From the study, he proposed a two-factor approach when trying to understand motivation among employees. As a psychologist, Herzberg used the MHT in selecting and training employees for AT&T. Herzberg et al. (1959) used the MHT to examine job satisfaction after World War II.

Herzberg (1965) continued his seminal work on the MHT by using the qualitative method to explore the theory on lower level supervisors in an industrial plant in Finland. Data was collected through questionnaires that were similar to the questionnaire used in the original study involving 200 engineers and accountants working in the manufacturing industry in Pittsburgh. Herzberg et al. (1959) proposed that intrinsic factors related to work itself increase satisfaction, while extrinsic factors (external to actual work) affected levels of job dissatisfaction.

Herzberg (1968) expanded the work of Herzberg et al. (1959) by noting that intrinsic factors enhanced both employee satisfaction and organizational performance related to motivation and engagement. Lăzăroiu (2015) explained that employee motivation has a causal link with (a) employee job satisfaction, (b) employee performance, (c) work behavior, and (c) is an antecedent of organizational profitability. Employee motivation has a positive relationship with organizational performance. Kjeldsen and Anderson (2013) analyzed data from the 10,630 participants in a cross-national study of 14 countries and found that employee job satisfaction is an antecedent of increased employee motivation, and motivated employees increase both firm and societal value.

The two most important components of MHT are employee motivation; personal growth and self-achievement and pay and job security are the indicators of job satisfaction that are hygiene factors. Adams (1965) countered the MHT by explaining that employee job satisfaction increases when perceived organizational and co-worker inputs and outcomes exceed the expected inputs and the results of the employee. Sauer and Valet (2013) confirmed employee job satisfaction levels increased when workers received increased compensation proportional to their perceived self-value. In the MHT, job satisfaction and dissatisfaction were an entirely different phenomenon. The presence of the hygiene factors does not guarantee employee satisfaction since the feeling of dissatisfaction could still occur even when hygiene factors subsist (Herzberg et al., 1959). Porter and Lawler (1968) validated the MHT by concluding that the interplay between individuals and their working environments can unleash varying levels of employee job satisfaction. Porter and Lawler revealed that an additional unexpected factor of behavioral choice influenced employee job satisfaction without having an impact on employee motivation. Employee performances are different with the hygiene and motivational factors.

Herzberg et al. (1959) suggested that two basic needs are essential. The physiological needs achieved with money and the psychological needs that money does not satisfy, but satisfied with a feeling of acceptance, empathy, and achievement. He further described motivators as the things that offer employees long-term results and influence their overall performance in the long term. Adams (1965) discounted the claims by the MHT, showing that an extrinsic factor stimulated job satisfaction. Sauer and Valet's (2013) view supported Adams by showing that job satisfaction follows a motivational act in contrast to the assertions made in the MHT that recognition increased job satisfaction. Sauer and Valet recommended that positive exchange relationships between the employee and the organization can improve employee job satisfaction. Porter and Lawler (1968) proposed that employee job satisfaction be a function of eliminating any discrepancy between an actual reward and the perception of a just reward. Porter and Lawler predicted that employee job satisfaction is the result of individuals comparing the rewards of their current job to those of their ideal job. Porter and Lawler indicated that minimizing reward discrepancies generates higher levels of employee job satisfaction by demonstrating that rewards extend beyond compensation to (a) perceptions of working conditions, (b) management, (c) how employees experience the organization, and (d) how employees value aspects of the organization.

Financial and psychological rewards affect job satisfaction and drive performance (Porter & Lawler, 1968; Sauer & Valet,2013). Accordingly, the hygiene factors provide employees with short-term performance outcomes or dissatisfaction. Herzberg (1974) also noted that sometimes employee's satisfaction on the job is because of the content of the job; when employees like the jobs assigned to them, they tend to be satisfied with the job. Employee job satisfaction increases when they have chances for advancement; they are productive, feel valued and make valuable contributions to the organization. As it relates to MHT, the employee feels dissatisfied about their jobs when there are factors under the control of the organization. Controlled organizational factors such as employer designed policy and procedures, employee wages and benefits and the overall working conditions.

In exploring the factors that lead to job satisfaction, Herzberg (1974) indicated that employee job satisfaction and performance has a direct relationship with factors like an employee performance achievement. Employees develop positive feelings if jobs enable them to fulfill their needs after which the employees may experience psychological growth, while hygiene factors are required to satisfy basic physiological needs (Schwendimann, Dhaini, Ausserhofer, Engberg & Zúñiga, 2016). Motivational factors include (a) participative management, (b) self-managed teams, (c) just-in-time training, and (d) pay contingent on performance (Romzek, 2012). Leaders can improve employee motivation using various workplace factors (Lunenburg, 2011). Employees engage with organizations through (a) psychological contracts, (b) perceived organizational support, (c) trust, and (d) leader-member exchange (Tekleab & Chiaburu, 2011). MHT is made up of motivational factors and hygiene factors. Motivational factors are personal growth and self-achievement. Hygiene factors are organizational policies and procedures, supervision, relationships with coworkers and supervisors, physical work environment, job security, and compensation. Understanding the factors that influence job satisfaction and job dissatisfaction are essential parts of an efficient organization (Furnham, Eracleous, & Chamorro-Remuzic, 2009).

According to the MHT, motivating factors are intrinsic, and hygiene factors are extrinsic (Herzberg et al., 1959). The employee is satisfied with a feeling of achievement of goal and contribution to the organization. Herzberg et al. (1959) indicated that positive behavior on the job and job satisfaction precedes high employee performance. In MHT, intrinsic and extrinsic factors may not lead to similar job outcomes. Extrinsic factors may not lead to job satisfaction but may prevent job dissatisfaction while intrinsic factors may lead to job satisfaction (Ireri, 2015). Based on MHT, motivational factors are also known as intrinsic factors such as achievement, recognition for achievement, work demand, responsibility, and advancement (Ko & Jun, 2015). Hygiene factors are also called extrinsic factors such as company policy, supervision, interpersonal relationships, working conditions, salary, status, and job security (Holmberg, Solis, & Carlstrom, 2015). When employers adhere to motivational hygiene factor, employees achieve job satisfaction level which increases productivity levels. Organizational recognition of employees increases the employee's value and respect and leads to heightened job satisfaction (Sinha & Trivedi, 2014).

Challenging employees with exciting work and added obligation often stimulates employee's rapid positive response and contributes to organizational growth (Park, Song, Kim, & Lim, 2015). An employee gets excited with growth-inducing tasks in job content, and not conducive working environment (Limbu et al., 2014). Job responsibility is enriched to increase an employee's psychological growth without necessarily the job function (Herzberg, 2003). Job satisfaction increase with an increase in psychological growth. Extrinsic motivators such as salary, rank, and job security may account for lower levels of job dissatisfaction (Bell et al., 2014).

Herzberg concluded that motivating factors accounted for 90% of employees feeling about work while hygienic factors contributed 80% of the employee's feelings about their work (Herzberg, 1965). MHT supports the idea that motivated employees have an increase in job satisfaction (Herzberg, 1965). Nevertheless, MHT does not recommend hygienic factors alone could cause job satisfaction (Herzberg et al., 1959). The theme of the MHT is to understand how employees feel about their employers which forms the basis of this study.

Research on the Motivation Hygiene Theory (MHT)

MHT has been used to justify various aspects of employee related research. Derby-Davis (2014) used the MHT in the nursing industry to determine the extent to which the theory was relevant in decreasing employee attrition. Hofaidhllaoui and Chhinzer (2014) concluded that the MHT was significant to reducing employee attrition because job satisfaction is the main course contentment and attachment of employees toward their job. Meeting employees basic needs tends to diminish the likelihood of seeking another employment. As it relates to MHT, Lumadi (2014) determined that other factors contribute to employee dissatisfaction such as job security, job responsibility, and training, and stressed the need for an employee's contributions to overall organizational performance. Bell et al. (2014) confirmed that lower levels of job dissatisfaction could yield increased job satisfaction, which can lead to reduced employee attrition.

Employees should have an opinion in organizational development and must feel valued and respected. Peshave and Gujarathi (2013) confirmed that of all the measures undertaken by the hotels to curb the attrition rate, offering better salaries and reducing the working hours were the most efficient ones. Silpa (2015) showed that respect, reward and recognition, and employee and development of the organization could reduce attrition and ensure the retainment of the skilled employee. Silpa confirmed that certain factors in the workplace cause job satisfaction, while a separate set of factors cause dissatisfaction.

Preshave and Gujarathi's (2013) findings align with the hygiene factor of the MHT. Employees reduce intention to quit when they feel motivated and satisfied with their job performance, job environment, and treatment from immediate supervisors. Thiranun (2016) analyzed the factors that affect talented employees in Thailand and China using Herzberg's (1959) MHT. In Thiranun's analysis, work-life balance, career growth, and recognition were some of the factors that contributed to employee motivation. Wages were determined to be significant to employees continual stay in an organization since it was compensation for work already done. In the long run, employees are more interested in a feeling of respect and recognition. Money does not solely motivate most employees. Employees seek more than monetary compensation

(Sindhu & Sindhu, 2014). Wages are necessary but are not the maximum motivators; some other factors motivate employees to be more productive while reducing attrition. Pierce and Snyder (2015) strengthened the Herzberg MHT by suggesting that for management to reduce dissatisfaction, then it must focus on the job environment; policies, procedures, supervision, and working conditions.

Jore, Chowdhary, and Agrawal (2015) found that creating a safe working environment in the company was paramount to the reduction of employee attrition. Jore et al. narrated that some of the attrition reduction practices were rewards and recognition to motivate employees to work, informal get together to increase cohesiveness among the team members, conduction of the exit interviews, festival bonanza, creating a career path and transparent pay system. Upamanyu (2014) asserted that the best human resources (HR) practices result in a long-lasting relationship with employees. According to Upamanyu, the best HR policy relate to recruitment, selection, training, development and performance appraisal should be consistent, integrated and strategically focused. Zhang, Punnett, and Gore (2014) revealed that effective workplace intervention programs must address work organization features to reduce employee intention to leave. Healthy workplaces should build better interpersonal relationships, show respect for employee work, and involve employees in decision-making processes. The causes of attrition in the healthcare sector were work related; Kaavya et al. (2015) found that relationship among employees, wage and salary structure, reward, and job security were causes of employee attrition in the health sector.

Islam and Ali (2013) investigated the significance of pay in employee motivation in a University setting. According to Islam and Ali, pay policies, and lack of growth opportunities are factors that affect employee dissatisfaction while within the hygiene factors, relationship with peers on the job produced more employee satisfaction. Kultalahti and Liisa Viitala (2014) investigated the work perceptions of millennial and their motivational factors and concluded that employees felt satisfied with a conducive work environment. Kultalahti and Liisa Viitala recommended employees should be treated as people with feelings, roles, and emotions and is consistent with the findings of Herzberg (1974). Employees find recognition as a motivating factor. When employees feel recognized, they feel valued and their tendency to quit their jobs decreases.

Other Related Theories of the Conceptual Framework

Hackman and Greg Oldham (1976) established the job characteristics model (JCM). The JCM is an approach to job enrichment and job satisfaction. The JCM stipulates three core job-related dimensions: (a) the level of skill performance, (b) how well people can complete assigned tasks, and (c) the ability to complete the entire task from beginning to end and the significance of the job to others. Employees appreciate the feeling that their job performance is significant to other employee’s job performance. Employees also feel satisfied when they help other colleagues fulfill their job responsibilities. Hackman and Oldman’s JCM contributes to the significance of work and how positive outcomes increase employees' job satisfaction and reduce employee attrition. The JCM also suggests that when an employee is well motivated, they can perform complex tasks. The JCM confirms that employees like the freedom to make decisions and use their discretion while recognized and acknowledged for a job done. Employees have a sense of job satisfaction when they are responsible for the outcome of their work. Employees also appreciate feedback from their peers and supervisors about the results of their work. Employees want clear and direct feedback on work-related performance.

Abraham Maslow (1943) argued that while people aim to meet basic needs, they seek to meet successively higher requirements in the form of a pyramid. Maslow's hierarchy of needs represents in a hierarchical pyramid with five levels. The four levels (lower-order needs) are physiological needs, while the top standard of the pyramid growth needs. The lower level needs satisfaction before higher-order needs can influence behavior. The Maslow hierarchy of needs introduced by Abraham Maslow includes safety, social, self-esteem, psychological needs, and self-actualization (Deci, & Ryan,2014). Basic needs motivate people when people do not achieve them. The need for people to fulfill basic needs will become stronger the longer the requirements become difficult to accomplish. People strive to attain the things they are denied based on the duration of the denial (Taormina & Gao, 2013). Adiele and Abraham (2013) explained that individuals must satisfy the lower level basic need before progressing to the higher-level growth needs. Self-actualization is the ultimate level that people get to after meeting other levels. Maslow believed each need relates to the other and all needs are relevant to a person's self-actualization.

According to Maslow (1943), the psychological needs are the basic needs individuals need to survive. The psychological needs include air, food, water, sex, sleep and other factors towards homeostasis. In the Hierarchy of needs, the next target after meeting the basic needs are the next on the pyramid, and they include security and safety. Safety and security requirements apply when individuals feel threatened by situations they cannot control, and these conditions include, competition, economic circumstances law and stability. Everyone needs love, intimacy, and everyone needs to feel loved within the group and can contribute to the mission and vision of the group. After achieving love and belonging needs, people move to the next level of respect and esteem needs. People need to become experts in their work, to have a sense of achievement, self-respect, and respect for others. Individuals feel good about themselves and their self-esteem when they feel respected and acknowledged. Deci and Ryan (2014) explained that self-esteem increases when employees feel recognized and fulfilled. People need to realize their inner potentials and individuals need to seek personal growth and maximize their experiences. Maslow believed all human needs are in a hierarchy. The five stage Maslow model include cognitive and aesthetic need (Maslow, 1970a).

Another competing theory is the cost-benefit theory that highlights the cost benefits of retention of employees as compared to the overall cost of employee attrition. Alexander (1916) gave an early example of the cost-benefit theory in an attrition study that involved metal industry employees in the United States of America. Levy et al., (2012) used the cost-benefit theory primarily to focus on the negative impact of employee attrition, and the theory did not address strategies to decrease employee attrition. Dalton and Todor (1979) suggested that there is a need to study various organization to understand the problem of attrition in organizations and develop strategies to decrease voluntary employee attrition in organizations.

Limitations of other related theories

Deci and Ryan (2014) identified a weakness in Maslow's (1959) hierarchy of needs because of the order from a lower-to-higher order of needs, with the higher order providing more motivation in the workplace. Maslow's hierarchy of needs is in contrast with Başlevent, Cem, and Hasan Kirmanoğlu's (2013) conclusions. Başlevent et al. (2013), found that employees do not have any order of needs for concerns directed at them. Bayoumi (2012) supported Başlevent et al (2013), by revealing that self-actualization is highest in a patient's hierarchy of needs followed by love and sense of belonging. Bayoumi's assertions are in contradiction to Maslow's theory because the patients meet the needs before meeting the physiological and security needs while Maslow's theory suggests that people should follow the order from Psychological needs to security needs. Adele and Abraham (2013) contradicting Maslow's theory suggests that employees who have low levels of the five levels of the hierarchy could experience job dissatisfaction and might experience low levels of performance, which could eventually lead to employee attrition. Maslow's (1959) hierarchy of needs include weaknesses in the needs expressed by employees in the workplace, and this could empower employees in making decisions on the kind of things' that satisfy and motivate them in the workplace (Lester, 2013; Matache & Ruscu.2012). Identifying what motivates employees, could be a strategy to reduce employee attrition.

Kanten, (2014) contended that employee feedback enhances employee job satisfaction. JCM as a tool can is useful in identifying an employee's motivation needs and channel specific job development characteristics to boost employee’s motivation and overall job satisfaction not necessarily on the ability to perform assigned tasks. Fried and Ferris (1987) argued against Kanten’s (2014) view on JCM by asserting that the JCM does not apply to all jobs because some jobs have unique demographic characteristics. With the peculiarity in job characteristics, different methods are used to produce different results as it relates to job characteristics and personal and work behavioral outcomes. Following the JCM for all core job dimensions might not necessarily yield higher job satisfaction, motivation, and quality performance. Hauff and Richter (2015), noted that in JCM, job satisfaction increases based on situation particularly when the intrinsic factors of the job outweighs the extrinsic factors of the job.

Employee Attrition Defined

Kam and Meyer (2015) identified employee attrition as the voluntary separation of employees leaving their current place of employment. Shukla and Kumar (2016) has described attrition as the phenomenon of the employees leaving the company, measured by a metric called attrition rate, which directly measures the extent of staff leaving the company. Price (1977), defined attrition as the ratio of the number of members of an organization who leave an organization during a period divided by the average number of employees in the organization during the same period. Rajapaksha (2015) described employee attrition as the measure of how long an employee stays with an organization and how often the group replaces employee due to separation. For this study, the most proper definition of attrition is by Shukla and Kumar (2016) who noted that attrition is the rate at which work force is gradually decreasing due to an employee leaving a firm through normal means such as resignation, retirement, and death.

Employee attrition is a significant cost factor to an organization's pre-tax income (Soltis et al., 2013). This level of attrition produces adverse effects on the grocery industry’s profitability in (a) financial status, (b) customer services, (c) recruitment, (d) selection costs, and (e) work environment; safety and quality (Hancock et al., 2013). Employee attrition poses significant issues to retail leaders (Larkin, Brasel, & Pines, 2013) as retail commerce includes consumer-oriented businesses requiring skilled, talented employees (Calcagno & Sobel, 2014). Because employee attrition negatively affects firms in the retail industry, resulting in lower organizational productivity and profitability (Gupta & Shaw, 2014), retail leaders must manage attrition effectively to minimize the adverse effects on organizations and the economy. It is essential for leaders to know the factors that contribute to high employee attrition to develop strategies to decrease employee attrition (Memon, Salleh, Baharom, & Harun, 2014).

Ahmed and Kolachi (2013) presented employee attrition as necessary for organizational growth since it provides opportunities for organizations to develop new talents. Kanade et al. (2015) noted that the adverse effect of employee attrition stems from the possible impact on the financial sustainability of organizations. French (2014) pointed out that employee attrition is both disruptive and costly to employers, involving increased direct and indirect costs. When an employee leaves an organization, it results in a loss of resources to the employer (Quazi, Khalid &Shafique 2015). Gupta and Shaw

(2014) found that employee attrition can lead to losses in efficiency and can negatively affect financial performance. Attrition costs align with the cost of recruiting and training new hires (Gialuisi & Coetzer, 2013). The estimated cost of replacing lower paid retail employees was $3,637.00 per person (Keeling, McGoldrick, & Sadhu,2013).

Causes of Employee Attrition

Reasons associated with employee attrition include lack of training, poor working conditions, and ineffective leadership (Beattie et al., 2014; Karatepe, 2013; Mulki, Caemmerer, & Heggde, 2015; Sawa & Swift, 2013; Vispute, 2013). Kaavya et al. (2015) identified the relationship between employees, wage and salary structure, reward, and job security as known causes of employee attrition. High attrition rates are threats to leaders because of the great replacement and training costs, loss of productivity and efficiency, and lower profitability (Singhapakdi, Lee, Sirgy, & Senasu, 2015; Tse, Huang, & Lam, 2013). Respect, reward and recognition and employee development reduce employee attrition; organizations retain the skilled employee for a long time in the organization (Silpa, 2015). Qualified employees are essential to organizations; Karatepe (2013) contended that the cost of replacing talented employees remained challenging. There is replacement costs, and separations cost associated with employee attrition (Schur et al.,2014). Based on Schur et al. (2014), some of the replacement costs included recruitment and training new hires, hiring inducements, orientations, employment agency fees, and the costs of maintaining unskilled employees who filled the gaps left by lost employees. Separation costs are teamwork disruptions, overtime payments to current employees, losses of valuable skill-sets, and payments of accrued vacation time.

Diversity in the Workforce as it Relates to Employee Attrition

Diversity is the unique characteristics different individuals bring into the workplace (Nkomo & Hoobler, 2014). Chrobot-Mason and Aramovich (2013) opined that diversity in the workforce has positive impacts on an organizations productivity and profitability. The characteristics of diversity include age, race, gender, education background, work experience, family status, physical appearance, nationality, religious beliefs, and disability status. A diverse climate, enables individuals to bring more different knowledge to the exchange process, assertive knowledge exchange appeared to be conducive to team effectiveness (Hajro, Gibson, & Pudelko, 2017). Demographic attributes could be responsible for the differences in employee isolation. Lozano and Erdrich (2017) explained that managing cultural diversity in organizations is of prime importance because it involves harmonizing different values, beliefs, credos and customs, and, in essence, human identity.

Managing cultural differences and harmonizing them is a human rights issue and is a central dimension of corporate social responsibility that is considered (Lozano & Erdrich, 2017). Workplace diversity increases attrition rates when compared to workplaces with non-diverse staffing (Chrobot-Mason & Aramovich, 2013). Nkomo and Hoobler (2014) confirmed that leaders might use workplace diversity to decrease employee attrition. Leaders could add value to organizations if well trained on diversity and mentoring programs. An employee’s intention to leave reduced with fair treatment and equal opportunities (Chrobot-Mason & Aramovich, 2013). Hajiro et al. (year) explained that cooperative and assertive knowledge exchange, team members and leaders enable the development of healthy relationships, huge task and goal congruence and acceptance, and shared effort for efficient completion of tasks. All of which translates into the ability of the team to accomplish its objectives, whether those pertain to staying on budget, meeting clients' needs, reaching contractual targets, or creating new services. Team members that are enjoying job satisfaction would not want to leave the organization.

There are 115 million migrant workers, representing more than 10 % of the working population, and this number is likely to increase in the coming years (OECD report,2014). Today, it is possible to coexist alongside people who have different traditions, beliefs, and languages without leaving one's community of origin. Moreover, diversity in most societies has increased due, in part, to changes in values and the individualization of lifestyles (Franken 2015). According to NextGov (2014), Generation Y prefers working for organizations that foster creativity and innovation while Generation X, individuals prefer to work with organizations that foster face-to-face interactions and traditional values and modes of behavior. Generation X employees experience increased job satisfaction and productivity when interactions with the work place are less virtual. Managing workforce diversity is becoming increasingly relevant in Europe, which received 3.4 million immigrants in 2014(Eurostat, 2015) and tended to increase due to the conflict in Syria, Afghanistan, and Iraq (Statista, 2015).

Hess (2013) explained that women tend to decline an employment offer based on discrimination received during the interview process. According to OPM (2011), Employers should consider recruitment from qualified individuals from appropriate sources in an endeavor to achieve a workforce from all segments of society. Recruitments should be on an equal basis for employees or applicant of race, color, religion, sex, national origin, age, disability, sexual orientation, or any other prohibited basis. Workplace diversity has come to stay. Hence managing it is of utmost importance to reduce employee attrition.

Organizational Commitment

Organizational commitment is the degree of orientation, value commitment, and employees' loyalties to the organization (Lam & Liu, 2014). The organizational commitment had a direct effect in explaining attrition intentions (Mathieu, Fabi, Lacoursière, & Raymond, 2016; El-Nahas, abed-El-Salam, & Shawky, 2013). Organizational commitment increases employee branding thereby reducing attrition intentions (Tanwar & Prasad, 2016). Raina and Roebuck (2014) found that organizational commitment is essential for efficient operation of the organization and can do so by providing the right, conducive environment for employees, hence reducing an employee's tendency to leave. Adequate organizational commitment practices not only enhance the productivity and performance of the employees but also reduces employee attrition intentions (Kadiresan, Selamat, Selladurai, Ramendran, & Mohamed, 2015). Allen and Shanock (2013) argued that perceived organizational support (POS) and embeddedness as relational mechanisms that bind employees to the organization through organizational commitment.

According to Lam and Liu (2014), organizational commitment can either be affective, normative or continuance commitment. An affective commitment is an employees' intention to stay with an organization based on an emotional attachment (Asgharian, Anvari, Ahmad, & Tehrani, 2015; Lu & Gursoy, 2016). Employees are more susceptible to feel emotionally attached, identify the organization's problems as their own, and express the desire to spend the rest of their career at the organization (Yucel, McMillan, & Richard, 2014.) Affective commitment factors include: (a) achieving and meeting goals, (b) maintaining organizational membership, and (c) accepting the organization's aims and values (Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014). Affective commitment is the fundamental basis of shared values among employees in organizations (Brockner, Senior, & Welch, 2014). Enginyurt et al. (2016) confirmed that affective commitment is the primary determinant of burnout syndrome in healthcare professionals.

With normative commitment, an employee commits to an organization based on ideology or a sense of obligation. Employees exhibit high levels of normative commitment when leaders make use of transformational leadership styles (Yucel et al., 2014). Rathi and Lee (2015) noted that employee exhibit normative commitment when the employee's sense of responsibility to a place of employment is high. Normative commitment increases with an increase in loyalty and duty values with a perceived sense of moral obligation to an organization (Gellatly et al., 2014). Employees with normative commitment are less likely to quit because they can cope with problems and adapt to the workplace environment (Katsikea et al.,2015).

With continuance commitment, employees stay with the organization and contribute to its success (Sow, Anthony, & Berete, 2015). Brockner et al. (2014) noted that benefits received from employers are a factor of continuance commitment that can motivate an employee to stay longer in an organization. With continuance commitment employees have difficulties leaving the organization (Gellatly et al., 2014). In cognitive-continuance, management considers adverse impacts of employee attrition. Employee attrition can cause loss of relationships, organizational connections, and unwanted retirements. Most employees share continuance commitment with employers because of the uncertainties associated with switching jobs (Garland et al., 2013). Continuance commitment binds employees to their organizations (Rodell, Breitsohl, Schröder, & Keating, 2016). Work characteristics, such as organizational size, work assignment, social support, and job satisfaction influences organizational commitment (Sani, 2013). Committed staff achieve satisfaction and show support and loyalty to their organizations. Organizational commitment increases with an increase in employee empowerment and as such leads to increased social involvement in the organization. Increased responsibilities empower employees (Garnes & Mathisen, 2013). Wayne et al. (2013) noted that empowerment increases employees sense of ownership and as such increases the emotional bond and passion for improving organizational outcomes. Lack of organizational commitment leads to employee attrition (Hogan, Lambert, & Griffin, 2013). Committed employees, behave better to an organization (Marique, Stinglhamber, Desmette, Caesens, & De Zanet, 2013). Creating retention policies in organizations could increase organizational sustainability and improve business practices. Employee commitment is an important strategy used by leaders to retain employees for increased productivity (Shahid & Azhar, 2013). A good employer-employee relationship fosters trust and increases job satisfaction and commitment to the organization.

Levy et al. (2012) used the cost-benefit theory primarily to focus on the negative impact of employee attrition, and the theory did not address strategies to decrease employee attrition. The results of organizational commitment are stability for the organization and countered the harmful effect of voluntary attrition (Colbert, Barrick, & Bradley, 2014). High organizational commitment related negatively to voluntary attrition. When a low performing employee quits an organization voluntarily, it is a positive attrition to the organization as it saves the organization from having to terminate the employee opening opportunities for possible unlawful discharge (Lau & Albright, 2011). Dalton and Todor (1979) suggested that there is a need to study various organization to understand the problem of attrition in organizations and develop strategies to decrease voluntary employee attrition in organizations. Dalton (1997) suggested that 40-50% of employee attrition is beneficial to the organization. Negative attrition occurs when employees leave their employment under the circumstances of a mass layoff, business closure, and wrongful termination.

Organizational Culture

Organizational culture is a unique personality of an organization (Yang, Tsai, & Tsai, 2014). Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in groups (Giles & Yates, 2014; Harrison & Gordon, 2014; Malhotra & Gautam, 2016). The organizational culture can be visible and hidden; the visible aspect of the organization is reflected in artifacts, symbols and visible behavior of employees while the hidden aspect is related to underlying values and assumptions that employees make regarding the acceptable and unacceptable behaviors (Yang et al., 2014). Organizational culture is the collective behaviors as well as attitudes of people (Lam & Liu, 2014). It gives a sense of collective identity to all the employees in the organization by creating values and beliefs that go beyond the personal aspirations of the employees. There is a connection between organizational culture and employee attrition (Campbell et al., 2013; Stanley, Vandenberghe, Vandenberge, & Bentein, 2013; Islam, Ahmad, & Ahmed, 2013). Culture guides employee behavior and decisions.; the management better understands their actions. According to Gerhart and Fang (2014), organizational culture is a set of shared values, visions, symbols, and beliefs of the organization that encourages an employee's understanding of the functions of the organization. Organizational culture helps employees in making decisions in the situations where there are no formal rules or policies, fresh challenges. Malhotra and Gautam (2016) found out that male and female employees were of the same view about the impact of organizational culture on workplace performance. The perception of male and female employees regarding recruitment and selection policies regarding employee attrition differed. Selden and Sowa (2015) noted that organizational culture had more influencing roles on employee's performance, interactions with peers, and retention than national culture. Organizational culture gives a sense of collective identity to all the staff in the organization (Liu et al., 2012).

Organizational culture as it relates to workforce diversity can have negative impacts on an organization if not well managed (Joshua & Taylor Abdulai, 2014). It is important to create an organizational culture that gives a sense of collective identity to all the employees in the organization that goes beyond demography (Malhotra & Gautam, 2016). Lam and Liu (2014) noted that employee commitment and intention to stay in an organization increased with a well-managed organizational culture. Whether the organization views its employees as resources required for business activities or it intends to invest in long term relationship with its employees; organization culture reflects the organization's commitment to its employees. A strong organizational culture managed and retained their human resources and workplace diversity successfully (Werner, Kuiate, Noland, & Francia, 2015). The increase in wages, job security, creating a supportive and cohesive work environment are some variables of organizational culture that enhance employee commitment and motivation. Employees are motivated, better behaved and more active when the organizational culture is suitable (Lam & Liu, 2014). In the case of organizational design, while the contextual dimensions define the structure; the culture should aim at providing adequate reinforcement to the structure (Malhotra & Gautam, 2016).

Sowmya (2013) opined that employee recognition and compensation are important in providing an environment that increases employee motivation and satisfaction. Well-developed organizational culture with leaders who reward employees for work quality related to less difficulty with retention; researchers also noted when leaders do not acknowledge high achievers, employee attrition increased (Ertürk & Vurgun, 2014; Self & Self, 2014). Dissatisfied employees are unsatisfied and not committed to the organization and tend to look elsewhere for an opportunity outside the organization (Lam & Liu,2014). High employee attrition affected core aspects of an organization while investing in current employees created a strong organizational culture (Shier, Khodyakov, Cohen, Zimmerman, & Saliba, 2014).

Leadership

Leadership is a process used in setting the tone of an organization (Naik & Srinivasan, 2016), and is a process not a role. Leaders behaviors and decisions have great impacts on followers and organizations growth. Boddy (2015) explained that psychopathic leaders ruled through fear and intimidation and did not get the trust of employees. A psychopathic leader denied any real voice to those working under him. Pongpearchan (2016) found that transformational leadership could increase employee job motivation which in turn increases task performance. Transformational leadership could be a strategy to reduce employee attrition because a highly-motivated employee is less likely to leave an organization than a less motivated employee. Mathieu et al. (2016) opined that person-oriented leadership behavior affects attrition intentions through job satisfaction and organizational commitment more than task-oriented leadership behavior.

In the social exchange theory, leader-member exchange (LMX) is an element of the theory that measures the quality of the relationship between a supervisor and an employee (Biron & Boon, 2013). LMX includes respect, trust, and resource sharing. According to Casimir, Ngee, Yuan Wang and Ooi (2014) social exchange is the basis for relationships between employees and their leaders. In the LMX relationship, the leader ensures interesting work, increased responsibility, and career development opportunities which encourage subordinates to emulate the gesture. Likewise, a transformational leader motivates one to do more than one would originally expect to do. According to Shukurat (2012), transformational leadership is made up of four behavioral types: (a) inspirational motivation (b) individualized consideration (c) idealized influence and (d) intellectual stimulation. Misra et al.(2012) noted that job satisfaction influenced employee attrition intentions through organizational commitment.

Tanwar and Prasad (2016) stated that organizational commitment had a direct effect in explaining attrition intention. El Badawy and Bassiouny (2014) revealed the positive impacts of the transformational leadership style on employee engagement and their ultimate impact on an employee's intention to quit an organization. Leadership styles can reduce employee attrition. Top executives are more susceptible to feel emotionally attached, identify the organization's problems as their own, and express the desire to spend the rest of their career at the organization when their chief executive officers provide low or high levels of transformational leadership but not moderate levels (Yucel et al., 2014). Leadership style has a role to play in the reduction of employee attrition and organizational outcome. To motivate employees and reduce attrition, managers usually use participation; foster productive communication flows in all directions, as well as a much superior-subordinate interaction where subordinates put forward ideas and suggestions, even when making decisions (Buble, Juras, & Matic, 2014).

Strojilova and Rafferty (2013) revealed that some former employees shared that the lack of leadership and professional growth opportunities were reasons that caused them to leave their jobs. Work relationships are just as much a part of the work environment as are employees and managers. The presence of strong leaders who encourage creativity, express their support, and foster an atmosphere of mutual respect can also minimize attrition rates. Some leaders in most organizations posit that employee attrition sometimes is healthy because it prevents organizational stagnation (Ahmed & Kolachi, 2013). Fresh employees can serve as a source of new ideas, innovation, and creativity, which can generate fresh business ideas and improve processes.

Olive and Cangemi (2015) displayed that most employees in the industrialized world suffer from workplace bullying from leaders, supervisors, and managers. Workplace bullying presents adverse effects such as; decreased job satisfaction, increased turnover, work withdrawal behaviors, absenteeism, increased intention to leave a job, decreased productivity and decreased organizational commitment (Dumay & Marini, 2012). Most bullying occurs in the hand of their leaders and adversely impacts on organizations. According to Dumay and Marini, bullying can be curtailed by using formalized management control and risk management processes; identifying and defining the problem, and also assessing the frequency and severity of the problem.

Job satisfaction

Lu and Gursoy (2016) defined job satisfaction as the fulfillment employees find in their jobs. Employees experience a satisfying emotional response when they are happy with their jobs. Gupta and Singla (2016) stated that employee job satisfaction started from an atmosphere of mutual trust which leads to the formation of an adequate bond between the organization and employees. Organizational trust exerted a mediating effect on the relationship of organizational change and job satisfaction. Employer branding such as job satisfaction and psychological contract are significant reasons for employee attrition and employee retention (Tanwar & Prasad,2016). Employees who experience a high level of fun in the workplace have a greater effect on workplace fun, trust-in-management, and job satisfaction (Chan & Mak, 2016). Workplace fun increases trust-in-management and has positive impacts on employee job satisfaction. Khalid and Ishaq (2015) noted that perceived organizational politics predicts job-related outcomes such as organizational commitment, job satisfaction, and attrition intentions.

According to Herzberg's MHT, job satisfaction increases motivation, and motivation factors encourage an employee into higher performance at the workplace (Herzberg et al., 1959). Person-oriented leadership behavior affects attrition intentions through job satisfaction and organizational commitment more than task-oriented leadership behavior(Mathieu et al., 2016). Job satisfaction influenced employee attrition intentions through organizational commitment. McPhail et al. (2015) explained that career advancement, control and variety, and relationships with high internal consistency related most strongly to overall job satisfaction. Leaders can improve employee motivation using various workplace factors. Unethical demand can increase attrition among ethical employees both through market forces, where the employee is less valuable to the firm and through psychological forces, where the employee suffers decreased job satisfaction due to conflict with customers (Pierce & Snyder,2015). When employee disposition conflicts with organizational ethical norms, employees may be more likely to voluntarily leave or be terminated, although the frequency of such ethical misfit is limited due to attraction and selection processes that precede it.

Herzberg’s MHT posits that for management to increase job satisfaction, then it must focus on the job environment; policies, procedures, supervision, and working conditions (Herzberg,1968). Silpa (2015) revealed a positive link relationship between respect, reward and recognition, and employee and development of the organization; only the skilled employee stay for a long time in the organization. Herzberg's MHT states that certain factors in the workplace cause job satisfaction, while a separate set of factors cause dissatisfaction. A motivated employee achieves a level of job satisfaction and is productive to the organization (Sharma & Nambudiri,2015). Job satisfaction plays a mediating role between job-leisure conflict and attrition intention (Yang et al., 2014). Jore et al. (2015) found that some of the employee attrition reduction practices were rewards and recognition to motivate employees to work, informal get together to increase cohesiveness among the team members, conduction of the exit interviews, festival bonanza, creating a career path and transparent pay system. Creating a safe working environment is paramount to employee job satisfaction and the reduction of employee attrition. Upamanyu (2014) explained that the best HR practices result in a long-lasting relationship with employees.

According to Upamanyu (2014), the best human resources policies are recruitment, selection, training, development and performance appraisal should be consistent, integrated and strategically focused on the job satisfaction and dissatisfaction components of the Herzberg's MHT. Poor working conditions, low salaries, and injustice leads to dissatisfaction, reduces employee job satisfaction and may lead to eventual employee attrition and a change in job (AlBattat & Som,2013). Certain characteristics of a job are consistently related to job satisfaction, while different factors related to job dissatisfaction. Wyld (2014), discovered that the more satisfied employees and more embedded workers were less likely to leave, with this relationship strengthening over time. Stronger emotional ties to the organization served to lessen the likelihood that employees would leave significantly. Hauff and Richter (2015) suggested that national differences in job satisfaction are a result of differences in situational dispositions to work life rather than a result of diverse cultural surroundings regarding power distance. As it relates to job satisfaction, different situational job characteristics for employee job satisfaction differs across cultures.

Attrition Intention

Employee attrition is the voluntary separation of employees leaving their current place of employment (Kam & Meyer, 2015). Job satisfaction factors and Job dissatisfaction factors predict employee attrition intentions. Attrition is the rate at which work force is gradually decreasing due to an employee leaving a firm (Sindhu & Sindhu, 2014). Keeping control of voluntary attrition becomes imperative because the financial loss associated with the cost of employee's attrition is high depending on the level of the position without considering the possible loss due to inconsistencies in the service offered (Gupta & Shaw, 2014). Ahmad and Afgan (2016) found that job burnout and job stress influenced attrition intention equity. Managers can reduce employee attrition by ensuring a reduction in employee's job stressors. Exhaustion has negative impacts on an employee's intention to leave while supervisors support and engagement can make an employee have a rethink about intentions to leave.

Harrison and Gordon (2014) suggested that value conflicts had a significant relationship with cynicism, which in turn increases the likelihood of employee attrition. The reduction of value conflict and cynicism may help managers in creating strategies for a more engaged workforce and retaining the most valuable employees (Allen, & Bryant, 2012). Enhanced engagement and reduced exhaustion helped explain the impact of job resources on salesperson job outcomes (Matthews, Zablah, Hair, & Marshall, 2016). Employee branding increases organizational commitment hence reducing attrition intentions (Tanwar & Prasad,2016). With employer branding and organizational commitment, a firm creates trust employees which in turn contributes towards the development of brand advocacy(Casio,2014)

Kadiresan et al. (2015) explained that fair HRM practices not only enhances the productivity and performance of the employees but also reduces employee attrition intentions. Staff training predicts employee attrition intentions. Talent management practices such as organizations support, and supervisors support can reduce employee attrition (Plessis, Barkhuizen, Stanz & Schutte,2015). The right management practices may be a useful strategy to reduce employee attrition intentions. Perceived employability which is an employee's optimism of getting another job has the predictive ability to cause employee attrition (Van der Vaart, Linde, de Beer, and Cockeran,2015). Khalid and Ishaq (2015) revealed that employees working in an organization with perceived organizational politics might decide to quit. Perceived organizational politics negatively affects job-related outcomes including attrition intentions. Researchers confirmed that person-oriented leadership behavior affects attrition intentions through job satisfaction and organizational commitment more than task-oriented leadership behavior (Mathieu, Fabi, Lacoursière, & Raymond, 2016).

The organizational commitment had a direct effect in explaining attrition intention. Sharma and Nambudiri (2015), concluded that job-leisure conflict could affect job satisfaction and by implication affects employee's intention to stay or leave. A motivated employee achieves a level of job satisfaction and is productive to the organization and thinks less of leaving the organization. Trust is vital for the efficient functioning of working relationships; when trust is present, individuals and groups can cooperate freely without the need to monitor others or engage in self-protective behaviors(Van der Werff, & Buckley, 2017). Employees are more likely to stay longer in an organization where they have a good trust relationship with the co-workers than in an organization where people engage in self-protective behaviors.

Employers who engage employees are less likely to experience voluntary employee attrition (El Badawy & Bassiouny, 2014). Transformational leadership styles can reduce employee attrition. Effective workplace intervention programs must address work organization features to reduce employee intention to leave (Zhang et al., 2014). Healthy workplaces should build better interpersonal relationships, show respect for employee work, and involve employees in decision-making processes. In line with MHT, physiological needs are achievable with money. Money does not achieve psychological needs, psychological achievement are a feeling of acceptance, empathy, personal growth, and self-achievement. An employee with higher levels of job stress is more likely to think about leaving, while those perceiving more fairness of rewards are less likely to think of leaving (Chen et al.,2011). Role conflicts, role ambiguity, and role overload indeed have positive impacts on job stress.

The concept of intention is by spaces and job content, perceived supervisor support, the perceived peer support, the extrinsic organizational motivation, the available opportunities outside the organization and family–work conflict (Aguirre, Roncancio, Aranda, & Campos,2015). The factors that influence an employee's intention to leave can also affect employee’s attrition. Work environment, employee satisfaction, attrition intention leads to an actual voluntary attrition. Managers can use total rewards to reduce the attrition intention while development/ career opportunity and performance/ appreciated, could be used to retain the core employees (Zhoutao, Jinxi, & Yixiao,2013).

Distribute, and interactional justice of organization could moderate the rewards effect on staff attrition. For some levels of employees like core employees, the purposes of work are not only to make money, but also to demonstrate expertise and get a successful career, and fulfilment of these conditions means a longer stay in the organization. There is an interplay of individual, group, environmental and organizational level variables in an employee’s attrition intentions (Harhara, Singh, & Hussain,2015). Practicing managers could retain employees and leverage their potentials for organizational growth by understanding, predicting and controlling factors affecting employee attrition intentions.

Workplace Stress

Ahmad and Afgan (2016) explained that job burnout and job stress influenced attrition intention equity. Managers can reduce employee attrition by ensuring a reduction in employee's job stressors. An employee with higher levels of job stress is more likely to think about leaving, while those perceiving more fairness of rewards are less likely to think of leaving (Chen et al.,2011). Role conflicts, role ambiguity, and role overload indeed have positive impacts on job stress. Organizations may boost employee morale and employee performance by reducing workplace stressors (Lovely Bell, Shalin, & Raj,2016).

Management should understand the needs and wants of employees by fulfilling their needs and providing various beneficial schemes to boost employee morale and performance. Organizations who increase employee morale and employee performance might enhance the efficiency level of the firm. Certainly, job role stressors such as role conflict and role ambiguity significantly influence frontline employee role performance towards the customers (Naik & Srinivasan,2016). Job role stressors impact on employee motivation negatively and contribute to increasing attrition rate. Shoba and Kalpana (2016) noted that five dominant factors namely work pressure, work environment, interpersonal relations, career and growth prospects, and job authority were causes of occupational stress. Improving the workplace of the organizations would help in reducing occupational stress among employees. Also, reducing the factors that cause occupational stress may help minimize employee attrition.

Ahmad and Afgan (2016) noted that job stress leads to attrition intention, stating that as much as stress at job increases, the employees' intention to quit the job increases. Managers can reduce employee attrition by ensuring a reduction in employee's job stressors. Since Job stress increases burnout, certain steps can be taken by management such as adequate Human Resources policies to reduce job stress and improve employee's performance. Employees who are not entirely satisfied with the training, workload and canteen facility provided by the company may experience some levels of workplace stress (Umasankar & Ashok,2013). Most employees perceived that additional recruitment would be helpful to them to reduce their workload and stress. Optimization of employee satisfaction levels of organizational practices should be achieved to reduce employee flight.

Transition

Section 1contains (a) the background of the problem, (b) the problem statement, (c) the purpose statement, (d) nature of the study, (e) research question, (f) Conceptual framework, (g) operational definitions, (h) assumptions, limitations, and delimitations, (I) significance of the study, and (j) the literature review. I explored what strategies managers in the retail grocery industry use to reduce long-serving employee attrition. In Section 2, I expanded on (a) purpose statement, (b) role of the researcher, (c) participants, (d) research method, (e) research design, (f) population and sampling, (g) ethical research, (h) data collection instruments and technique, (I) data organization, (j) data analysis, and (k) reliability and validity. In Section 3, using the conceptual framework and central research questions as guides, I provided the findings of the study, application to professional practice, implication for social change, recommendations for actions, recommendations for future research, and reflections and conclusion.

Section 2: The Project

Employees in the U. S. retail industry provide services that offer personal security and protection. The importance of these services can justify researching strategies for reducing short-tenured employee attrition in the retail grocery industry. The research study will contribute to positive social change by collecting findings for use by retail managers who have not been educated or trained in managing short-tenured employee attrition. This section outlines the purpose statement, role of the researcher, participants, and the research method of the study. It also outlines the research design, population and sampling, ethical research, instrumentation, and data collection instruments for the research study. Finally, this section was used to conclude with documentation of the data collection technique, data organization techniques, data analysis, and reliability and validity.

Purpose Statement

The purpose of this qualitative multiple case study is to explore the strategies that managers in the retail grocery industry use to reduce short-tenured employee attrition. The targeted population consisted of retail industry business managers in four retail grocery stores in the West Midland States in the United Kingdom, who must have recorded success in reducing short-tenured employee attrition. The implication for positive social change is that low-income families will be able to enjoy discounts granted because of increased profitability in the retail grocery stores. Host communities could also benefit from the retail grocery stores through marketing initiatives and community support.

Role of the Researcher

My role in this qualitative multiple case study is in in the research design, data collection, and analysis of the study findings. Abma and Stake (2014) opined that in a qualitative case study design, the role of the researcher is to create in-depth descriptions and analysis based on single or multiple cases. Siegle, Rubenstein, and Mitchell (2014) explained that the role of a researcher is to bring a personal experience to the study. I selected the qualitative case study method to collect data, analyze, evaluate, and present the findings of the strategies that managers in the retail grocery industry use to reduce employee attrition.

My relationship with the topic is from an employee perspective where I had to quit a job because of demotivating factors. I recognized that employee attrition contributed negatively to the profitability of an organization. The trend of employee attrition in the industry I worked drew my interest to understand the problem. I do not have a prior work experience in the retail grocery industry, and I do not have a business or personal relationship with the prospective participants. Any general knowledge of this research topic stemmed from literature reviews and my experience as an employee who left employment because of lack of job satisfaction factors.

Belmont Report protocol outlines ethical requirements for research involving human beings which are justice, beneficence, and respect for persons (Office for Human Research Protection, 2016). Adams and Miles (2013) recommend that a researcher must apply justice appropriately; each participant had equal benefits, burdens, and access to the research. For beneficence to be guaranteed, a researcher must maximize all benefits and interests of the participants while minimizing harms to the participants. I treated participants as autonomous agents and protected them by following the standards for the protection of participants, as outlined in the Belmont Report. To certify that I understood my ethical responsibilities and adhered to Belmont Report protocols, I took part in the National Institutes of Health Human Research Participants training course.

As the primary researcher and data collection instrument, I reduced bias by a systematic and disciplined process called bracketing to avoid predetermined ideas about the theme under study (Overgaard, 2015). Bracketing is a systematic and disciplined process used by researchers to avoid predetermined ideas about the topic under study (Wang et al., 2014). To remain unbiased, I ensured adherence to ethical data collection procedures. To mitigate bias, I used the same data and data collection procedures (Brown et al., 2013). I drew conclusions based on the knowledge and descriptions obtained from the managers who must have recorded success in reducing short tenured employee attrition in the retail grocery industry in the West midlands in United Kingdom. I continued to conduct added interviews with participants until no more information appeared and interviewed new participants, as necessary and proper to achieve data saturation. Data saturation is the point at which no new evidence emerges from the data collection efforts (Siegle et al., 2014).

To mitigate personal lens, I used a 10-step interview protocol and met with participants in a location that presents a comfortable and professional atmosphere for both the participant and interviewer. Developing an interview protocol ensures the reliability of research execution and the quality of data collection (Pocock, 2015). Using an interview protocol increases the level of effectiveness and efficiency during the interviews increases (Jamshed, 2014). Interview protocol entails more than asking questions; it is a strategy that guides researchers during the interview process (Alby & Fatigante, 2014). Using an interview protocol enabled me to enhance the interview process, which improves the quality and relevancy of the data collection process. I used methodological triangulation to mitigate bias and to enhance credibility while strengthening the trustworthiness of the study. Gandy (2015) indicated that researchers can use member checking and methodological triangulation to improve the validity of the findings. I validated data by providing each participant with a copy of his or her interview interpretation to validate for accuracy. To further decrease bias, I chose retail grocery stores where I had no affiliation. I used member checking to increase the accuracy of the interpretations following transcriptions and to ensure that I capture the precision of word choice (Fusch & Ness, 2015). During a member checking process, a researcher can validate the data from the interviews for accuracy by asking the participants to confirm the researcher's interpretations of the interview responses (Morse, 2015). By conducting member checking and recording the interviews, I promoted credibility and improve the validity of this study.

Participants

I used purposeful sampling to select four managers from four retail grocery stores in the west midland states of the United Kingdom. Kazadi, Lievens and Mahr (2015) suggested that purposeful sampling for a limited number of cases facilitates the gathering of valuable knowledge and enhances the data identified in the literature review. Likewise, Yin (2014) noted that a qualitative researcher should conduct a study using a single unit or multiple units for analysis. Teeuw et al. (2014) emphasized the need to identify what strategies are effective and useful when researching. All the participants had managed retail stores and had successfully developed and applied strategies to reduce the problem of short-tenured employee attrition. Yin suggested that an extensive screening of candidates can ensure a fit for the case study criteria. The screening process involved the self-report of individuals who claimed to meet the criteria for the study. Participants who claimed to meet the criteria and who signed an informed consent form were eligible to participate in interviews or online focus group. Bernard and Bernard (2013) argued that case study participants should have experience with the research question. Purposeful selection guarantees the gathering of participants that have experience with the phenomenon under review. Merriam (2014) recommended the development of participant criteria to ensure participants have knowledge of the topic. All participants must meet the following criteria: (a) had managerial experience in the retail grocery industry; (b) worked as a retail store manager in the West Midlands; and (c) had experience implementing effective strategies to reduce employee attrition.

I contacted four retail grocery stores by telephone after conducting a Google search of retail grocery stores in West Midland. I explained the general information about the study to solicit interest from the business leaders and offered to email my proposal summary if they requested additional information. Maskara (2014) opined that researchers should explore at least two different ways of contacting prospective organizations, by email and contacting in person. I contacted the senior managers of the retail stores in West Midland, United Kingdom by e-mail and request permission to collect data at the site from managers. Visiting prospective organizations and contacting them by e-mail are effective strategies because researchers can provide the institutions with sufficient information about the research study to decide (Gand, 2015). Crowhurst (2015) explained that the decision-maker must find interest in the research topic before agreeing that their business would participate in the study. It is the decision-maker that will establish a candidate list of retail grocery leaders and retail grocery managers meeting the defined criteria. I e-mailed each candidate the study information requesting his or her participation in the study.

Yin (2014) encouraged interviewers to establish working relationships with participants by building trust; however, the interviewer must refrain from influencing the interviewee. Seidman (2013) stated that interviewers must maintain professionalism and a degree of distance throughout the study process to allow interviewees to speak independently. Conversely, Maxwell (2013) argued that the interviewer and interviewee should collaborate during the interview process. To establish a working relationship with participants, I introduced myself, the purpose of the study, the criteria to participate, confidentiality, and expectations of participants.

Participants who met the criteria received an informed consent form via e-mail describing the study. The informed consent form includes the required disclosure information noted in the Belmont Report (U.S. Department of Health and Human Services, 1979). Participants then sent me an e-mail with the words “I Consent.” It is important that scholars understand the consent processes, privacy protections, data storage requirements, and the scope of data sharing (Brett, O'Neill & O'Gorman, 2014). I built further rapport with participants through personal introductions, semi structured interviews with sales leaders, a focus group with sales leaders, and expressing my interest in understanding each participant's perspective. Wang (2015), explained that building a healthy rapport ensures an environment where subjects feel comfortable and can openly share their experiences.

Research Method and Design

The inquiry into the research question should guide a researchers' choice of research method and design to achieve an optimal data (Kastner, Antony, Soobiah, Straus & Tricco 2016). By using a qualitative research method along with a multiple case study design, I was able to identify strategies managers in West Midland use for reducing short-tenured employee attrition in the retail grocery industry. Qualitative research allows for the exploratory study of shared experiences. A case study design allows the researcher to study a particular experience within its environment. The focus of the study is four retail grocery stores, and a qualitative multiple case study is the best method and design to gain a better understanding on strategies to reduce employee attrition.

Research Method

There are three choices of research methods: quantitative, qualitative, and mixed methods (Yin, 2014). I used the qualitative method for this study because of the need to explore participants in their present environment. Researchers use the qualitative method to gain direct insight into a situation by understanding the underlying reasons for a problem (Yin, 2015). Furthermore, qualitative researchers study a person, group, organization, or situation to gain new insight about a problem (Wilkinson et al., 2016). The use of a qualitative research method is expected to facilitate a deeper understanding of short-tenured employee attrition by exploring data derived from specific participants to assess viewpoints and foster a broad scope of descriptive information (Uluyol & Akçi, 2014). A qualitative research method was optimal to gain a better understanding of employee attrition with the consideration of real-life experiences. Qualitative methods of research are suitable when a researcher asks why, what, where or how of a phenomenon which they have little or no control. A quantitative or mixed method study was not appropriate for this study because I do not intend to examine statistical relationships or differences. The purpose of the study is to explore how and what rather than how much; as a result, I find the quantitative or mixed-methods approach inappropriate for the study.

Quantitative research involves testing a theory and examining associated relationships, differences and is unsuitable for understanding the qualitative dynamics of employee attrition (Park & Park, 2016). The quantitative research provides an understanding of how much (Yin, 2014), while the mixed-methods approach is a combination of qualitative and quantitative methods. Quantitative research method is used to quantify data, present findings in a numerical or mathematical form, and generalize results from a sample of a target population (Brockington, 2014). Quantitative method is used in research to determine if a hypothesis should be accepted or rejected (Smartt & Ferreira, 2014). Moreover, a quantitative method is suitable when: (a) examining variable relationships, (b) producing data in a numeric form to test a theory, and (c) testing variable relationships (Tarhan & Yilmaz, 2014).

A mixed method approach involves analyzing both qualitative and quantitative data and is unsuitable for this study since numerical data are not conducive to understanding the human insights; needed for a study of this nature and because of the time required (Morse & Cheek, 2014). The mixed methods approach places a focus on both the qualitative and quantitative method of research from multiple perspectives (McCusker & Gunaydin, 2015; Serban & Roberts, 2016). A mixed method is useful for triangulating data to provide greater insight and understanding of phenomena of interest than is possible using only a qualitative or quantitative method. A mixed method is a mixture of quantitative and qualitative when this integration provides a better understanding of the research problem than either of each (Zhang & Watanabe-Galloway, 2014). A mixed method is not appropriate for the study because it necessarily included a quantitative component.

Research Design

I used the case study design for this research. Qualitative researchers employ five primary designs: (a) narrative, (b) phenomenological, (c) grounded theory, (d) ethnography, and (e) case study (Patton, 2015). The narrative design involves collecting life stories of participants of their experience when they have lived through similar situations (Dixon,2015). In the phenomenological design, the researcher focuses on one person's perception of the problem (Wilson, 2015). A grounded theory design includes building theory from an event, experience or phenomenon is not suitable for this study (Kruth, 2015). Researchers use ethnography design to explore a cultural group of people in a natural setting over an extended period by gathering data (Graneheim, Johansson, &

Lindgren, 2014). A case study design is suitable when the researcher seeks to understand real-life events, activities, or problems by using a single case or multiple cases (Ghormade & Dongre 2014; Yin, 2014). The research design is the blueprint of the study where all the components of the study are being integrated into a comprehensive, coherent, and logical manner to answer the central research question (Scammacca, Roberts, & Stuebing, 2014). The research design can affect the outcome of a research method (Bailey, 2014).

Yin (2015) encouraged researchers to collect data from more than one source such as interview, direct observation, documentation, archival records, participant observations, and physical artefacts when using a case study design. In a case study design, the researcher explores the real-world situations and collects data from at least two sources such as observation, interviews, and documents (Lunnay, Borlagdan, McNaughton, & Ward, 2015). The purpose of this study is to explore strategies that managers in the retail grocery industry use to reduce short-tenured employee attrition; hence a case study design is expected to enable me to address the research question. In this research, I included data from interviews, focus groups and documents on employee attrition. In a case study design, scholars explore the experiences of a person, group, organization, or situation over a period to gain an all-inclusive understanding of the factors contributing to the problem (Keenan, Teijlingen, & Pitchforth, 2015).

I continued to conduct added interviews with participants until no more information appeared. Data saturation should be achieved by qualitative researchers when conducting a research (Colombo, Froning, Garcìa, & Vandelli, 2016). Data saturation is achieved when additional data collection does not result in new information, coding, or theme (Fusch & Ness, 2015). The quality of the research findings is affected when data saturation is not certified (Gibbins, Bhatia, Forbes & Reid, 2014). I collected data until no new themes emerges from additional interviews to enhance validly. I interviewed managers from four retail grocery stores who must have recorded success in reducing short-tenured employee attrition. Data saturation occurred after interviewing four participants.

Population and Sampling

I used the case study design for this research. Qualitative researchers employ five primary designs: (a) narrative, (b) phenomenological, (c) grounded theory, (d) ethnography, and (e) case study (Patton, 2015). The narrative design involves collecting life stories of participants of their experience when they have lived through similar situations (Dixon,2015). In the phenomenological design, the researcher focuses on one person's perception of the problem (Wilson, 2015). A grounded theory design includes building theory from an event, experience or phenomenon is not suitable for this study (Kruth, 2015). Researchers use ethnography design to explore a cultural group of people in a natural setting over an extended period by gathering data (Graneheim, Johansson, & Lindgren, 2014). A case study design is suitable when the researcher seeks to understand real-life events, activities, or problems by using a single case or multiple cases (Ghormade & Dongre 2014; Yin, 2014). The research design is the blueprint of the study where all the components of the study are being integrated into a comprehensive, coherent, and logical manner to answer the central research question (Scammacca, Roberts, & Stuebing, 2014). The research design can affect the outcome of a research method (Bailey, 2014).

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Ethical Research

I began data collection upon receipt of IRB approval from Walden University. Researchers are recommended to start the data collection after receiving IRB approval (Fiske & Hauser, 2014). Researchers must seek the permission of prospective organizations and provide participants with a consent form for data collection (U.S. Department of Health and Human Services, 2014). Researchers will provide participants with an informed consent form after being provided with adequate information to make an informed decision about being part of a study (Mahnaz, Bahramnezhad, Fomani, Mahnaz, & Cheraghi, 2014). Prospective participants should be allowed to ask questions during the informed consent process and sign a voluntary agreement to participate (Fusch & Ness, 2015).

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Department of Health and Human Services, 2014). Researchers will provide participants with an informed consent form after being provided with adequate information to make an informed decision about being part of a study (U.S. Department of Health and Human Services, 2014). Prospective participants should be allowed to ask questions during the informed consent process and sign a voluntary agreement to participate (Fusch & Ness, 2015).

I did not offer any incentives to participate in this research study. Bouter (2015) explained that researchers can offer incentives to participants, but the value of the incentives should not affect the quality or reliability of the data provided by participants. Offering participants incentives can help in participants recruitment to improve the reliability and validity of the findings which can enable data saturation. Upon completion of my research study, I provided a 1-2-page summary of the results of my research study to the stakeholders and participants.

In the Belmont Report protocol, participants are encouraged to be respected and protected as practitioners throughout the study (U.S. Department of Health and Human Services, 1979). Human participants could pose ethical issues in a research (Mitchell & Wellings, 2013). Researchers should also disclose all information related to a study to participants, with all information needed to make an informed decision (Bailey,2014; Yin, 2015). I also protected the identity of participants and the confidentiality of research data by using data encryption, delinking participant identifiers from research data, and securing data storage devices. I stored raw data, and research results, on an encrypted password protected computer flash drive in a fireproof safe for 5 years following the conclusion of the study to protect participant confidentiality. I coded all identifiable information by labeling the interviewees and the organizations.

I stored a backup data. Yin (2015) noted that researchers must establish adequate measures to secure the collected data during the data collection, data analysis, and data storage process to protect the rights of the participants and preserve subjects' privacy. To further protect, participant confidentiality and privacy, I requested permission from the leaders of the partner organization to collect data in a confidential room at the business site; to safeguard participants' information and guarantee privacy during the interview.

Yin (2015) highlighted that destroying documents is a reliable way to destroy research documents and media. I will destroy all the information relating to this study after I have saved for 5 years including the backup data. Researchers should enhance confidentiality and participants rights to privacy to mitigate potential harm to participants' (Wall & Pentz, 2015).

Data Collection Instruments

I was the primary data collection instrument in this study. In qualitative research, the researcher is the primary data collection instrument because the researcher hears, sees, and interprets the data (Marshall & Rossman, 2016; Yin, 2014). In qualitative studies, data collection might include the use of semistructured interviews, document review, archived data, observations, focus groups, or a combination of these approaches (Ozer & Douglas, 2015). Bernard (2013) recommends the use of semistructured interview by case study researchers to provide insight, meaning, and understanding. Beato (2017) used semi structured interviews to explore strategies employed by retail store leaders to reduce employee attrition. I used semistructured interviews to explore the strategies that managers in the retail grocery industry use in reducing short tenured employee attrition. Each participant was interviewed individually in a conference room or personal office at a private business location. As part of the interview process, I included the use of an audio tape recording device and note taking.

In a case study research, the researcher obtains data from more than one source (Himmelheber, 2014). Data collection through a focus group complements semistructured interview data in a case study (Masson, Delarue, Bouillot, Sieffermann, & Blumenthal, 2016). According to Butz and Stupnisky (2016), focus groups are useful for triangulation and development of comprehensive study findings. The data collection protocol for the online focus group of managers in this study included a set of eight focus group questions (Appendix E).

I conducted additional data through document analysis. Data collection from multiple sources ensures data saturation (Harvey, 2015; Morse, 2015). In case studies, triangulation involves the collection and analysis of more than one type of data or data from more than one source (Denzin, 2012). In a case study research, the researcher explores all avenues to gain an all-inclusive understanding of the factors contributing to the problem (Keenan et al., 2015). In document analysis, the researcher reviews policies and procedures, reports or additional administrative documents to gather information on how best to address the overreaching research question.

To ensure confidentially, I labelled each participant interviews by a letter and a

Number distinctively (e.g. P1.). Researchers should enhance confidentiality and participants rights to privacy to mitigate potential harm to participants' (Wall & Pentz, 2015). I used the interview protocol script (see Appendix D) during the interview process which begins with an introduction to the participant, as well as asks the participant to introduce him or herself. Member checking was used throughout the face to face interview to verify the adequacy of the interview format used. Member checking as a follow up interview provides a strategy for data saturation, reliability, and validity (Andraski et al., 2014). During the interview sessions, I documented personal notes while recording participants responses. I continued to conduct added interviews with participants until no more information appeared, and interview new participants as necessary and proper to achieve data saturation. Data saturation is the point at which no new evidence emerges from the data collection efforts (Siegle et al., 2014). I transcribed interviews using interview question responses and responses to follow-up questions, both recorded via audio.

I used methodological triangulation to mitigate bias and to enhance credibility while strengthening the trustworthiness of the study. In methodological triangulation, a researcher uses various sources to gather information. Martin (2016) showed that researchers could use member checking and methodological triangulation to improve the validity of the findings. There are five forms of triangulation: (a) data triangulation, (b) investigator triangulation, (c) theory triangulation, (d) methodological triangulation, and (e) environmental triangulation (Guion, Diehl & McDonald, 2011). I used methodological triangulation using interviews and documentation analysis to enhance the reliability and validity of the study.

Data Organization Technique

Data organization is critical in a qualitative case study research to create an effective data organization strategy that assist researchers locate needed information in an efficient manner (Saunders, Kitzinger & Kitzinger, 2014). I used a coding system to label and organize participants data. Qualitative researchers use coding system to ensure data saturation (Fusch & Ness, 2015). Martin (2016) used a coding system to label and organized participants' data in a study of strategies to retain employees in the insurance industry. I ensured each participant in the research study had a designated electronic and paper folder for storing of notes generated during the interview process and after coding, as well as any follow-up interaction. I labelled each participant interviews by a letter and a number distinctively (e.g. P1.) to protect participants' privacy and the names of companies that participated in the study. I stored raw data, and research results, on an encrypted password protected computer flash drive in a fireproof safe for five years following the conclusion of the study to protect participant confidentiality. I also stored backup data. Yin (2015) noted that researchers must establish adequate measures to secure the collected data during the data collection, data analysis, and data storage process to protect the rights of the participants and preserve subjects' privacy.

According to Check et al. (2014), researchers who have effective data organization system can manage data more successfully. I used NVIVO for proper data management and storage techniques and to improve the accessibility of the data. Zamawe

(2015) noted that NVIVO is a tool researcher' use to organize research data. I will destroy all the information relating to this study which I have saved for five years including the backup. Yin (2015) highlighted that destroying documents is a reliable way to destroy research documents and media.

Data Analysis

During the data analysis stage, Yin (2015) recommended a five steps process that includes compiling, disassembling, reassembling, interpreting, and concluding. According to Yin, this process begins when researchers start compiling the notes, transcriptions, and other research data. I disassembled the collected data into more manageable fragments. The next stage is the reassembling process that includes creating codes and clusters. Data saturation is achieved when additional data collection does not result in new information, coding, or theme (Fusch & Ness, 2015). During the data interpretation stage, the researcher may choose to compile, disassemble, and reassemble the data again (Edwards-Jones, 2014). I conducted in-depth interpretations of the interviews and documents on employee attrition from the partner organization and make conclusions from the interpretations.

I used methodological triangulation making use of interviews and documentation analysis to enhance the reliability and validity of the study. Methodological triangulation is a data analysis tool that requires using two or more sources to validate research data (Fusch & Ness, 2015; Yin, 2015). Martin (2016) showed that researchers could use methodological triangulation to improve the validity of the findings. Researchers use data analysis software to reduce errors during the data analysis process. Edwards-Jones (2014) recommends that NVivo is an effective tool for identifying key themes, coding, and mind-mapping data. NVivo can be used to generate themes in seconds while reducing human error during the coding and theme selection process (Zamawe, 2015). I used NVivo and follow the five steps process of compiling, disassembling, reassembling, interpreting, and concluding as recommended by Yin. The NVivo software also has the word frequency feature. This feature enabled me to create a word cloud, a tree map, and a cluster analysis to improve the selection of themes and subthemes for the study. Following the five-stage process enabled me to manage the collected data effectively during the data analysis.

Reliability and Validity

Reliability

Researchers must address the dependability, credibility, confirmability, and transferability of qualitative studies to ensure reliability and validity (Morse, 2015). Reliability is the extent of consistency of the results of qualitative research for a long time (Noble & Smith, 2015). Researchers must focus on the issue of dependability to increase reliability (Harvey, 2015). To address dependability, the reader must have the ability to identify how the researcher has concluded in the study. Member checking as a follow-up interview provides a strategy for data saturation to increase reliability (Andraski et al., 2014). I used member checking to share my interpretation of the data with participants. To address the issue of reliability, researchers are encouraged to use member-checking to ensure dependability (Fusch & Ness, 2015; Yin, 2015).

Validity

A researcher reviews a qualitative study by its dependability, creditability, transferability, and confirmability (Marshall & Rossman, 2016). I used methodological triangulation to enhance credibility while strengthening the trustworthiness of the study. In Methodological triangulation, a researcher uses various sources to gather information. Martin (2016) showed that researchers could use member checking and methodological triangulation to improve the validity of the findings. By conducting member checking and recording the interviews, I promoted credibility and improved the validity of this study. Yin (2015) confirmed that by recording the interviews and maintaining a copy of the recordings, researchers could increase the credibility of their studies.

The researcher cannot ascertain the transferability of research findings rather; future researchers will determine the extent to which a research finding is transferable (Marshall, & Rossman, 2016). As recommended by Marshall and Rossman, to ensure transferability, researchers must provide a detailed description of the research context. I ensured transferability by providing a rich description of the research context to help readers determine whether the findings of a particular study are transferable to another research. The study findings could be used by future researchers to formulate strategies for reducing short-tenured employee attrition rates by increasing workplace morale, job satisfaction and passion for the job.

Confirmability is the extent to which a research finding can be verified by other readers (Houghton et al.,2013). The validity of research findings becomes doubtful when the results of a study are unverifiable (Childers, 2014). According to Childers (2014), confirmability can be ascertained when readers have access to the original report from where conclusions were made. Member checking is a strategy researcher use to increase confirmability (Fusch, & Ness, 2015). I ensured confirmability by using member checking to validate the interview data for accuracy. I used an office at the business site to conduct member checking where each interviewee had the opportunity to validate my interpretations of the interview responses for accuracy.

Data saturation is the point at which no new evidence emerges from the data collection efforts (Siegle et al.,2014). I continued to conduct added interviews with participants until no more information appeared and interview new participants, as necessary and proper to achieve data saturation. Colombo et, al., (2016) noted that a researcher should strive to achieve data saturation when conducting qualitative research. Data saturation is achieved when additional data collection does not result in new information, coding, or theme (Fusch & Ness., 2015). The validity of the research findings is affected when data saturation is not certified (Gibbins et al., 2014). As recommended by Gelb et al. (2015), I collected data until no new themes emerge from additional interviews to enhance validly.

Transition and Summary

Section 1contains (a) the background of the problem, (b) the problem statement, (c) the purpose statement, (d) nature of the study, (e) research question, (f) Conceptual framework, (g) operational definitions, (h) assumptions, limitations, and delimitations, (I) significance of the study, and (j) the literature review. Section 2, contains (a) purpose statement, (b) role of the researcher, (c) participants, (d) research method, (e) research design, (f) population and sampling, (g) ethical research, (h) data collection instruments and technique, (I) data organization, (j) data analysis, and (k) reliability and validity. In Section 3, using the conceptual framework and central research questions as guides, I provided the findings of the study, application to professional practice, implication for social change, recommendations for actions, recommendations for future research, and reflections and conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore what strategies managers in the retail grocery industry use in reducing short-tenured employee attrition. I conducted four semi-structured interviews with four retail grocery store managers in West Midland states of the United Kingdom. These managers must have: (a) had managerial experience in the retail grocery industry; (b) worked as a retail store manager in West Midlands; and (c) had experience implementing effective strategies to reduce employee attrition. I collected data including interviews, company documents, observations from participants, and companies' websites using the data collection protocol approved by the Walden University IRB (12-08-17-0575454).

The interviews took place in private meeting rooms at each company's facility. The interviews were audio-recorded, transcribed, and then coded. I used NVIVO 11 software to distinguish and analyze major themes from data sources received from participants' interviews. By using NVIVO 11, I was able to triangulate the data and associate themes, phrases, and codes among data collection sources. Based on the data analysis of interview responses, observations and company documents provided by the participants, the following four major-themes emerged: (a) training and development, (b) enriched job responsibility, (c) human resources intervention, (d) employee recognition. The identification of similar terms, phrases, and themes among participants' data sources provided me with an understanding of participants' experiences and a combination of evidence to substantiate my findings.

Presentation of the Findings

The study's central research question was: What strategies do managers in the retail grocery industry use in reducing short-tenured employee attrition. Participants in the study responded to interview questions based on their experiences of strategies for successfully reducing short-tenured employee attrition in West Midland states in the United Kingdom. Participants were store managers in the retail grocery industry. The study's findings may help retail grocery leaders to focus on formulating strategies for reducing short-tenured employee attrition rates. In the presentation of the findings, I labeled the study participants as P1, P2, P3, and P4, protecting their identities.

I used semistructured interviews consisting of eight questions to collect data from participants. I interviewed four managers. The average interview time was around 30minutes. During each interview, the participants provided me with supporting company documents such as meeting notes, recruitment reports, and exit reports. Data saturation began to occur at the second interview onwards until the fourth interview. After four interviews, I reached data saturation, where no new information emerged, and no further interviews were needed. Once I completed the interviews, I arranged for a later date for member checking. I hand transcribed the recordings and went back to the participants for member- checking on each of the participants approved to date. Member checking is the process of letting participants review, confirm, or modify the interpretations made from the data collected in the interview process (Harvey, 2015; Winter & Collins, 2015). I discussed with participants my interpretations of their responses to account for the member checking process, which could have led to uncovering new data, if applicable.

After reviewing each of the interview questions and participants' responses, I coded the data by using NVIVO 11 software features for better clarity of each of the interview questions and answers. I followed the same process with the supporting documents and company websites to achieve methodological triangulation. The company documents I reviewed included information on the company vision and mission, meeting notes, recruitment reports, and exit reports. Company websites provided information on recruitment such as job vacancies, compensation, and employment benefits for each organization. Four themes emerged from the coding of interview responses and analysis of company documents. These themes were: (a) training and development, (c) enriched job responsibility, (b) human resources practices intervention, and (d) employee recognition.

Theme 1: Training and development. Upamanyu (2014) explained that training and development are one of the best HRM practices that reduce employee attrition. Three of the four (P1, P2, & P3) participants recognized the importance of both training and development. Training and development programs are the regular activities organizational leaders provide, which help employees obtain the skills and knowledge needed to perform job duties. As a strategy to reduce attrition, Mandhanya (2015) recommended that leaders offer developmental training opportunities for their subordinates. The participants referred to training and development as *training, understudy, knowledge, onboarding, empowerment, teaching*, and *skills*. Company documents which included standard operating procedures, manuals, and staff meeting reports indicated a variety of training opportunities for employees.

P1 revealed, “the strategy I have used is to ensure staff gets adequate training to reduce the stress that comes from not knowing the job.” P2 explained that adequate training mixed with a right level of challenge was what an employee needed to blend into the work environment. According to P1, the more knowledgeable an employee is, the more valued the employee feels and is unwilling to leave for other places where they might not feel as valued so far, the pay is right because well-trained staff may move on to better-paying jobs.

P2 referred to training and development as onboarding. The onboarding period is the initial training period in which employees receive the training required to perform the essential job functions (Harward, Taylor, & Hall, 2014). P2 indicated “I ensure I get a more experienced staff to work closely with them to teach them the ropes and onboard them properly into the organization.” P2 highlighted that the buddies assigned to staff are also rated on the performance of the employee whom they are supposed to onboard.

P4 and P1 used knowledge to depict training and development. P1 said that the more knowledgeable an employee is, the less likely he is likely to quit employment. P4 who referred to knowledge and training said that he ensures proper passage of knowledge to staff via relevant training. Three of the participants shared that continuous training opportunities are essential strategies to retain the retail employee. P4 expressed, “I provide adequate, relevant training on staff from time to time.” Continuing education training takes place postonboarding and may continue for several years (Harward et al., 2014). The three participants each offered training in the house within their business organization. According to P4 employees should be given the necessary support and information by way of getting appropriate and relevant training.

P1 used understudying to imply training and development. According to P1, unit supervisors get the training first and are understudied by unit members. P1 further revealed that supervisors gain points on how well trained their unit members are. The three participants shared that all staff gain points on how helpful they are to other employees and customers. Kamalzaman et al. (2015) found that implementing an effective training development plan increases the retention of top performers and promotes employees' organizational commitment.

Participants 1, 2 and 4s responses are consistent with the Lu and Gursory's (2016) assertion that skilled employees were more prone to quit their jobs because of an absence of career development opportunities. Workers who dream of advancement opportunities enjoyed greater responsibilities (Fisher, 2015; Park, 2015). P1 inferred that the more knowledgeable an employee is, the less likely he is to leave employment to a place where he might not be valued. Developmental training challenges top performers; keeping productive employees engaged helps reduce attrition (Fisher, 2015). P2 revealed that the strategies that worked best to reduce the employee attrition were the right training and support from members of the team. Because organizations retain the skilled employee for a long time (Silpa, 2015), an unskilled employee feels out of place in an organization and is more likely to leave. According to P4, "Employees should be given the necessary support and information by way of getting appropriate and relevant training." P4 stressed that regular training and employee development worked best to reduce employee attrition, through ‘’the passion and ownership culture these employees inject into the organization; with minimal supervision.” Employee job satisfaction increases when they have chances for advancement; they are productive, feel valued and make valuable contributions to the organization.

Table 1

Training and Development, Retail Managers (Frequency)

Participant	Interview questions	Total number of references
P1	2,3,4,5,7	8
P2	2,3,4	6
P3	2,8	3
P4	2,3,4,7,8	10

Theme 2: Enriched job responsibility. Challenging employees with exciting work and added obligation often stimulates employee’s rapid positive response and contributes to organizational growth (Park et al., 2015). Three out of the four participants (P1, P2, P3) agreed that enriched job responsibility awakens the capability of employees. P1. P2 and P3 ascribed words like an additional challenge, job content, and flexibility to mean enriched job responsibility. P1 emphasized, “I also as much as is needed rotate staff round functions to reduce redundancy and to introduce some level of challenge with new tasks.” An employee gets excited with growth-inducing tasks in job content, and not conducive working environment (Limbu, Jayachandran, & Babin, 2014).

P2 stated: “I assigned them to duties in which I knew would challenge them and bring their capabilities to the fore.” Job responsibility is enriched to increase an employee's psychological growth without necessarily the job function (Herzberg, 2003). P1 added that “a right level of challenge” is needed to reduce employee attrition. P3 stated “There is no employee like an employee who is ready to go to battle with his/her employer. This is the ‘Holy Grail’ of motivation, and this is what I strive for.” According to P3 “They were inherently happy with their job content and day to day activities. There was passion, and a demonstrable desire to do well even under challenging circumstances”. The leader’s role in making a worker feel appreciated and challenging them can increase the level of organizational commitment. In challenging the worker through tasks, the leader can make the worker feel the value the worker brings to the organization’s mission and goals (Mayfield & Mayfield, 2014). Job satisfaction increase with an increase in psychological growth.

P1 revealed, “I also as much as is needed rotate staff round functions to reduce redundancy.” Enriched job design increases creative self-efficacy as employees develop new skills and master new tasks (Zhou, Hirst, & Shipton, 2012). Herzberg’s motivation-hygiene theory confirmed that employers could enrich employees job through the correct application of the theory. Employees engage with organizations through: psychological contracts and perceived organizational support. Job responsibility is enriched to increase an employee's psychological growth without necessarily the job function (Herzberg, 2003). Job satisfaction increase with an increase in psychological growth. Employees appreciate the feeling that their job performance is significant to other employee’s job performance, but for employees to achieve these states, they must include five core dimensions in job designs: skill variety, task identity, task significance, autonomy, and feedback (Chaudhry, Maurice, & Haneefuddin, 2015).

P3 recalled "A key need of Millennials have been flexibility" Employees also feel satisfied when they help other colleagues fulfill their job responsibilities. Work content, a measure of the level of autonomy, creativity, and tasks, can significantly predict job satisfaction. Greater freedom at work can mitigate adverse effects of work pressure on job satisfaction (Lopes, Lagoa, & Calapez, 2014). P3 confirmed, "I use flexibility to provide my employees with the sense of value beyond their pocket." As employees take greater control of their jobs, they embed themselves in work and accomplish more tasks than they would have with less autonomy on the job. Employees have a positive effect on organizations when they: (a) experience meaningfulness of the work, (b) are responsible for work outcomes, and (c) know the results of the work activities (Hackman & Oldham, 1975). Such enriched job designs have a positive effect on job satisfaction. Job autonomy enhances innovative work behavior and internal environment for innovation.

Table 2

Enriched Job responsibility, Retail Managers (Frequency)

Participant	Interview questions	Total number of references
P1	2,3	3
P2	2	1
P3	2,3 6 7	

Theme 3: Human resource intervention. Upamanyu (2014) asserted that the best human resources (HR) practices result in a long-lasting relationship with employees. According to Upamanyu, the best HR policy relate to recruitment, selection, training, development and performance appraisal should be consistent, integrated and strategically focused. Three out of the four participants (P1, P2, P3) recognized the importance of human resources intervention in reducing short-tenured employee attrition. P3 stated,

> The first strategy is to ensure that I get the recruitment exercise right. I work with human resources to ensure that we are recruiting the right fit for the role. I set the tone for transparency from the recruitment process by ensuring that the employee understands that it is ok to desire a short-term relationship with the employer so long as the employee commits to helping us realize the return on the recruitment investment.

Zhang et al. (2014) revealed that effective workplace intervention programs must address work organization features to reduce employee intention to leave. P1 ensures staffs are rotated across jobs to reduce redundancy, “I also as much as is needed rotate staff round functions to reduce redundancy.” P1 added, “At the beginning of the year I also discuss vacation plans with each that way getting everyone to plan ahead and as much as is feasible get their desired dates.”

P2 used the onboarding intervention by assigning buddies to new employees to settle them into the workplace, “I ensure I get a more experienced staff to work closely with them to teach them the ropes and onboard them properly into the organization.” Khanna (2014) noted leaders could improve the recruitment and selection process by conducting competency mapping before starting the selection process, which allows leaders to identify the knowledge, skills, and attitude for the desired position.

P3 emphasized, “recruiting employees that were a better fit for the job” when asked the employee attrition strategy that best worked for him. P3 added “They were inherently happy with their job content and day to day activities. There was passion, and a demonstrable desire to do well even under challenging circumstances.” Employers should consider recruitment from qualified individuals from appropriate sources to achieve a workforce from all segments of society. Recruitments should be on an equal basis for employees or applicant of race, color, religion, sex, national origin, age, disability, sexual orientation, or any other prohibited basis.

According to P3, “Employing the right employee for the role or quickly identifying the right fit for an existing employee who is dissatisfied with their current role and repurposing the employee accordingly where possible.” Competency mapping may help leaders in the selection decision-making process and aligns core competencies with (a) recruitment and selection, (b) training and development, (c) career planning and growth, and (d) rewards and recognition (Khanna, 2014). P3 also stressed that “Framing the employer-employee relationship as a *Tour of Duty* creates a more transparent environment.” Human resource managers agree that the success of an organization depends on managers’ ability to retain top performers (Mandhanya, 2015).

Table 3

Human Resources intervention, Retail Managers (Frequency)

Participant	Interview questions	Total number of references
P1	2	3
P2	2	1
P3	2,8	
	6	

Theme 4: Employee recognition. Employee recognition is a viable attrition reduction strategy (Mandhanya, 2015). Employees want to know that they are relatively compensated for their work and that they are valued for what they contribute to the organization. All the four participants shared the same view that employee recognition could go a long way in reducing employee attrition. P1, P2, P3, and P4 referred to employee recognition with terms like, pay, reward, compensation, fairness, employee involvement in goal setting and competition. For P1, employee recognition regarding pay raise posed as a barrier which prohibited employee reduction strategies from being successful "Dwindling margins by retailers and inability to meet pay raise request. Well trained staff may move on to better-paying jobs." When leaders reward followers for superior performance, employees' organizational commitment increases, resulting in a reduction of employee attrition (Ferreira & Almeida, 2015).

P2 talked about employee recognition regarding more attractive packages from competitors, "Competition from other organizations with better and more attractive packages to lure them away." When employees perceive that they are treated fairly and appreciated, they give more of their time and creative energy, which directly influences organizational and individual performance (Misra et al., 2012). P3 used personal recognition to explain employee recognition. According to P3,

> Motivation by taking a personal interest in the employee. Employees are deeply motivated by leaders who take a personal interest in them and genuinely demonstrate a desire to meet their needs. Employees are reasonable, they understand fairness, and they know when a leader's failure to meet their need stems from a genuine inability to meet the need as opposed to a lack of desire to meet the need. Very few employees will trade a good manager or employer that meets these needs for an unknown employer.

P4 said "failure in nonrecognition" of good performance was a strategy that was not beneficial in reducing employee attrition. Supervisors often receive the blame when subordinates do not get the amount of praise they need, which leads to poor employee-manager relationship and communication (Harvey et al., 2014). Transactional leaders reduced employee attrition of workers who enjoy recognition, reward, and compensation (Epitropaki & Martin, 2005). When employees perform well individually, productivity and profitability within the organization should increase. P1 added, "Retailers often trade the well-being of employees for more shareholder profit." The reward program was an essential component of an effective organization's attrition reduction strategy (Mandhanya, 2015). Receiving praise improves motivation and reduces stress for employees and managers. Some employees require a certain level of rewards and praise.

P2 supported the ideas of Ferreira and Almeida (2015) that stated that attrition is reduced by using a reward program to recognize employees for their achievements. P2 highlighted,

> Organizations need to remember that their staff is the most valuable asset they can have no amount of automation can obliterate the need for human touch, especially in the retail business. Human beings like to feel appreciated and given attention by other human beings and not machines.

P3 added that employee's recognition could mean involving them in goal setting. P3 stated that top-down goal setting was not beneficial in reducing employee attrition because

> The goals are set by leaders and passed on to the 'doers' to set out and accomplish them. When the 'doers' are not engaged in goal setting, the information used in goal setting is typically incomplete, and the 'doers' typically respond with the level of commitment that they would if they participated in goal setting.

P3 shared that employees should be involved in goal setting and decision making to drive a sense of ownership. P1 supported P3 as it relates to top-down goal setting, by stating "At the beginning of the year I also discuss vacation plans with each that way getting everyone to plan ahead and as much as is feasible get their desired dates."

Table 4

Employee Recognition, Retail Managers (Frequency)

Participant	Interview questions	Total number of references
P1	2,7	3
P2	7	21

P3	3,6,8		12
P4	6	1	

Applications to Professional Practice

Business leaders can reduce employee attrition, by working to increase a combination of intrinsic and extrinsic job satisfaction factors in their organization. An employee's interest and satisfaction in their work activate their intrinsic motivation whereas other extrinsic rewards motivate employees such as incentives (Li et al., 2015). Employee job satisfaction exists when motivating and hygienic factors are present (Herzberg et al., 1959). The findings are relevant to the improved business practice because they provide effective strategies to help business leaders reduce employee attrition in the retail grocery industry. The data that I collected supported the preliminary findings from my literature review. If these are already guiding principles in respective retail grocery businesses, retail managers should notice a reduction in employee attrition.

Employee attrition negatively affects firms in the retail industry, resulting in lower organizational productivity and profitability. Business leaders need to understand the reasons for employee attrition because replacement costs are very high. Understanding the factors that influence an employee's decision to leave the organization can guide business leaders to think about different strategies to help reduce costs and retain their employees (Anitha & Begum, 2016). The applicability to professional practice is the reduction in business costs associated with retail employees. Business leaders who implement the motivation-hygiene theory will better reduce employee attrition because employees enter the retail grocery industry to build long lasting careers, but unfavorable work conditions and absence of hygiene factors lead to dissatisfaction (Herzberg et al., 1959), and eventual attrition.

Implications for Social Change

The recommendations and findings from this study may apply to retail grocery leaders with tactical strategies to reduce employee attrition. Reduction in employee attrition has positive implications for social change for the employee, customers, the community, organizations, and societies as a whole. These implications include the potential to provide a means for improving the employees' well-being through personal and professional growth. Happy employees add to the quality of life of the community and citizens; this level of satisfaction translates into developing and maintaining positive relationships with family and friends, as well as helping the local communities and the economy (Alegre et al., 2015). Satisfied employees are more likely to meet the demands of the organization (Huang & Gamble, 2015). Employee job satisfaction increases when they have chances for advancement: they are productive, feel valued, and make valuable contributions to the organization. As it relates to MHT, the employee feels dissatisfied about their jobs when there are factors under the control of the organization. Controlled organizational factors such as employer designed policy and procedures, employee wages and benefits and the overall working conditions. Employees develop positive feelings if jobs enable them to fulfill their needs after which the employees may experience psychological growth, while hygiene factors are required to satisfy basic physiological needs (Schwendimann et al., 2016). Happy employees maintain positive relationships with their communities, families, organizations, and societies (Fiorillo & Nappo, 2013).

Business leaders can reduce employee attrition by: (a) training and development, (b) enriched job responsibility, (c) human resources intervention, and (d) employee recognition. These are in line with MHT which indicated that physiological needs are achievable with money; however, money does not achieve psychological needs. Psychological achievement is a feeling of acceptance, empathy, personal growth, and self-achievement. Understanding these intrinsic and extrinsic factors can motivate employees to stay in their organization which helps reduce the economy's unemployment rate and maintains positive relationships between the employees, their families, and their communities. The right implementation employee reduction strategies not only increase employee satisfaction but the employee-supervisor relationship and the employee's motivation and commitment towards the organization may increase. The employees' perspective and stakeholders' perspective of their organization in the community may also increase with the right application of these attrition reduction strategies. There is an interplay between individual, group, environmental and organizational level variables in an employee's attrition intentions (Harhara et al., 2015).

Recommendations for Action

The purpose of this study was to identify short-tenured employee reduction strategies the retail managers use in their respective businesses. Participants identified the importance of providing training and development, enriched job responsibilities, human resources intervention and employee recognition as the attrition reduction strategies they practice in their businesses. Participants emphasized how essential training and development and employee recognition are essential to produce happy employee. Money does not solely motivate most employees. Employees seek more than monetary compensation (Sindhu & Sindhu, 2014). From this study findings, I confirmed that motivation and hygiene factors influence employee attrition. Motivational factors are intrinsic such as achievement, recognition for achievement, work demand, responsibility, and advancement (Ko & Jun, 2015). Hygiene factors are extrinsic factors such as company policy, supervision, interpersonal relationships, working conditions, salary, status, and job security (Holmberg et al., 2015). With the feeling of satisfaction, employees will remain in their organization when they are comfortable in their work environment (Brett et al.,2014).

Business leaders may use the recommendations to help reduce employee attrition in the retail grocery industry. Business leaders must understand how to improve employee job satisfaction. The results from this study may help retail sales business leaders improve productivity and profitability. When employers adhere to motivational hygiene factor, employees achieve job satisfaction level which increases productivity levels and reduces organizational costs related to employee attrition. The results from this study will be beneficial to individuals interested in reducing short-tenured employee attrition in the retail grocery industry. If given the opportunity, I plan to present the study findings at professional conferences and through training courses that involve reducing employee attrition. Additionally, I plan to publish this study in the ProQuest/UMI dissertation database and in scholarly journals to help disseminate the findings to a broader audience.

Recommendations for Further Research

Recommendations for further research related to improving business practice include: (a) using close-ended interview questionnaire, (b) expanding the study to different geographical areas, (c) expanding the study to different industries, (d) conducting a quantitative study, and (e) different measurement instruments to capture other employee attrition reduction strategies.

Additional recommendation include:

- With a close-ended interview questionnaire, the researcher may list the same no of motivation and hygiene factors. Then, the respondents choose answers from the given list and have no chance to express their views or opinions about the questions. For example, participants could be asked to rank their feelings based on the given scale; for example, a scale of 1 to 5; 1 being poor and 5 being best. The results are then analyzed and placed in the graph. Researchers using other instruments to collect data may capture topics not discussed in this study
- Expansion of the study to different geographical locations outside the United Kingdom erupt some other views about strategies to reduce employee attrition. The level of development and cultural perspective might come into play.
- Expansion of the study to different industries outside the retail grocery industry may warrant different opinions and views regarding employee attrition reduction strategies.
- Exploration of employee attrition reduction strategies using the quantitative method. With the quantitative method, a researcher can gather information from a

larger population which can enhance generalizability. Furthermore, using the quantitative method of research would also allow the use of other instruments to collect data about motivation and employee job satisfaction indices.

The results of this study could be distributed through lectures, workshops, to retail grocery leaders and professionals through training, or professional publications. The results could also be discussed at various professional conferences and could also circulate through scholarly and business journals.

Reflections

Recommendations for further research related to improving business practice include: (a) using close-ended interview questionnaire, (b) expanding the study to different geographical areas, (c) expanding the study to different industries, (d) conducting a quantitative study plus different measurement instruments to capture other employee attrition reduction strategies.

- With a close-ended interview questionnaire, the researcher may list the same no of motivation and hygiene factors. Then, the respondents choose answers from the given list and have no chance to express their views or opinions about the questions. For example, participants could be asked to rank their feelings based on the given scale; for example, a scale of 1 to 5; 1 being poor and 5 being best. The results are then analyzed and placed in the graph. Researchers using other instruments to collect data may capture topics not discussed in this study

- By expanding the study to different geographical locations outside the United Kingdom erupt some other views about strategies to reduce employee attrition. The level of development and cultural perspective might come into play.
- Expanding the study to different industries outside the retail grocery industry may warrant different opinions and views regarding employee attrition reduction strategies.
- I recommend the exploration of employee attrition reduction strategies using the quantitative method. With the quantitative method, a researcher can gather information from a larger population which can enhance generalizability. Furthermore, using the quantitative method of research would also allow the use of other instruments to collect data about motivation and employee job satisfaction indices.

The results of this study could be distributed through lectures, workshops, to retail grocery leaders and professionals through training, or professional publications. The results could also be discussed at various professional conferences and could also circulate through scholarly and business journals.

Conclusion

Organizational leaders should understand that employees were first human beings before becoming employees. Every individual deserves the right to be treated fairly and justly. An employers understanding of fundamental human rights may help increase motivation, and enforce employee job satisfaction. A happy employee is committed to the organization, and this translates not only in the figures but also in the employee's life and by extension the community and the world.

Herzberg’s motivation-hygiene theory (1959) is a guide to understanding how motivation and job satisfaction affects the employee’s reason for leaving or staying in the organization. Motivators are known as intrinsic factors such as achievement, recognition for achievement, work demand, responsibility, and advancement while the Hygiene factors are extrinsic factors such as company policy, supervision, interpersonal relationships, working conditions, salary, status, and job security. It is essential for leaders to know the factors that contribute to high employee attrition to develop strategies to decrease employee attrition.

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