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Exploring Employee Retention Strategies in the U.S. Hotel Industry

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Nathaniel Nwabuzor

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Walden University
2018

Abstract

Exploring Employee Retention Strategies in the U.S. Hotel Industry

by

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MS, Strayer University Washington DC, 2009

BS, University of Calabar-Nigeria, 1995

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

May 2018

Abstract

Organizational managers and business leaders struggle to retain hotel employees. The purpose of this qualitative, multiple case study was to explore the strategies that hotel managers use to improve employee retention and reduce turnover. The conceptual framework for this study was Herzberg's motivation-hygiene theory. The 4 cases were 4 different hotels in the midAtlantic region of the United States. Data were collected through semistructured interviews with 4 purposefully selected hotel managers (1 from each hotel) and document review. Data analysis consisted of compiling the data, coding for emergent and apriori codes, disassembling the data into common codes, reassembling the data into themes, interpreting the meaning, and reporting the themes. Five themes emerged from the data: driving forces for motivating employees, management strategies for retaining employees, strategies for improving workers' job performance, strategies for promoting employment commitment to the organization, and strategies for reducing turnover costs and encouraging job satisfaction in the hotel industry. Implications for positive social change include improving employee retention strategies that can lead to improved working relationships between the organization and its employees. Improved employee retention can lead to an improved organizational image among employees and other stakeholders within the community, which can contribute to the growth of local community.

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Dedication

First, I dedicate this doctoral study to Almighty God for his mercies over my life.

Second, I dedicate this doctoral study to my wife, Atinuke Nwabuzor, for all her support.

Third, I dedicate this doctoral study to my children, Stephanie, Racheal, and Deborah for

their encouragement and support throughout my doctoral journey. To my mother, Monica

Nwabuzor for her prayers.

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I thank my chair, Dr. Sarah Matthey, for her exceptional guidance and instructions throughout my doctoral study. I will forever be grateful to my chair, Dr. Sarah Matthey, for her impeccable teaching and guidance throughout my doctoral study. I am grateful to Dr. Brenda Jack, as a doctoral committee member. I thank Dr. Charlotte Carlstrom, as my URR during the final stage of the proposal review process. I thank Dr. Freda Turner, as former Program Director. Thank you for providing a positive learning environment and inspiring me to become a better scholar.

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Section 1: Foundation of the Study

Organizational leaders' treatment for their employees and the respect accorded to workers influences the ability of leaders to retain their workers (Marshall, Mottier, & Lewis, 2016). Employee retention can be a challenge for organizations when workers feel disconnected and isolated (Mathieu, Fabi, Lacoursiere, & Raymond, 2016). Marshall et al. (2016) revealed that managers with poor attitudes may negatively affect a worker's performance, and an employee may leave an organization if he or she feels neglected and disconnected. Mathieu et al. (2013) stressed that a worker who feel disconnected exhibits dissatisfaction through withdrawal behaviors, resulting in reduced productivity, reduced employee morale, increased employee turnover, and absenteeism. Retention in the hospitality industry is a continuing challenge to retain the best available labor talent (Han & Hyun, 2015; Karatepe & Vatankhah, 2014). Hotel managers are challenged with higher levels of employee turnover in the hospitality industry (Guilding, Lamminmaki, & McManus, 2014). To motivate employees to feel comfortable working for many years in the same environment, it is important for hotel managers to have effective strategies in place to maintain increased employee retention.

Background of the Problem

In the U.S. hotel industry, the employee turnover rate in 2011 was 36.7% (Bureau of Labor Statistics [BLS], 2014). Organizations with high employee turnover pay direct costs such as administrative costs, training, and recruitment costs (Pohler & Schmidt, 2015). Robinson, Kralj, Solnet, Goh, and Callan (2014) recommended that companies devise strategies on how to use their limited resources to keep their employees motivated

to achieve an improved work performance, along with maintaining job satisfaction and making employees feel appreciated enough to stay in the organization. Felfe and Schyns (2014) posited that cost effective strategies to retain employees and to enhance employee engagement are achievable through employee assistance program initiatives, flexible work schedules, and well-being programs. Organizational leaders in the hospitality industry continue to face challenges with retaining their employees (Guilding et al., 2014). Some managers have either not addressed the problem of employee retention or have addressed the problem with little success.

Organizational leaders continue to devise strategies to reduce the costs that organizations incur related to employee attrition and turnover (Bourke, Waite, & Wright, 2014). Managers seek skilled human capital is the basis to acquire a competitive advantage thought an infusion of strategic human management resources (Bourke et al., 2014). Cascio (2014) found that emotionally motivated workers are committed to their organizations and are satisfied with their work. Using a qualitative case study, I explored the strategies that leaders use to improve employee retention in the hotel industry.

Problem Statement

High employee turnover in the hotel industry results in reduced productivity (Williams & Owusu-Acheampong, 2016). Between 2011 and 2013, 304,000 employees in the leisure and hospitality industry lost their jobs (BLS, 2014). The BLS (2014) reported that 4.5 million total employee displacements in 2014 were due to employee turnover for reasons such as discharges, layoffs, and quitting. The general business problem was that some hotel leaders do not understand how to address employee

retention issues. The specific business problem was that some hotel managers lacked the strategies needed to improve employee retention and reduce turnover costs.

Purpose Statement

The purpose of this qualitative, exploratory multicase study was to explore the strategies that hotel managers use to improve employee retention and reduce turnover costs. The population for this study included four managers, one from each of four hotels, who used strategies to improve employee retention and reduce turnover costs in the hotel industry in Prince Georges County, Maryland. The study contributed to positive social change by assisting hotel managers with improving the sustainability and retention of workers by developing and implementing employee retention strategies that increased employment and improved the standard of living of local residents. Businesses that retain their employees contribute to the vibrancy of local communities through participation in events such as sport development and giving of funds for after school programs that managers use to improve the social well-being of local residents.

Nature of the Study

I used a qualitative study to explore the strategies that hotel managers use to improve employee retention and reduce turnover costs in the hotel industry in Prince Georges County, Maryland. The qualitative method was preferred to the quantitative method in this study because I wished to understand human problems from different perspectives and learn how the participants made decisions (Uluyol & Akci, 2014). Qualitative researchers observe behaviors and trends by asking open-ended questions. Qualitative researchers challenge assumptions that previous scholars made about the

topic (Yin, 2015). The quantitative research method deals with testing a theory by examining relationships and analyzing statistical data (Yin, 2014) whereas, the qualitative method allows for data collection through interviews, observations, and other sources (Yin, 2015). Quantitative researchers analyze statistical data, which was not relevant in answering the research question. A mixed-method approach includes both quantitative and qualitative techniques (Yin, 2014). The mixed-method research was not suitable for this study because it includes the combination of the qualitative and quantitative research methods, which was not suitable for this study. I chose the qualitative research method to explore and observe the phenomena from the participants' perspectives or experiences, as recommended by Venkatesh, Brown, and Bala (2013).

A multiple case study was appropriate for this study because it allowed me to have an in-depth perception of the participants' perceptions. Stake (1995) posited that a multiple case study allows researchers to explore a phenomenon by comparing a target population's similarities and differences. Yin (2014) emphasized that researchers use a multiple case study to collect data from multiple sources of evidence. Yin argued that a researcher could select at least two cases when seeking to understand and compare situations. A case study researcher explores a particular concept or phenomenon from a real world perspective (Yin, 2014). A case study scholar gains insight into contextual situations by examining the situation surrounding the experiences in comparison with the lived experiences (Yin, 2014). I used the case study design to interview four hotel managers, one manager from each of the four hotels in Prince Georges County, Maryland.

Other qualitative designs were not suitable for this study, namely phenomenology, ethnography, and narrative. Ethnographic scholars study a cultural group of people in a natural setting over a long period (Yin, 2014). I did not study culture in groups; therefore, ethnography was not appropriate. Narrative researchers describe life-long stories or the experiences of participants (Yin, 2014), which was not the plan for this study. Researchers use phenomenology to study the lived experiences of participants (Robertson & Thompson, 2014), which was not the intent of this study. A case study was the most suitable research design for this study.

Research Question

The central research question was the following:

What strategies do hotel managers use to improve employee retention and reduce turnover costs?

Interview Questions

1. What strategies do you use to improve employee retention in your hotel?

2. What hurdles did you encounter while developing and implementing the employee retention strategies?

3. How do you update your retention strategies based on changing contextual conditions?

4. What contributes to employee turnover in your hotel?

5. What promotes job dissatisfaction in your organization?

6. How do you motivate workers to improve their job performance in your organization?

7. What managerial strategies and skills do you use to promote employee

    retention?

8. What strategies do you use to promote workers' organizational commitment?

9. What strategies do you use to reduce employee turnover cost?

10. What additional information would you like to share regarding strategies used

    to improve employee retention?

Conceptual Framework

I chose Herzberg, Mausner, and Snyderman's (1959) two-factor theory for this

study to explore the strategies that hotel managers in Prince Georges County, Maryland

used o improve employee retention and reduce turnover costs. Understanding the

strategies that managers use to address employee commitment, motivation, job

satisfaction, and job dissatisfaction are important for proactive organizational systems

that shape the attitude and performance of workers (Cascio, 2014). Employees who are

satisfied with their job have improved work performance and organizational

commitment, which increases employee retention and reduces employee turnover

(Huffman, Casper, & Payne, 2014).

Herzberg et al.'s (1959) two-factor theory, also referred to as the motivational

hygiene theory, was applicable to this study. Hygiene factors such as better pay and job

security are required to keep workers motivated and satisfied with their job (Herzberg,

1987). Herzberg et al. developed the two-factor theory of job satisfaction and motivation

to address retention. Employee motivation increases when employees feel satisfied with

their jobs (Cascio, 2014). The main constructs of the theory are motivation and job

satisfaction. In the theory, Herzberg et al. classified motivator as job content, which relates to the task that is essential to the job, and hygiene as job context, which relates to the working conditions or environment. The main constructs of the Herzberg et al. two-factor theory, motivation and job satisfaction, were applicable to the study to explore the strategies that hotel managers used to improve employee retention and reduce turnover costs in the hotel industry in Prince Georges County, Maryland. The two constructs of motivation and job satisfaction were a part of the 10 main subject categories selected in the literature review to address the research question.

Operational Definitions

I provided the definition of terms in the study to allow for a shared understanding of the framework for this study.

Motivation-hygiene theory (Herzberg's two-factor theory): The motivation hygiene theory is for exploring what motivates employees to become dissatisfied or satisfied with their job (Herzberg et al., 1959; Herzberg, 1987).

Organizational commitment: The personal values and dedication that employees feel or have towards their work and their organizations that determine how committed and loyal the employees would be to their organization (Habib, Aslam, Hussain, Yasmeen, & Ibrahim, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

In this study, I made several assumptions. Assumptions are facts assumed as true without verification but are relevant to the study (Merriam, 2014). The first assumption in

this study was that the multiple case study was the best research design. A researcher uses a multiple case study design to study a phenomenon in a natural setting, or to determine what happened and why it happened (Yin, 2014). The second assumption was that the population of hotel managers was appropriate for exploring common themes pertaining to the employee retention strategies in the hotel industry. The third assumption was that retention strategies were vital in hotel businesses in Prince Georges County, Maryland. The fourth assumption was that the use of multiple sources of data constituted the best approach for data collection. The fifth assumption was that the hotel managers would provide answers to my questions and provide the most current documents that I needed to complete the case study.

Limitations

The outcomes in this study only reflected the perspectives of the hotel managers who participated. The limitations of a study are weaknesses that influence the results of the research (Henderson, 2016). A limitation to this qualitative study was that I restricted my sample to hotel managers in Prince Georges County, Maryland. The case study design entails exploring the attitude of one individual, a group, or an organization, which involves restrictions that the researcher might not be able to control (Yin, 2014). I used a qualitative, multiple case study approach with the expectations of understanding the multiple phenomena from individual hotel managers. Limitations may occur due to an organization's confidentiality requirements that limit the details and quality of the responses that participants provide. In addition, the data for this study were from hotel

managers in Prince Georges County, Maryland, and they may not represent the views and experiences of hotel managers in other geographic locations.

Delimitations

Researchers use delimitations to establish boundaries or restrictions (Knafl, Leeman, Havill, Crandell, & Sandelowski, 2015). The study included 10 interview questions that I presented to four study participants. The population for the study included at least four hotels managers, one from each of four hotels in Prince Georges County, Maryland who were at least 18 years of age. The results of this research may not be transferable to managers and employees in other areas in Maryland or regions of the United States.

Significance of the Study

Scholar-practitioner, managers, and stakeholders may find this study helpful in understanding effective retention strategies in the hospitality industry. The purpose of this study was to extend and contribute to the existing knowledge of turnover and retention in the U.S. hotel industry. Leung, Law, van Hoof, and Buhalis (2013) emphasized that studying a phenomenon may provide an agenda for future research. In order for organizations to reduce employee turnover, there must be better management plans and strategies in place that motivate workers to get committed to their job and organizations, which helps to reduce employee turnover (Pohler & Schmidt, 2015). Leaders and hotel managers could use the findings of this study to determine the factors that increase employee retention to create better management strategies and plans for retention practices used within organizations.

Contribution to Business Practice

Organizations can use the results of this study to improve their business practice through increasing employee retention, as well as organizational understanding and awareness of employee retention strategies. Hotel managers can use the results of this study to explore the causes of employee turnover and implement strategies for improved employee retention. Guilding et al. (2014) argued that companies cannot remain competitive when they have to spend more time and money on developing human resources than on customer services. Managers in other organizational leadership positions can use the outcomes of this study to improve employee retention.

Implications for Social Change

The findings from this study contributed to positive social change by providing information on employee retention strategies that hotel managers could use to stabilize employment and improve services to customers in the hotel industry, which can increase the standard of living of people in local communities. The results from this study may lead to increased work-life balance by allowing managers to plan for a flexible work schedule that will create time for employees to meet the social needs of their family members and be active at work, which can improve retention and reduce turnover of workers in the communities. Businesses that retain their employees could contribute to the vibrancy of local communities through participation in events such as sports development and giving of funds for after school programs. Irrespective of the industry, high employee retention affects the culture of an organization (Habib et al., 2014). Managers can use the findings from this study to strengthen the social responsibilities of

organization with the local residents and create better awareness of the importance of retaining employees.

A Review of the Professional and Academic Literature

In the literature review, I present the sources of generating data in analyzing results. I summarize the peer-reviewed literature to support the research questions. Watson (2015) suggested that a literature review adds support to the topic. I synthesized and analyzed the most current published resources on the topic under review, as suggested by Merriam (2014). Rowe (2014) recommended that researchers should ensure that the literature review contains scholarly literature that is relevant to the central research question and aligns with the problem and purpose statements.

In this literature review, I document relevant theories, antecedents to employee retention, and turnover costs. I outline the professional and academic literature as a foundation for the topic of employee retention strategies.

Most of the sources were from online searches of databases within the Walden University Online Library. Some of the research databases used to find material for this literature review were ABI/INFORM Global, Business Source Complete, Google Scholar, Zotero, ProQuest, Emerald Management, and Sage Journals. There were also U.S. Census Bureau, scholarly seminal books, the Bureau of Labor Statistics, and free Internet websites allowing subject and item browsing. I checked documents using Ulrich's periodicals directory for peer-review confirmation. I used the following search terms: *Herzberg et al. s' (1959) two-factor theory, hotel industry, employee turnover,*

motivation, employee retention, retention strategies, job satisfaction, productivity,

performance, and *organizational commitment and culture.*

All of the sources that I used in this study were from peer-reviewed journals, scholarly, government websites, or professional books. This literature review contains an examination of 125 total sources, of which 96% were peer-reviewed, 97% of these sources had a publication date between 2014 and 2018 to ensure a focus on recent literature. Table 1 shows the synopsis for literature review.

Table 1

Synopsis of Literature Review Sources

Reference type	Total sources	Peer reviewed articles	% of peer reviewed articles	% of total sources published less than five years since 2014
Journal Articles	81	81	81	75
Seminal Sources	1	0	0	1
Government Websites	0	0	0	0
Total	82	81	99%	91%

Herzberg's (1959) Two-Factor Theory

I chose the Herzberg et al. (1959) two-factor theory for this study to explore the strategies that hotel managers in Prince Georges County, Maryland used to improve employee retention and reduce turnover costs. Herzberg et al. developed the two-factor theory by collecting data from engineers and accountants through interviews to gain more understanding of what made the employees feel dissatisfied or satisfied and motivated. Motivation, effective interaction, job dissatisfaction, job satisfaction, and communication were factors that influenced employee turnover and retention. The Herzberg et al. two-factor theory, also known as the motivation-hygiene theory, has been to explore factors

that influence employee retention. The Herzberg et al. theory has also been used to explore the causes of job dissatisfaction and job satisfaction. Employees may be driven or motivated by self-achievement, personal growth, work-related attitude, pay, job security, and working conditions (Herzberg et al., 1959). Mathieu et al. (2016) posited that job satisfaction and motivation promote employee retention through proper organizational planning and strategy. Deeba, Usmani, Akhtar, Zahra, and Rassol (2015) argued that managers who intend to create and establish better working environments that will motivate employees to perform better have to strengthen that type of working relationship. Managers should create conducive workplaces that will strengthen the working relationship among their workers and promote job satisfaction.

Managers can motivate their workers by using the hygiene factors of Herzberg et al.'s theory. Chauhan, Goel, and Arora (2014) argued that managers are directly responsible for ensuring that they meet the needs of their workers. Hygiene factors such as job security and better pay help to keep employees satisfied and motivated with their jobs (Herzberg, 1987; Herzberg et al., 1959). Guilding et al. (2014) posited that inappropriate employee retention strategies force managers to face the challenges of higher turnover rates. Boyd (2014) argued that both internal and external organizational components that comprise working condition, salary, managers' attitude, and organizational climate might influence job satisfaction. Herzberg et al.'s (1959) two-factor theory provided a framework about employee job satisfaction and managers' behaviors that can affect employee job satisfaction. Irrespective of the type of

organization, managers should be aware that motivation and hygiene factors can lead to enhanced employee retention and reduced turnover.

Managers can create a healthy working environment, which will improve their workers' performance. Gilbert's (2007) behavior-engineering model is a cause analysis model, which splits the employees' performance concept into two types: the environment in which the employee performs the working activities and the individual termed as repertory, which is the personal special qualities possessed by the individual. Three other influence employee performance: motivation, information, and instrumentation (Gilbert, 2007). There are six conditions outlined under the three general areas, which Gilbert used to analyze their influence on performance improvement and to determine deficiencies: incentives, motives, knowledge, data, capacity, and instruments. In order to ensure improved employee performance, organizational managers must understand the cause and effect relationship between the environment and the repertory (Gilbert, 2007). Gilbert acknowledged, in the behavior-engineering model, that the environment where the employee performs the working activities can influence employee performance, which allows a systematic approach to identify obstacles to employee performance. Mathieu et al. (2016) posited that stress might influence employee behavior, relationships with others, and employee work performance. Using the behavior-engineering model, Gilbert outlined how managers' behaviors would affect employee job satisfaction. Managers may improve workers' performance if they create incentives and a workplace that will reduce stress and motivate improved performance.

Managers can initiate strategy implementation for their operation. Maslow's (1943) motivation model includes a general framework for explaining how individuals display basic levels of needs. De Brouwer (2009) emphasized that performance on the job could be inspired through motivation. De Brewer argued that job conditions and individual inputs influence motivation and emphasized those individual inputs and the contributions individual employees bring to the organization such as work ethic, job knowledge, and organizational goals. Downes and Choi (2014) posited that individuals who get involved with the organization's strategic initiatives use different forms of influence to ensure reduction in the uncertainties that limit initiative performance. Samnani and Singh (2014) posited that when newly employed workers are still learning how to perform the job, lack of experience can impact employees' work performance. Samnani and Singh also suggested that the environment allows for resolution if managers convey that employee performance is a goal for achieving organizational sustainability. Wang, Tsai, and Tsai (2014) argued that characteristics of leadership influence the performance of organizations. Bilau, Ajagbe, Sholanke, and Sani (2015) argued that researchers look at layoffs as a desperate measure by management to mask poor management and poor strategic leadership. Managers should recognize that strategy implementation is difficult, and they may be unable to reduce the challenges regarding sustainability if effective implementation is not in place.

Hotel Industry

Hotel managers strive to meet the needs of both customers and employees. The hotel industry provides services such as lodging, drink, and food to an individual or group

of people outside of a residential home (Grobelna, 2015). Hotel establishments are set up to satisfy a range of needs, such as accommodations, beverages, and food (Grobelna, 2015). Hospitality is an indefinite or vague concept (Marshall et al., 2016). Marshall et al. (2016) emphasized that hospitality is the basic aspect of organizations and customers interacting in a service context. Grobelna (2015) posited that the hotel industry hosts, interacts, and caters to the needs of diverse customer groups. Service organizations, such as hotels in the hospitality industry, have distinctive characteristics in contrast to businesses that produce, market, and sell a physical product (Dusek, Ruppel, Yurova, & Clark, 2014). Hotel managers should develop and implement effective management strategies to accommodate both the needs of their customers and their workers without creating any conflict of interest.

Managers should employ the right people who will be willing to stay with the organization. Highly agreeable employees who are flexible in performing their jobs have better customer service performance; flexible people are less likely to leave their employer (Dusek et al., 2014). Dusek et al. (2014) emphasized that hotel establishments experience frustrations in customer service. Karatepe and Shahriari (2014) described job dissatisfaction as an unpleasant emotional state, possibly arising from an employee's perception that the job is frustrating, which prevent the worker from deriving any meaningful value in his or her work. Credentialing and training the future hotel workforce would help to support managers to retain a competent service workforce (Nwosu, 2014). Retaining employees in the hospitality industry may be a challenge for many managers without effective strategies to retain skilled workers (Guilding et al.,

2014; Nwosu, 2014). Hotel managers should employee skilled or talented people with experience and provide training for newly employed workers to improve their current knowledge on the job.

Turnover rates are high in the hotel industry. Service orientation has a direct impact on organizational commitment and job satisfaction among nonmanagerial hotel workers (Dusek et al., 2014). Employees may leave their job due to the nature of the hotel industry and the relationship between maintaining a high level of customer service and the personality of the worker (Kwon, 2014). Negative stress can result in absenteeism, poor interpersonal relations, and poor performance. Thus, high levels of job stress may have a negative impact on a service organization (Dusek et al., 2014). Kwon (2014) posited that low salaries are rated as the most common reason for employees leaving organizations in the hospitality industry. Managers should build a strong working relationship with their workers that will encourage teamwork and reduce employee turnover in the hotel industry.

Employee Retention

Employee retention has been a continuing challenge to management leaders. Leaders address employee retention differently, which may affect performance and organizational commitment if company leaders fail to implement better managerial policies (Saeed, Waseem, Rizman, & Sikander, 2014). Managers can use employee retention strategies to boost or encourage workers to keep their job in an organization (Deeba et al., 2015). Robinson et al. (2014) suggested that organizations must determine how to use their limited available resources to keep employees satisfied, engaged, and

valued enough to stay. There are factors that make an employee stay on a job for a long period, depending on the society where workers are employed (McManus & Mosca, 2015). Managers who want to retain their employees should implement strategies that will motivate their workers to improve their performance and be committed to stay with the organization.

In organizations with effective interpersonal relationships, employees work well together because they tend to be more committed to their jobs and their organizations. Strom, Sears, and Kelly (2014) emphasized that employees in collectivistic societies are more committed to their job and coworkers because they live in a communal life where there is interdependence among the employees who are committed to their job and organization, thereby encouraging increased employee and reduced employee turnover. Whereas in individualistic societies, workers are more focused on their individual achievement rather than on building any meaningful relationship with other employees in the organization (McManus & Mosca, 2015). Huffman et al. (2014) emphasized that the inability to retain employees affects the morale of workers, organizational performance, and productivity level, which may affect the social or family lifestyle of workers. Kim, Im, and Hwang (2015) suggested that organizations that are socially responsible and environmental friendly promote retention and reduce turnover costs. All leaders can invest in their employees by providing training and resources to help them to perform their job.

When employees voluntarily leave their job, organizations experience financial challenges. Voluntary turnover could be costly and disruptive to organizations (Bilau et

al., 2015). Leaders meet with challenges of high rates of turnover when there are improper retention strategies (Guilding et al., 2014), and ineffective and improper strategies can lead to reduction in performance (Park & Levy, 2014). Organizations faced with the challenges of decreased performance appraisals may have difficulties with employee job commitment, satisfaction, and intention to leave (Samnani & Singh, 2014). Managers who want to reduce their employee turnover should implement strategies that will improve employee job satisfaction and performance to enhance employee retention.

Leaders should build a strong interpersonal relationship between themselves and their employees to improve retention. Managers should reduce uncivil behaviors toward and among their workers by encouraging a workplace where there is a better interpersonal relationship between workers and their managers (Ghosh, Relo, & Bang, 2013). Ghosh et al. (2013) posited that incivility is an instigating behavior by a worker towards another coworker with the intent to demoralize or emotionally put down the worker, either with negative words or with actions. Negative outcomes occur in the workplace when managers are uncivil toward their employees; this incivility may increase employee turnover intent and reduce employee retention (Ghosh et al., 2013). Every employee wants his or her manager to treat him or her with respect and feel that he or she is an important part of the organization. Managers can improve employee retention by implementing strategies to minimize burnout (Pohler & Schmidt, 2015). Managers should build positive interpersonal relationship with their workers and treat their workers with respect to motivate performance and retention.

Managers need to ensure fair treatment of their workers to improve employee retention. Managers can improve employee retention through fair treatment of their workers. Karatepe and Vatankhah (2014) argued that due to the increasing growth in the hospitality industry, it has become difficult to retain high performing workers who are committed to the organization. Establishments where managers treat all workers equally and with respect tend to experience increased employee retention and reduced employee turnover compared to organizations where fair treatment and respect are absent (Farooq & Farooq, 2014). Bussin and Van Rooy (2014) suggested that managers should devise rewards that will help to ensure increased retention of skilled workers. Huffman et al. (2014) argued that managers' inability to retain employees might affect the social or family life style of employees due to lack of job satisfaction. Van De Voorde and Beijer (2014) suggested that more effective manager communication with employees could promote cooperation, reduce stress, and increase retention. Managers should treat every employee equally and provide rewards for improved performance to retain their workers.

Work environment may affect employee retention. Harris, Li, and Kirkman (2014) suggested that to maintain employee retention, managers should provide an enabling work environment that will bring out the potential in their workers to promote job satisfaction and improve performance. Psychological ownership is a way of retaining talented employees, as it encourages employees to be loyal and committed to their organizations (Samnani & Singh, 2014). Mohsin, Lengler, and Aguzzoli (2015) emphasized that employers should allow their employees to move freely from one organization to another for better job opportunities without restrictions. Managers should

provide a workplace that will allow future career advancement for their workers and promote retention.

Career orientation affects employee retention. Tschoop, Grote, and Gerber (2014) argued that job satisfaction and better work performance are the results of successful career orientation that promotes increased retention and decreased employee turnover. Milman and Dickson (2014) posited that to ensure realistic benchmarking indicators in evaluating job satisfaction about workers' commitment and job performance, managers should generate proper data that would enable organizations to evaluate the behavior of their employees. Milman and Dickson emphasized that generating proper data to evaluate workers' behavior will help to boost work performance, job satisfaction, and employee retention. Milman and Dickson also argued that older workers promote increased employee retention and reduce turnover because older employees tend to be more committed and derive greater job satisfaction from their job than their younger counterparts. Managers should evaluate and assess their workers' performance and promote productive career orientation that will motivate workers stay with their organization.

Employee Turnover

Employee turnover continues to be a persistent challenge for organizations. Tschoop et al. (2014) revealed that a country's economic factors and social beliefs influence employee turnover and employee retention, and a rise in workers' job satisfaction reduces employee turnover and promotes employee commitment to their jobs and organizations. Organizations are challenged by employee turnover (Pohler &

Schmidt, 2015). Pohler and Schmidt (2015) suggested that relationship conflict, lack of

career prospects, and unsolicited work roles and responsibilities influence both potential

and actual turnover of employees in various organizations. Voluntary turnover can be

costly to firms when key employees leave, thus incurring direct costs, such as recruitment

cost, administrative cost, and training cost (Pohler & Schmidt, 2015). Voluntary turnover

could be costly and disruptive to organizations (Bilau et al., 2015). Turnover cost is

associated with recruitment and training cost (Mitchell, Burch, & Lee, 2014). Huffman et

al. (2014) emphasized that the negative behavior of workers toward their jobs would

reduce workers' performance and increase employee turnover by lowering employee

retention. Managers should implement retention strategies that reduce both training and

recruitment costs by providing career opportunities that will motivate their workers to

stay.

Appreciation of workers enhances employee retention. Facer, Galloway, Inoue,

and Zigarm (2014) emphasized that employees want recognition from their managers for

better work performance and appreciation for their continuous commitment to the

organization by paying the workers highly competitive salaries. Employees want to work

in an organization that guarantees future earnings (Facer et al., 2014). Both positive and

negative affectivity are indications of how workers express their emotions with certain

behaviors in relation to work performance and organizational commitment behaviors that

influence employee retention and turnover (Bouckenooghe, Raja, & Butt, 2013).

Negative affectivity makes employees exhibit low self-esteem and feel neglected in their

organizations, resulting in low work performance and increased in turnover intention

(Bouckenooghe et al., 2013). Positive affectivity makes employees feel self-confident and relevant in the organizations, resulting in better work performance, high job satisfaction, and reduced turnover intention (Bouckenooghe et al., 2013). Facer et al. (2014) posited that a better working environment promotes a strong interpersonal relationship between the managers and the employees, which encourages reduced employee turnover. Managers should employ a turnover-retention relationship to increase employees' work performance (Bouckenooghe et al., 2013). Samnani and Singh (2014) suggested that managers should seek, employ, and retain high performing employees to ensure better employee job performance. Managers should put in place strategies that encourage reductions in uncivil behaviors in the workplace to reduce employee turnover intent (Ghosh et al., 2013). Managers should implement strategies that promote positive behaviors between employees and their managers, which will improve the interpersonal relationship between managers and their employees and reduce employee turnover.

Employee turnover can be costly for organizations. Farooq and Farooq (2014) posited that employee turnover might be costly because firms not only lose highly skilled workers, but also incur the expense of replacing those employees who leave the organization. Karatepe and Vatankhah (2014) suggested that to reduce employee turnover intentions, managers should devise better strategies for reducing workers' emotional stress. Huffman et al. (2014) posited that negative employee support from their family might affect the retention level and turnover cost of employees in the organization. Nwosu (2014) emphasized that a well-structured induction program enables new employees to stay with their organization, thereby promoting increased employee

retention and reduced turnover. Zhang (2016) argued that the human resources management practices should affect employees' work attitudes and promote healthy performance to help reduce employee turnover and promote job satisfaction. Managers should devise strategies for healthy relationships in the workplace that promote positive work attitudes among workers.

Organizational economic challenges may lead to employee turnover. Tschoop et al. (2014) argued that economic and social situations influence employee turnover and retention because a rise in workers' job satisfaction reduces employee turnover and helps promote employee commitment to their jobs and organizations. Karatepe and Shahriari (2014) argued that employees who have financial instability and have no skills that make them competitive to secure a new job easily if they decide to leave their present job, might decide to retire late to save enough money. Managers should implement strategies that will accommodate negative changes in economic and social situations to reduce employee turnover.

Job Satisfaction

Organizational managers should aim to improve workers' job satisfaction. Mathieu et al. (2016) stated that job satisfaction is an individual state of mind that involves a desire for growth and development. Felfe and Schyns (2014) suggested that organizational decision makers should address employee attrition because it could affect workplace productivity and morale. Deeba et al. (2015) argued that job satisfaction acts as an antecedent of selection ratio, which is a determinant of organizational commitment. Karatepe and Shahriari (2014) suggested that investing in the satisfaction of workers

enables an organization to create a system that not only provides an advantage over competitors, but also supports itself. Cascio (2014) argued that workers are emotionally motivated to be committed to their jobs and organizations when they are satisfied with their jobs. Job satisfaction and better work performance are results of successful career orientation that promote increased retention and decreased employee turnover (Tschoop et al., 2014). Job satisfaction helps to curb or reduce turnover rate, promotes employee retention, and stabilizes the work-life balance of the employees (Park & Levy, 2013). When employees are satisfied with their job, it can have positive effects on their social or family life.

Clear setting of employees' roles improves job satisfaction. Van De Voorde and Beijer (2014) posited that a lack of proper clarification of workers' roles in the organization may lead to low work performance and a lack of job satisfaction, which decreases employee retention and increases employee turnover. Managers should outline their employees' roles and functions clearly and delineate the effective process of performing such roles and functions. A lack of clarification of workers duties may limit the workers' abilities to perform their duties to their full potential (Madera, Dawson, & Neal, 2014). Saeed et al. (2014) emphasized that workers who identify with the organizations exhibit improved performance, are more committed, and derived higher job satisfaction than workers who neither identify with their organizations or are not committed to their job. Managers should outline their employees' roles and functions so that employees understand and can perform their duties as required.

Managers need to motivate their workers to improve their job satisfaction. Mathieu et al. (2016) posited that job satisfaction affects employee turnover and pointed to the need for managers to encourage better employee performance that would increase employee retention. Managers need to strategize better ways of retaining their skilled employees. When workers experience sustained increase in individual job satisfaction and increased employee work performance, employees expect future increases in job satisfaction (Mathieu et al., 2016). Huffman et al. (2014) emphasized that work interferences with family issues, which leads to a lack of job satisfaction and lowers an employee's organizational performance. Huffman et al. also revealed that job satisfaction promotes better work performance, increased employee retention, and reduced employee turnover. Van De Voorde and Beijer (2014) suggested that a lack of clarification of the purpose and role for an employee might not create a positive impact on organizational commitment and job satisfaction. McManus and Mosca (2015) posited that employees experience different levels of emotional labor variability that might influence their attitudes to work, job satisfaction, and work performance. Managers should develop and implement strategies that motivate their workers to develop positive attitudes to work by creating a workplace that allows workers to perform to their full potential.

Organizational managers should strive to improve job satisfaction to enhance performance. Habib et al. (2014) posited that employee commitment and job satisfaction are important for an organizational system that helps to shape the attitude and performance of employees. Cascio (2014) emphasized that employees exhibit better work performance and job satisfaction where there is job security compared to companies

where there is job insecurity. Karatepe and Vatankhah (2014) posited that age, level of education, and working environment influence job satisfaction. Tschoop et al. (2014) argued that job satisfaction and better work performance are the results of successful career orientation that promote increased employee retention and reduced employee turnover. Tschoop et al. emphasized that economic and social situations influence employee turnover and retention, because a rise in workers' job satisfaction reduces employee turnover and helps to promote employee commitment to their jobs and organizations. Managers should put in place strategies that provide incentives to their workers to motivate them to improve their job satisfaction.

Motivation

Managers must strive to motivate their workers to be at their best and stay with their organization. Motivation is an individual desire and willingness to attain a set objective or goal. Motivation in management allows for the attainment of goals, whereas the absence of motivation leads to the nonattainment of goals (Herzberg et al., 1959; Herzberg, 1987). Felfe and Schyns (2014) suggested that cost effectiveness is achievable through employee assistance program services, flexible work options, wellness programs, and voluntary benefit options that can help boost employee engagement. Managers need to put in place resources that make employees feel satisfied with their jobs and motivated to stay with their organizations. Felfe and Schyns suggested that leaders should support their workers to enhance commitment to their jobs and organizations. The idiosyncratic deals (I-deals) between the employees and the organizations should include workers being comfortable with their jobs by providing motivating incentives, such as training

and educational programs, to foster the skills and knowledge of the workers to perform their work more efficiently (Felfe & Schyns, 2014). Managers should provide motivating incentives to their workers, such as training, competitive pay, and other benefits to encourage their workers to perform to their full potential and improve retention.

Leaders who demonstrate ethical behaviors motivate their workers. May, Chang, and Shao (2015) argued that unethical behavior exhibited by employees in an organization may be due to the moral identification of the firm, which determines employees' response to their job, commitment to the establishment, and intention to leave the organization. May et al. (2015) argued that managers with high moral values and with greater levels of ethical standards should recruit and retain people who have the potential of identifying and upholding the high moral values and greater ethical standards of the organization. Managers should strive to improve on the public image of their organization by improving their ethical standards.

Level of rewards available to workers acts as an incentive to motivate workers to stay. McManus and Mosca (2015) posited that job satisfaction and pride could enhance an organization's external reputation and reduce employee turnover. McManus and Mosca argued that hotel managers, who do not assess the emotional needs of their employees but rely on employees to use their initiative, tend to experience reduced employee retention. Bussin and Van Rooy (2014) argued that employees have different perceptions about rewards, and higher rewards given to employees would motivate employees for greater commitment to their job and organization. Bussin and Van Rooy emphasized that employees attach different values to different organizational rewards.

Huffman et al. (2014) posited that positive spouse support improves employee behaviors, increases workers' performance, and decreases employee turnover. Gupta and Shaw (2014) argued that employees move or leave a job to enhance their career advancement and obtain better work compensation. Managers should implement strategies that rewards their employees for improved performance and motivates the commitment of workers to both their job and organization.

A comfortable working environment motivates workers' performance. Cascio (2014) emphasized that employees have to be emotionally motivated to get committed to their jobs and organizations. Karatepe and Shahriari (2014) argued that older employees sometimes feel that retirement is a better option than seeking a new job. Karatepe and Shahriari also emphasized that working environment, employee financial status, employee skill, and experience are contributing factors that determine when workers retire. Cascio (2014) suggested that workers in the hospitality industry should earn better pay and work benefits in order to motivate them to perform and get committed to both their job and organization. Doing so, they argued, would help to increase employee retention. Managers should make the workplace healthy for their workers, provide job security, and give them competitive pay to motivate workers to stay.

Organizational Commitment and Culture

Organizational commitment and culture affect employee retention. Habib et al. (2014) stated that commitment refers to the values and dedication attachment that employees have towards their work and their organization that determine how committed and loyal the employees are to their establishments. Cascio (2014) suggested that

employees' commitment and job satisfaction are important to a better organizational system for shaping the attitude and performance of the workers. Workers have to be satisfied with their jobs to develop a sense of commitment, as exhibited by high performance and greater levels of productivity (Cascio, 2014). Cascio argued that management that allows workers to participate in decision making promotes increased performance improves workers' commitment to their jobs and organizations. Positive behavior that promotes workers' commitment to their jobs promotes employee retention and reduces turnover intention (Mathieu et al, 2016). Managers should implement strategies that will improve workers' satisfaction, which will enhance their performance and increase their level of commitment.

Wellbeing of workers affects organizational commitment. Habib et al. (2014) emphasized that better employee wellbeing makes workers exhibit better interpersonal behavior that enhances employee work performance, organizational commitment, and employee retention. Employees who experience difficulty obtaining adequate information from their managers might not contribute or put in better work performance in their job activities (Davis, Shevchuk, & Strebkov, 2014). Highly skilled individuals with a moral attachment to an organization will be willing to work in a socially responsible organization (May et al., 2015). Chong and Besharati (2014) posited that employee wellbeing influences many work outcomes, such as organizational commitment, better work performance, increased employee retention, and reduced employee turnover. Davis et al. (2014) suggested that worker wellbeing should be paramount in promoting worker performance, organizational commitment, and job satisfaction. May et al. (2015) argued

that moral identification could influence both the future and present employees' daily activities that affect the manager's ability to attain the organization's goals and objectives. Managers should implement strategies that improves the wellbeing of their workers to improve job satisfaction and encourage workers' commitment.

Managers should avoid any form of discrimination in the workplace. Managers should develop strategies to reduce employment discrimination (Bourke et al., 2014). Farooq and Farooq (2014) suggested that managers should ensure that all employees enjoy equal treatment irrespective of their race, color, ethnicity, or cultural orientation. Bussin and Van Rooy (2014) argued that the perceptions of employees concerning rewards or compensation affect employees' reaction and attitudes to their job and their commitment to their organization. Perceptions of employment discrimination decline when managers incorporate equal job opportunities in the recruitment, selection, and compensation of their workers, as well as when management ensures that every employee feels respected, relevant, and valued by both their managers and coworkers (Kwon, 2014). Kim et al. (2015) argued that employees with low levels of emotional attachment to their organization, due to a lack of job security, have few opportunities for career advancement. A lack of better managerial strategies in place to motivate workers might result in reduced commitment and work performance. Nwosu (2014) suggested that managers using effective induction programs enable new employees to adopt the culture of the organization, which may reduce any sense of insecurity and lead to better work performance. Managers should avoid all forms of discrimination in their organization by ensuring the equal treatment of workers.

Strong interpersonal relationships in the workplace improves organizational commitment and culture. Habib et al. (2014) argued that managers should strengthen the relationships between their employees and managers to enhance better cultural and environmental responsiveness. Psychological ownership is useful for organizational progress because it gives employees a feeling of responsibility and commitment to organization (Khalili, 2014). Khalili (2014) emphasized that psychological ownership might act as a determinant of employee commitment and loyalty to the organization, which helps to increase employee retention and reduce employee turnover. Cascio (2014) argued that for employees to get committed to their job, the workers have to feel satisfied with their work and exhibit this through high performance and greater level of productivity. Zhang (2016) posited that human resources management practices could influence employees' loyalty and commitment to their organizations. Zhang argued that human resources management (HRM) practices could influence employees' loyalty and commitment to their organizations. Managers should create a workplace that will make their employees feel satisfied with their job.

Performance

Organizational managers want their employees to improve their work performance. Positive employee performance increases the likelihood that organizational goals will be attained (Samnani & Singh, 2014). Wang et al. (2014) argued that performance appraisal and working environment influence employee turnover. Wang et al. indicated that personal bias might influence employee performance, which decreases job satisfaction and results in greater intention of workers to quit their job. Increased

employee retention plays a role in high performance work systems because lower turnover decreases the need for hiring and training new employees (Saeed et al., 2014). Worker performance and attitude toward work will be different in a good working environment with positive feelings of job security and less workload (Habib et al., 2014). A decline in employee performance requires competent management to revive and maintain efficient and effective organizational performance through job satisfaction that promotes increased employee retention and reduced turnover rates in an organization (McManus & Mosca, 2015). Managers should put in place strategies that will motivate workers to perform at their full potential, which will improve their job satisfaction and commitment to their job and organization.

Organizational managers' treatment of their workers can help to improve their performance. Employees who do not obtain adequate information from the organization's leaders may have decreased work performance (Habib et al., 2014). Managers should understand that process fairness is relevant to employees who are willing to remain in the organization because employees who perceive that their leaders are being fair in their relationships or dealings with workers will exhibit better work performance (Samnani & Singh, 2014). Van De Voorde and Beijer (2014) emphasized that a lack of clarification of employee duties might reduce employees' abilities to perform to their full potential. Pohler and Schmidt (2015) posited that the level of salary paid to employees affects work performance. The greater the pay level of satisfaction derived by the employees, the greater the workers' performance and organizational commitment, which helps to promote increased employee retention and reduced turnover intention (Pohler & Schmidt,

2015). Managers should provide clarity of employee duties and other incentives to enhance level of job satisfaction and improve workers' performance.

Improvement in job satisfaction enhances workers' performance. Mathieu et al. (2016) posited that stress hinders leaders' ability to achieve effective management and work performance. Huffman et al. (2014) argued that negative worker behavior, such as dissatisfaction and a lack of motivation toward their job, leads to deceased worker performance and increased employee turnover. Better interpersonal relationships between the employees and managers help to reduce job stress and promote employee performance (Karatepe & Vatankhah, 2014). Samnani and Singh (2014) argued that employees who believe that they are a relevant part of the organizations are more committed to their companies, which results in high work performance. Zhang (2016) suggested that managers should embrace training and educational programs to enhance better recruitment and evaluation of workers assigned to a job where they are more competent and yield greater work performance. Gupta and Shaw (2014) posited that for better quality work performance and services, hotel managers should compensate their workers with good pay. Zhang argued that organizational managers should ensure that (HRM) practices reflect employees work attitudes that promote healthy work performance, thus reducing employee turnover and promoting job satisfaction. Managers should pay their workers competitive salaries and maintain a strong interpersonal relationship between themselves and their workers to improve job satisfaction and job performance.

Productivity

The level of productivity will increase with better compensation packages and improved quality working environments. Productivity is the amount of work contribution made by an employee to increase the organization's level of production (Samnani & Singh, 2014). Kim et al. (2015) posited that most employees want to be productive and contribute to organizational growth and development, and this requires better working relationships. Although a competitive salary is important, it is not usually the most important factor. Workers leave a job to foster or enhance their career advancement and to obtain better compensation (Gupta & Shaw, 2014). Gupta and Shaw (2014) suggested that employees should be encouraged to move freely where the workers believe that they will be more productive and acquire better work experience. Better compensation packages help to increase productivity among high performing workers (Gupta & Shaw, 2014). Kandampully, Keating, Kim, Mattila, and Solnet (2014) also suggested that managers should make better compensation packages available to high performing employees to discourage them from leaving their job. Kim et al. argued that profitability does not necessarily equate to or result in societal value. Managers should implement strategies to increase job satisfaction and improve work performance.

Every good organizational manager strives to increase productivity for his or her organization. Many people are emotionally exhausted due to the nature of their job, the lack of support, and the lack of remuneration to compensate for a high workload, all of which combine to reduce the productivity of workers and worsen employee work performance and commitment (Pohler & Schmidt, 2015). Productive workers affect the

future of a business by helping to generate consistent improvement in productivity (Aguinis & O'Boyle, 2014). Productive workers are available at every level in the organization, even at the highest managerial level. When a productive worker who is highly skilled decides to leave the organization, the absence might result in a reduced productivity level, increased turnover cost, and worsened employee retention (Aguinis & O'Boyle, 2014). Aguinis and O'Boyle (2014) argued that leaders should retain self-motivated workers to promote continuous increases in organization productivity. Managers should implement strategies that will allow the recruitment of skilled or productive workers with adequate experience to enhance organization production levels.

Emotionally unattached workers in an organization will decrease the level of production. According to Kim et al. (2015), organizations that have high numbers of emotionally unattached workers might result in lower productivity and promote a high rate of employee turnover. Karatepe and Kilic (2015) suggested that managers should motivate their employees to maintain positive emotional stability to achieve better work performance, reduce employee turnover intention, and increase employee retention. Gupta and Shaw (2014) emphasized that the employees should leave if they believe that they would be better compensated and, productive and acquire better job experience elsewhere. Bilau et al. (2015) argued that the health conditions of the employees, such as hypertension and depression, could influence employee work performance-because employees who are happy and emotionally stable would perform better than unhappy and emotionally disturbed employees would. Managers should implement strategies that will

reduce the number s of emotionally unattached workers in their organization to increase the level of production and to reduce employee turnover.

Retention Strategies

Organizational managers need to develop and implement effective retention strategies. A retention strategy is necessary to secure inflows of skilled and managerial staff (Milman & Dickson, 2014). Cascio (2014) argued that even in a slow economy, organizations are concerned about keeping their top employees and ensuring that the most highly skilled workers are encouraged to stay. Hotel leaders should motivate their employees to improve work performance and job satisfaction (Strom et al., 2014). Organizations aim at retaining their top skilled management to maintain their competitiveness in their chosen industry because the high performance of key workers is necessary for the attainment of goals (Strom et al., 2014). Freedman and Kosova (2014) suggested that to maintain employee retention, managers should provide a working environment that brings out the potential in their employees. Kim et al. (2015) revealed that management should blend their operations with the dynamic labor and market system including both internal and external influences. Kim et al. also suggested that for organizations to ensure sustainability and retain employees, managers should ensure proper implementation on managing a relationship with customers. Organizations should try to prevent the adverse effects of not practicing work-life balance by promoting better quality of life for their employees (Park & Levy, 2014). Managers should implement strategies that enhance the wellbeing of their workers and promote a strong working relationship between the employees and their managers to improve employee retention.

Managers should incorporate effective HRM practices and policies into their retention strategies to enhance employee retention. Kim et al. (2015) posited that corporate responsibility should go beyond managing the internal business. Instead, managers should focus on the ability of the organization to manage its internal environment to ensure better work performance, increased returns on investment, and reduced employee turnover. The more that workers identify with an organization, the more the workers will embrace the values, norms, and policies of the organization (Saeed et al., 2014). Pohler and Schmidt (2015) suggested that managers should put in place better HRM practices and policies that would address and minimize emotional exhaustion and improve employee work performance and commitment to both their job and their organization. Samnani and Singh (2014) posited the need for managers to invest enough funds to employ, train, and retain high-performing workers to ensure better organizational commitment and to promote job satisfaction. Some employee turnover is inevitable due to death and retirement, and Milman and Dickson (2014) stated that management should plan for death and retirement by having suitable, skilled workers in place to replace each key employee, as well as a plan to make the transition smooth and successful. Milman and Dickson emphasized that proper organizational planning for the organizational future would increase employee retention. In order for managers to achieve success in a competitive business environment and provide better quality organizational services, the leaders must learn to recruit and retain highly skilled workers (Deeba et al., 2015). Organizational managers should incorporate effective HRM

practices and policies into their retention strategies to enhance job satisfaction and promote improved work performance.

Organizational managers should hire individuals who share the organization's values and aspirations. Managers should promote effective information sharing about the organization and allow the employees to get involved in decision making (Pohler & Schmidt, 2015). Samnani and Singh (2014) argued that low work performance, reduced employee morale, and increased turnover are the outcomes of a lack of an effective organizational strategy. Bilau et al. (2015) suggested that managers should put in place strategies to reduce job stress and employee turnover. Karatepe and Shahriari (2014) suggested that managers should be mindful in their selection process and hire only individuals who share values and aspirations consistent with the organization. Madera et al. (2014) posited that a lack of manager clarification of workers' roles in the organization might lead to low work performance, a lack of job satisfaction, increased employee turnover, and reduced employee retention. Businesses develop induction programs to act as a guide for new employees to know their job descriptions and duties including the policies and culture of the organization to promote work performance (Gershengorn, Kocher, & Factor, 2014). Kandampully et al. (2014) emphasized that managers should put in place strategies that ensure new employees learn how to perform their job and allow for improved employee retention in the organization. Organizational managers should implement retention strategies that allow the hiring of individuals who share the organizational values and aspiration to encourage them to stay.

Organizational managers must implement effective retention strategies in their operation. Khalili (2014) suggested that managers who want to increase employee retention should allow for the psychological ownership of their workers, where employees feel a sense of belonging and believe that they are a relevant part of the organization. Gershengorn et al. (2014) suggested that managers' success depends on the ability of their employees to attain the organization's goals and objectives. Kim et al. (2015) argued that responsible managers strive to blend their operation with the dynamic labor and market system, including both internal and external influences. Milman and Dickson (2014) suggested that leaders put in place strategies to improve the wellbeing and health of their employees to promote better work performance, increased job satisfaction and commitment, and increased employee retention. Kandampully et al. (2014) suggested that employees in the hospitality industry should earn better pay in addition to other work benefits in order to motivate them to perform better and get committed to both their jobs and the organization. Doing so would increase employee retention. Managers should implement effective retention strategies that will promote better work performance, enhance job performance, and improve employee retention.

Transition

Employee retention and employee turnover pose challenges for many businesses. Section 1 comprised the problem statement and purpose statement, where I justified using the qualitative method and a descriptive, multiple case study design. The section also contained interview questions and the theoretical framework, assumptions, limitations, and delimitations of the study. Section 1 ended with the significance of the study and a

review of professional and academic literature. The literature review included a focus on literature concerning (a) employee retention, (b) employee turnover, (c) motivation, (d) job satisfaction, (e) organizational commitment and culture, (f) performance, (g) productivity, and (h) retention strategies.

Section 2 contains a summary of nine elements: (a) the project, (b) the purpose statement, (c) participants, (d) research method and design, (e) population and sampling, (f) ethical research, (g) data collection instruments, (h) data analysis technique, and (I) reliability and validity.

Section 2: The Project

In this section, I discuss the details of the quantitative methodology. Qualitative inquiry offers different theoretical assumptions, strategies of inquiry, and approaches of data collection, investigation, and interpretation (Yin, 2015). I applied qualitative research to explore the strategies that hotel managers used to improve employee retention and reduce turnover costs in the hotel industry. One significant source of case study information is the interview (Yin, 2014). Hotel managers participated in the study through interviews.

I provide information related to the population under study, which included four managers, one from each of four hotels in Prince Georges County, Maryland. I then present a discussion of the ethical considerations related to this research. This presentation includes details on data collection, data organization, and data analysis. I conclude this section with an examination of reliability and validity followed by the transition and summary.

Purpose Statement

The purpose of this qualitative, exploratory multicase study was to explore the strategies that hotel managers used to improve employee retention and reduce turnover costs in the hotel industry. The population for this study included four managers, one from each of four hotels, who used strategies to improve employee retention and reduce turnover costs in the hotel industry in Prince Georges County, Maryland. The study contributed to positive social change by assisting hotel managers with improving the sustainability and retention of workers by developing and implementing employee

retention strategies that increased employment and improved the standard of living of the local residents. Businesses that retain their employees contribute to the vibrancy of local communities through participation in events such as sports development and giving of funds for after school programs.

Role of the Researcher

As the researcher, I selected potential participants purposively in this study. A researcher must ensure the mitigation of ethical concerns and protect the privacy of the study's participants (Palmer, Fam, Smith, & Kilham, 2014). I selected the research methodology and design to recruit, collect, and analyze the data. The study entailed conducting four semistructured interviews and collecting business documents from hotel managers in Prince Georges County, Maryland. I collected data through face-to-face interviews and document collection. If the participants were not willing to share documents regarding their retention strategies, I searched for all public information available, including the businesses' websites, for data related to the study.

I was familiar with the topic of this study because I am a financial analyst with experience with retaining employees. Moustakas (1994) emphasized that qualitative researchers use bracketing by documenting and describing their experiences regarding the phenomenon before studying the phenomenon from a fresh perspective. Minimizing bias must be a primary concern in qualitative research, especially in a situation where the researcher has direct contact with the participants (Malone, Nicholl, & Tracy, 2014). Qualitative researchers must minimize error and researcher bias (Cairney & St. Denny, 2015). Malone et al. (2014) suggested that bracketing fosters analytical quality and

promotes insights to maintain personal awareness during the research process. To

mitigate bias, I identified with the use of epoche or bracketing. Moustakas recommended

that a qualitative researcher use epoche by documenting and describing his or her

experiences regarding the phenomenon before studying the phenomenon from a fresh

perspective. Moustakas's idea of implementing a mitigating bias technique has increased

my alertness of my feelings about the phenomenon under study. A clear understanding of

the integrated bracketing process during the entire case study design will promote

trustworthiness (Malone et al., 2014). It was better for me to acknowledge underlying

perceptions of my research topic to mitigate bias in data with the use of bracketing. I had

no personal or professional relationships with any of the hotel organizations or managers

who participated in the study.

In qualitative research, a researcher may use member checking or respondent

validation to enhance the validity of the study (Yin, 2015). Subcategories of member

checks include descriptive validity, interpretive validity, and confirm validity.

Researchers share their findings with the participants involved in a study to allow

participants to analyze the findings and provide comments (Robinson, 2014). Robinson

(2014) clamed hat having the participants confirm the accuracy and completeness of the

summaries of their interviews will create study integrity. Respondent validation occurs

during data collection when researchers receive feedback on the accuracy of the data

given, as well as the researcher's interpretation of the data.

The Belmont Report (U.S. Department of Health and Human services [HHS],

1979) includes guidelines and ethical values for the protection of humans used as

research participants. Researchers and participants are protected when they comply with the guidelines of Belmont Report. The Belmont Report outlined the three ethical principles, as well as the proper application proper of the principles, which include beneficence, justice, and personal respect. It was necessary for me to obtain ethical approval from the Walden University's Institutional Review Board (IRB) before engaging research participants and prior to collecting of any data. Approval from the IRB, as well as training from the National Institutes of Health, demonstrated my awareness of the need for the ethical treatment of participants.

In the development of the interview questions, I wished to explore the strategies that hotel managers use to improve employee retention and to reduce turnover costs in the hotel industry. Quantitative researchers rely on observing protocols as a tool to achieve commonality by adding to the consistency and reliability of the research study sessions (Sparkes, 2014). Qualitative researchers have a high degree of freedom in their methods, the manner of conducting interviews, and the techniques used to analyze data (Yin, 2014). I used an interview protocol (Appendix A) to ensure that each participant underwent the same procedure.

Participants

Purposeful sampling was used to obtain participants for this study. Purposeful sampling is a nonprobability sampling technique that is relevant for a particular group because of their characteristics (Marshall, Cardon, Poddar, & Fontenot, 2013). The process of purposeful sampling includes targeting a population that meets certain established criteria (Marshall et al., 2013; Turner, Kim, & Anderson, 2013; Wang, 2015).

I conducted four semistructured interviews and collected business documents from hotel managers in Prince Georges County, Maryland. I purposefully selected and invited participants to take part in voluntary interviews in the study. I was the only data collection instrument in this study. The selection criteria included two attributes: (a) participants who managed hotel establishments in Prince Georges County, Maryland and (b) participants must who were least 18 years of age. Voluntary participation will increase the honesty of responses, as individuals who willfully submit responses will not feel pressured to do so (Marshall et al., 2015).

Permission from the Walden University IRB was necessary before conducting the study to ensure participants' protection. The IRB received a request to approve the study, including the proper ethical procedures to follow for avoiding human rights violations. After I received approval from the Walden University IRB, I proceeded to identify and recruit participants in Prince Georges County through personal contacts and by searching public database, such as hotel websites and with the use of the snowballing technique. Griffith, Morris, and Thakar (2016) suggested that when a researcher interviews participant, he or she should ask the participant if they could recommend other candidates they feel would be willing to participate. Griffith et al. referred to this as snowballing. I used the snowballing sampling technique to identify eligible participants.

Study participants received an informed consent that I used to explain the nature of the study. Participation was only available to participants who were willing to share information in an open and honest manner. Based on responses, I then sent letters of invitation that outlined the intent of the study, which included participant consent forms.

Participants reviewed and signed the consent forms. Each participant received an identification number in the form of P1 to P4 to distinguish the interview responses. Each participant in a study should receive an identification number to distinguish the interview responses for the purpose of transcribing and coding the data (Alby & Fatigante, 2014; Morse & Coulehan, 2015; Turner et al., 2015). In conducting research, researchers must ensure that the identity of the participants will remain confidential to protect their organizations and job descriptions (Alby & Fatigante, 2014; Brockington, 2014; Cairney & St. Denny, 2015), which I adhered to in this study. I reminded participants that withdrawal at any time is an acceptable option. After gaining participant approval, I provided a review of the terms of confidentiality to each participant in person.

Protection of participants' data was of utmost importance in this study. One strategy to build and establish a working relationship with participants is to maintain trust. Researchers should build and establish honesty and trust with the participants about the intended outcome and purpose of the study (Robinson, 2014). I built trust with the participants by ensuring that the use of data collected were used only for the research and that the participants had a copy of the outcome of the study. Data protection included labeling the collected interview data from P1 through P4 to keep participants' names private and storing the consent forms and interview recordings in secure folders. Brett, O'Neill, and O'Gorman (2014) recommended that researchers should ensure the confidentiality of collected data in a secured location. Following Brett et al.'s recommendation, after 5 years, I will erase the electronic files and shred the paper files.

Research Method and Design

Research Method

Research methods include qualitative, quantitative, and mixed-methods approaches. The research method I chose was quantitative. The purpose of this study was to explore the strategies that hotel managers used to improve employee retention and reduce turnover costs in the hotel industry. The use of the qualitative approach is suitable when the purpose of a study is to explore phenomena indepth or to study qualitative data, such as interview responses (Moustakas, 1994). Using qualitative research gives in-depth accounts of data sources and analysis (Cairney & St. Denny, 2015). Qualitative researchers explore a phenomenon, while quantitative researchers examine data that are numerical in nature and can be analyzed using statistical methods (Wells, Kolek, Williams, & Saunders, 2015). Qualitative researchers cannot reference well-known data sets and statistical tests as quantitative researchers can (Wells et al., 2015).

The qualitative study is used to observe behaviors and trends and, by asking open-ended questions. Researchers use the qualitative method to focus on a small number of participants and to gain in-depth insights into their perceptions and lived experiences (Yin, 2014). Qualitative or quantitative methods are equally suitable for social research, but qualitative methods are more suitable for the exploration of a phenomenon (Uluyol & Acki, 2014). Selecting an appropriate method and design is necessary to increase the reliability and validity of the results (Yin, 2014). Qualitative methods are appropriate for several types of studies and provide a richness of data, but they are not appropriate for examining relationships between variables (Yin, 2014).

Researchers use a mixed-methods approach to reconcile concerns related to the shortcomings of applying one method alone (Sparkes, 2014). Mixed-methods researchers integrate both quantitative and qualitative methods in an attempt to capitalize on the strengths of each method (Yin, 2014). In a mixed-methods study, researchers use deductive research (quantitative) to test the hypothesis and inductive research (qualitative) as a basis for collecting data using interviews and observations (Sparkes, 2014). Quantitative research involves providing and testing an already-conceived hypothesis (Sparkes, 2014). Quantitative studies involve the use of numerical data and statistical analysis (Vasquez, 2014). The use of quantitative research permits the researcher to determine the cause and effect relationship between two variables, independent, and dependent (Yin, 2014). The quantitative component made the mixed-method approach not appropriate for this study. My IRB number was 08-08-17-0492505.

Research Design

The research design was a multiple case study. Research design refers to a plan that involves exploring research questions and drawing conclusions for a study to be part of a model or report (Cairney & St. Denny, 2015). Phenomenology, ethnography, and case study are qualitative designs (Yin, 2014). Researchers use the case study design to collect data from multiple sources to gain access to evidence and understanding of the experiences of the contextual phenomena (Yin, 2015). Yin (2014) posited that researchers could use semistructured, face-to-face interviews as the primary data collection approach. I used semistructured, face-to-face interviews as the main source of data collection. A case study design allows a researcher to gain insight into contextual

situations because it puts more emphasis on the situation surrounding the experiences in comparison with the lived experiences (Liebman et al., 2014). Researchers typically use a case study design when they seek to explore a contemporary subject where it may be difficult to distinguish between the phenomenon under study and its context (Cronin, 2014; Yin, 2014). An ethnographic study involves the researcher conducting extended participant observations of situations surrounding the shared beliefs, the language of a group, and the deportment that develops over a period of time (Yin, 2015). Observations in ethnographic design can result in an overview of a phenomenon under study (Reich, 2015). Researchers use ethnographic studies to explore the activities, behaviors, and culture of a community for extended periods (Yin, 2015). In this study, there was no involvement of exploring the culture of a community for an extended period, which made an ethnographic approach not suitable for this study.

The phenomenological design is useful when researchers seek to interpret lived experiences from the perspectives of others (Yin, 2015). Phenomenology is an appropriate design when a scholar wants to focus mainly on the phenomenon of lived experiences to the exclusion of the context (Moustakas, 1994). When researchers use phenomenology, there is a narrow focus to the study because of interpreting perspectives from the lived experiences of others (Robertson & Thompson, 2014). Therefore, the phenomenological design was not appropriate for this study.

Population and Sampling

Qualitative researchers develop a plan for how the research has evolves with an outlined strategy for population identification and participant recruitment (Yin, 2015). I

selected four participants for this qualitative, exploratory, multiple case study to explore the strategies that hotel managers used to improve employee retention and to reduce turnover costs in the hotel industry. The participants responded to open-ended interview questions. The researcher should draw out participants' answers to build a deep and rich context (Yin, 2014). Robinson (2014) recommended that purposeful sampling and asking follow-up interview questions would help to support interview-based qualitative research. In this study, I incorporated semistructured interviews. McIntosh and Morse (2015) suggested that when conducting an interview, the interviewee or participant involved might decide to respond to a variety of questions with a range of methods and adaptation to the questions. The participants consisted of individuals who were hotel managers. Data saturation involves bringing new participants into the study until there is no new information coming from the data collection (Yin, 2015). When researchers receive sufficient depth of information and redundancy of data then the saturation of data occurs (Devlen et al., 2014).

Purposeful selection involves selecting participants who meet certain criteria. Researchers who use purposeful sampling create a descriptive analysis of the phenomenon (Roy, Zvonkovic, Goldberg, Sharp, & LaRossa, 2015). During the face-to-face interviews, I conducted purposeful exploration using open-ended interview questions. Participants received a consent form to determine if they were willing to complete the interviews. There were follow-up conversations by telephone to seek clarity of participant responses. In qualitative research, a researcher may use member checks or respondent validation to enhance the validity of the study (Yin, 2015). Subcategories of

member checks include descriptive validity, interpretive validity, and confirm validity.

The participants affirmed the summaries and expressed their views regarding the findings

of the study. Robinson (2014) claimed that having the participants confirm the accuracy

and completeness of the summaries of their interviews will create study integrity.

Respondent validation occurred during data collection when I received feedback from the

participants about the accuracy of the data given, as well as my interpretation of that data.

Researchers use one central question with several open-ended, interview questions in

qualitative research (Emmel, 2015). Based on participants' responses, I investigated

further and followed up with additional questions to explore the strategies that hotel

managers use to improve employee retention and to reduce turnover costs. Qualitative

researchers have freedom in the use of method, techniques, and conducting of interviews

used in analyzing and collecting data (Robinson, 2014).

Ethical Research

Ethical issues arise when a research study deals with human participants

(Brockington, 2014). In this study, human participants provided answers to interview

questions. Researchers should disclose every aspect of qualitative research to the

participants (Yin, 2014). The concept of ethical issues needs validation, which requires

disclosing all aspects of the research to participants in the study (Palmer et al., 2014). I

used the informed consent form to state the measures that were taken to ensure the

application of ethical processes during the entire course of the study. I sent a consent

form to participants to review and sign if they decide to participate. Participation in this

study was voluntary. If a participant wished to withdraw at any point during the study,

even after the conclusion of data collection, I honored the request. Participants could also

contact me by phone or e-mail to withdraw, with no further explanation. I removed all of

a participant's information from my files by shredding printed information and erasing

electronically stored information. Participants did not receive financial compensation.

Precautionary measures to ensure anonymity included (a) the use of an assigned labeling

to identify participants instead of the use of participants' names and (b) use of the

assigned identification labels to reference the participants in the research results.

Obtaining informed consent from participants helps to avoid potential harm to

respondents through ethical assurance, which protects the participants' rights to privacy,

by maintaining honesty and ensuring confidentiality (Palmer et al., 2014). In the

participant consent form, I clarified that participation in the study was voluntary, which

allowed individual participants to withdraw or remove themselves at any time without

prior permission or penalty. The participants received a copy of their completed

interviews. Notification to participants was made via telephone to enable accurate

scheduling of interview dates and time. I will keep all the data collected from the

interviews in safe storage for 5 years to protect the participants and the organizations

involved. My IRB number was 08-08-17-0492505.

Data Collection Instruments

The purpose of conducting interviews is to gather data for the study. The

individual conducting the research is the primary instrument in a qualitative study

(Bailey, 2014). I was the primary data collection instrument in this study. The researcher

allows for the transmission of interest, values, and emotions when collecting data (Alby

& Fatigante, 2014; Robinson, 2014). Some of the primary sources for collecting

qualitative data are focus groups, observations, individual interviews, and documentation

(Cairney & St. Denny, 2015). Qualitative researchers explore participants' experiences

in-depth and associate meanings across populations (Cairney & St. Denny, 2015). I

conducted semistructured interviews, examined documents, and used member checking

to obtain information from hotel managers in Prince Georges County, Maryland. Member

checking allows participants to verify and review the interpretation of the interviews

(Harvey, 2015). Another aspect of member checking is a participant verification process

(Hudson et al., 2014). Using semistructured interview questions help researchers to

adhere to a particular set of questions received from the case-study protocol (Yin, 2014).

Using the interview questions, I explored the strategies that hotel managers use to

improve employee retention and to reduce turnover costs.

Using three methods of data collection will allow for triangulation and increase

the validity of the data collected (Roy et al, 2015). Semistructured interviews with open-

ended questions were used throughout the interviews. The purpose of interviewing is to

reveal and explore complex and concealed phenomena (Cairney & St. Denny, 2015). The

use of open-ended questions will ensure that participants give their detailed responses to

the interview questions without restrictions (Whittemore, 2014). I observed, documented,

and described the participants' responses to ensure validity and reliability, and there was

no bias in the study because I only interviewed hotel managers with whom I had no

professional or personal relationship. The procedure for achieving validity and reliability

involves receiving feedback from participants and interpreting a descriptive analysis of

the results. I used Microsoft Word and Excel to interpret the qualitative data. The interpretation of data was through a coding system using segments of color-coded text (Yin, 2014). The use of computer software allowed me to organize a large amount of data and to provide consistent data analysis.

Data Collection Technique

Data collection in qualitative research can involve direct interaction with an individual or interaction in a group setting (Bailey, 2014). I was the primary data collection instrument in this study. I collected data using the purposeful selection of participants who met the desired criteria for the study. In qualitative research, the participant sampling size is small but contains much information (Yin, 2014). Semistructured interviews allow for flexibility in follow-up questions as additional themes emerge, while also allowing for some degree of formality and consistency in the interview process (Cairney & St. Denny, 2015). I used in-depth, semistructured, face-to-face interviews as the process to collect primary data in this study. I used open-ended interview questions to gather hotel managers' experiences with implementing employee retention strategies. Using open-ended interview questions allowed me to probe participants' experiences as I observed, documented, and described the participants' responses to ensure credibility, transferability, dependability, and confirmability. Interview questions are available in Appendix A.

I set up interviews for all participants. The interview questions that I used helped me to explore the strategies that hotel managers use to improve employee retention and reduce turnover costs in the hotel industry. When the researcher is using questions that

provide participants with an understanding of the research concepts and the relationship

between the concepts, a semistructured interview is the best choice (Yin, 2015). An

advantage of a multiple case study is that the researcher collects data from multiple cases

where large samples of similar participants are not available (Yin, 2014). The advantages

of semistrucured interview technique included the (a) ability to maintain focus on the

participants and prolong questions, (b) capture of nonverbal cues and paralinguistic

behaviors of the participants, and (c) accurate screening (McIntosh & Morse, 2015). The

disadvantages of semistructured interview technique included the (a) time consuming in

conducting interviews, (b) cost involved to complete the data collection process, and (c)

lessen the accuracy and completeness of the participants' interview responses due to the

limited flexibility of interview questions. Interviews have the disadvantage of injecting

researcher bias into the research process, but they have the advantage of providing the

interviewer with the opportunity to ask follow-up questions (Cairney & St. Denny, 2015).

Member checking allows for increasing the validity of data by returning to the

participant to obtain the participant feedback of the interpretation of the interview they

provided (Harvey, 2015). Chronister, Marsiglio, Linville, and Lantrip (2014) posited that

member checking is a part of the quality control process that provides the participants

with the opportunity to review the researchers' interpretation of their statements for

accuracy. When researchers allow too much time to pass between data collection, data

interpretation, and member checking, it could lead to participants forgetting details

regarding the interviews, and the verification of the researcher interpretation of their

responses may be compromised (Morse & Coulehan, 2015; Robinson, 2014). In

qualitative research, a researcher may use member checks or respondent validation to enhance the validity of the study (Yin, 2015). Yin (2015) suggested that asking the participants to review a summary of their responses to the interview questions and company documents could increase the trustworthiness of the finalized analysis and conclusions. Therefore, following Yin's suggestion, I paraphrased the information received from the participant responses to the interview questions and the company documents pertaining to employee retention, and I then asked each participant to verify that I have accurately interpreted these.

Data Organization Technique

I collected and filed data in folders on my computer to ensure that there was no misplacement or loss of data collected. It is essential to maintain the transcribed recorded interviews, the audio-recorded copies of interviews, and backup copies of the recorded interviews as part of the data storage process (Alby & Fatigante, 2014; Cairney & St. Denny, 2015; Turner et al., 2015). Researchers must document the steps of the processes for reliability when involving case studies (Yin, 2015), which will also include eliminating transcript mistakes and ensuring minimizing coding errors. The name of the main folder was Hotel Employee Retention Study, and the names of the subfolders were P1 through P4. I updated the research spreadsheet Word-Excel log as I collected data. Research data were securely stored in two different locations; in the event of one set of data being lost, there would be a backup file. Securing both print and electronic data in different locations not only acted as a backup file, but also helped me to protect participant privacy (Bolte & Granger, 2013). I collected and stored all data at the end of

that period in a secure location, for safekeeping for a period of 5 years before destroying

the data (Brett et al., 2014).

Data Analysis

The choice of a research subject will influence question wording in an interview,

and how researchers ask questions will influence data analysis (Stuckey, 2015). The data

analysis procedure dealt with analyzing data in a manner that made an initial assessment

possible to allow for appreciable levels of inquiry. Bedwell, McGowan, and Lavender

(2015) posited that it is difficult to separate the data analysis process from the data

collection process. Morse and Coulehan (2015) stated that a qualitative researcher

encompasses ongoing data collection and analysis simultaneously. The four types of

triangulation are data, investigator, theory, and methodological triangulation. The use of

methodological triangulation will increase the trustworthiness and credibility of a case

study (Yin, 2014). I used methodological triangulation by conducting semistructured

interviews with hotel managers and collecting documents relevant to their employee

retention strategies. I used Microsoft Word and Excel software to organize data and to

provide reliable data analysis. I used codes that identified the four participants in the

study by using a letter and a number for each. The name of the code letter was P for

participant and the code number was 1 through 4. Yin (2015) recommended that

researchers review all interview notes and transcripts and then use a code system to

identify key words. I completed an analysis of the data using Microsoft Word and Excel

to create a coding process. The design enhances a process of making sense of qualitative

data and requires the creation of patterns and themes from complex data (Zheng, Guo,

Dong, & Owens, 2015). To make comparisons in emerged themes with each interview,

Zheng et al. (2015) proposed that the researcher compare responses. Yin (2014) argued

that researchers could select at least two cases when seeking to understand and compare

situations. Exploring more than two cases will produce even richer results (Yin, 2014).

Oberoi, Jiwa, McManus, and Hodder (2015) concluded that data saturation could be a

signal to the researcher that there is no need for conducting more research.

I used the central research question to understand and explore the strategies that

hotel managers used to improve employee retention and to reduce turnover cost effects.

Managers find it challenging to know that some employees tend to resist the adoption of

the corporate culture and thereby disrupt the workplace with negative attitudes that

encourage withdrawal behaviors and reduce productivity, which result in poor retention,

absenteeism, and tardiness in the organization (Habib et al., 2014). Open-ended questions

will enable interviewing participants to select from a limitless number of responses with

extensive details (Grossoehme, 2014). Yin (2015) listed five stages in data analysis that

include collecting data, separating data into groupings, grouping data into themes,

assessing the materials, and developing conclusions.

Reliability and Validity

Researchers should create and implement validity and reliability strategies that

ensure the reliability of results and trustworthiness throughout the research study (Elo et

al., 2014). Reliability deals with maintaining consistency in the study (Cope, 2014).

Reliability deals with accuracy in measurement (Elo et al., 2014).

Reliability

In order to ensure reliability, I conducted a review of literature regarding employee retention strategies in the U.S. hotel industry and produced a nonbiased report of the study findings. Dependability deals with consistency of data under similar situations (Cope, 2014; Noble & Smith, 2015). A dependable study produces replicable findings with similar conditions (Noble & Smith, 2015). Researchers use member checking to minimize biases and capture detailed information that they may unintentionally overlook, thereby helping to yield reliable information for the study findings (Robinson, 2014). Establishing and implementing reliability and validity methods is necessary within the research study to authenticate the results as being valid and trustworthy (Yin, 2015).

Data saturation will occur when sufficient depth of information and redundancy of data have been reviewed (Devlen et al., 2014). Data saturation occurred when the collection of new data did not provide additional information on the problem. I transcribed all notes in an acceptable and practicable manner. Using open-ended questions allowed the participants to respond effectively in detail.

Validity

The main purpose of qualitative inquiry is to minimize researcher bias, bringing out important information that enhances the design concept (Cairney & St. Denny, 2015). In order to explain the validity concept in qualitative research, it was necessary to differentiate between credibility and transferability, which are the quantitative equivalent of internal and external validity respectively. Credibility occurs when the participants

believe the findings of a study (Roy et al., 2015). I asked participants to engage in member checking to attain credibility. Credibility allows for the believability in a qualitative study (Cope, 2014). I used methodological triangulation by combining interviews, document collection, and reviews of data. The use of methodological triangulation will increase the trustworthiness and credibility of a case study (Yin, 2014). The use of member checking will help minimize biases and help to capture in-depth information, thereby yielding reliable information for the research (Brett et al., 2014).

Transferability is the ability to transfer present findings for use in another population or setting in future research (Noble & Smith, 2015). Research transferability involves the consistency in the study procedures every time a different researcher conducts the research (Sousa, 2014). Establishing the need for transferability regarding the constructs under examination is a key concern of any social science research (Sousa, 2014). I ensured transferability in this study by providing detailed and quality reporting of the study analysis and results in the descriptions of the characteristics of the study participants and the phenomena of the study.

Confirmability is the degree to which the results of a study are the true reflection of the participants' responses as opposed to the researcher's perception (Cuthbert & Moules, 2014; Noble & Smith, 2015). The greatest benefit of member checking is that it allows participants to verify and correct the data collected from the beginning to the end of the data analysis (Chronister et al., 2014). Harvey (2015) recommended that researchers ensure that the participants confirm their responses to the interview questions, which must align with the conceptual framework and literature to increase the

confirmability of the study. I have provided in-depth detail in the analysis and data collection to achieve confirmability and transparency.

A researcher achieves data saturation when there is no new information from data collection during the research and interview process (Marshall et al., 2013). Data saturation will occur when sufficient depth of information and redundancy of data have been received (Devlen et al., 2014). Data saturation involves bringing new participants into the study until the data are complete (Yin, 2014). The population for this study consisted of four participants. The validity in this study applied to the data that I collected and reviewed from hotel managers in Prince Georges County, Maryland.

Transition and Summary

The purpose of the research was to explore the strategies that hotel managers use to improve employee retention and to reduce turnover cost effects in the hotel industry. I conducted the study using a qualitative, multiple-case research design involving hotel managers in Prince Georges County, Maryland. The study results could assist organizational managers with having a better understanding of factors related to employee retention and employee turnover by creating and redefining their strategies to ensure increased employee retention and decreased employee turnover.

In Section 2, I stated the purpose of the study, the role of the researcher, the research method and analysis design, participants, population sampling, and ethical research. I also mentioned data collection instruments, data techniques, data analysis technique, and reliability and validity of the research study. In Section 3, I will present the findings, implications for social change, and actions for further research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative, multiple, case study was to explore the strategies that hotel managers use to improve employee retention and reduce turnover cost effect. In this section, I provide an overview of the study and present my findings. I offer recommendations for action, recommendations for further study, reflections on my experience, and a summary. This section includes the findings and themes that I developed from the data. I explain how the themes apply to professional findings and how the findings align with the conceptual framework of the study.

Presentation of the Findings

I used semistructured interviews and reviewed company documents to gain an in-depth understanding of the strategies hotel managers use to improve employee retention and reduce turnover costs. My analysis of the company documents provided a clear understanding of the career growth, compensation, benefits, and training procedures. I conducted semistructured interviews with four hotel managers, 1 hotel manager from each hotel in Prince Georges County, Maryland. The overarching research question was: What strategies do hotel managers use to improve employee retention and reduce turnover costs? I used the five core themes to explore the driving forces for motivating employees in the hotel industry, management strategies for retaining employees, strategies to promote employees' job performance, strategies for promoting employee commitment, and strategies for reducing turnover costs and encouraging job satisfaction.

Theme 1: Driving Forces for Motivating Employees in Hotel Industry

The first theme for this study was the driving forces for motivating employees. I developed four subthemes from this main theme: (a) wages, (b) acknowledgement and rewards, (c) flexible schedule, and (d) quarterly evaluations of workers' performance and training.

Wages. The participants regarded wages as the driving force for motivating and retaining employees in hotel establishments. P1 stated, "It is important to realize that employees are willing to stay with the organization provided they are well-paid." P1 emphasized, "Compensation paid to staff tends to determine to a great extent employee turnover in the hotel." P2 proposed, "Compensation pay to employees' matters in improving employee retention." Wages or compensation to workers can be a motivating factor for employees to stay in the hotel industry.

The wages theme aligns with other scholars, who have suggested the need to provide employees with wages that are commensurable with the services or performance they render to motivate them to work better. Green (2016) emphasized that managers should create wage structures that fairly compensate employee talent and performance to motivate employees to stay. Gupta and Shaw (2014) posited that employers who undercompensate their employees run the risk of trained workers quitting to seek higher benefits and wages at another organization. Employees can be motivated when they expect equal wages for the same job performance, whereas a lack of equality in wages can demotivate employees (Pouramini & Fayyazi, 2015). Managers should ensure that

their employees receive fair compensation for their performance to motivate employees' positive contribution to their organization.

The wages theme aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. claimed that pay is a motivating force that influences employee retention and turnover. Herzberg et al. emphasized that organization leaders who implement fair compensation for their employees motivate their employees to improve their performance and stay with the organization. Participants considered wages as driving forces for motivating employees.

Acknowledgement and rewards. Another motivating force for employee retention was acknowledgement and appreciation of employees through rewards. P2 stated, "We appreciate and acknowledge our workers when they perform well in terms of wage increase and rewards." P3 emphasized, "We also reward our workers for good performance and work with them to improve their skills." P4 indicated, "We motivate our workers to improve their job performance through recognizing workers performance and giving awards or rewards for good performance." The participants indicated that rewards were effective motivators for employees in the workplace.

The acknowledgement and rewards theme aligns with other scholars who supported the need for managers to appreciate their employees to promote job performance. Bussin and Van Rooy (2014) argued that employees want recognition from their managers for better work performance and appreciation for their continuous commitment to the organization. Organizational leaders should establish a recognition strategy to acknowledge employees for their work and to promote employee retention

(Kim, 2014). Positive feedback and verbal reinforcement also motivates employees

(Hicks & McCracken, 2014). Some forms of recognition include monetary increases or

bonuses, employee appreciation weeks, and management and peer nominations for

promotion.

Acknowledgement and rewards aligns with Herzberg et al.'s (1959) two-factor

theory. Herzberg et al. indicated that employees feel motivated when they are recognized

and appreciated for a better job performance. Herzberg et al. claimed that motivated

employee are satisfied and productive. Herzberg et al. emphasized that employees feel

motivated to improve their performance and add to the productivity level of their

organization when their managers appreciate and reward them for improved work

performance. The participants considered that the recognition of employees was a key

factor that motivated employees in hotel establishments.

Flexible schedule. Another force that leads to employee motivation and retention

is having a flexible schedule. P3 stated, "We consider the family needs of our workers

and try as much as possible to allow them to be able to meet their family needs by giving

them flexible schedules and this encourage retention." P4 emphasized, "We ensure to

have flexible schedule that will fit into the family lives of our employees." P3 concluded,

"Maintaining flexible schedule, we consider the family needs of our workers and try as

much as possible to allow them to be able to meet their family needs by giving them a

flexible schedules and thus encourages retention." P1 posited, "Sometimes, we celebrate

workers' birthdays and provide flexible schedule to accommodate workers family

demand." The participants recognized flexible schedules as a key factor that motivated employees in hotel establishments.

The flexible schedule theme aligns with other researchers who supported the need for managers to create a workplace where employees have adequate time to meet their family needs. Some employees would opt for a decrease in pay for a flexible working schedule (Adisa, Osabutey, & Gbadamosi, 2016). Lozano, Hamplova, and Le Bourdais, (2016) stated that allowing employees to have flexible work schedule will enable them to balance their work with their family needs, which will enhance employee retention. Employees who have flexible schedules will be motivated to put in their best at work and such employees will be able to manage their personal lives as well.

The flexible schedule theme aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. depicted flexible conditions in the workplace as a motivating factor that leads to employee retention and job satisfaction. Herzberg et al. indicated that managers who allow employees to have flexible schedule to work motivate the employees to stay long with their organization. Managers use flexible schedules to motivate their employees to improve their job performance and have time to attend to their family needs. The participants considered flexible schedule as a key factor for motivating employee.

Quarterly evaluation of workers' performance and training. Organizations should review employees' performance to allow their employees to know what management expects from them. P1 stated, "We ensure that organizational goal and staff goal align, this helps us to redirect any deviation from the established goal, through

training and quarterly evaluation of workers' performance." P2 emphasized, "Quarterly assessing workers' performance will ensure that employees perform as expected and are able to meet the organizational goal." Evaluating how employees best perform their duties will allow managers to know what further training the employees require to perform their duties.

The quarterly evaluation of workers' performance and training theme aligns with other scholars who indicated the need for managers to evaluate workers' performance and to ensure training of their employees. Mosley (2013) suggested that managers could use their periodic performance reviews with their workers to motivate employees and promote job satisfaction. Managers who measure the performance of their employees, also help to determine the motivation level of their employees (Samnani & Singh, 2014). Managers who implement quarterly evaluation of workers' performance and training motivate employees improve their work performance.

Quarterly evaluation of workers' performance and training theme aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. indicated that evaluating employees' performance will lead to improved employee skills through training. Herzberg et al. emphasized that quarterly evaluation of workers' performance and training ensure that employees have the skills needed to improve their work performance. Managers used quarterly evaluation of workers' performance and training to ensure that employees accessed the necessary assistance to improve their work performance.

Theme 2: Management Strategies for Retaining Employees in Hotel Industry

The second theme for this study was the management strategies for retaining

employees. I developed three subthemes from this theme: (a) participatory leadership, (b)

delegation of responsibility and proper reporting system, and (c) efficient

communication.

Participatory leadership. Participatory leadership was considered a management

strategy for retaining employee employees in the hotel industry. P1 posited,

The managerial strategies and skills we use to promote employee retention

including organizing constant seminal, training, and retraining, and participating

leadership, which means leadership by example and getting involve in directing

and participating in workers activities or duties when require.

P4 emphasized,

The strategies we use to promote employee retention include following a

participatory form of leadership, where the managers are also involve not only in

ensuring the assignments are performed by the workers, but also help the workers

know how and what to do in order to carry out their assignment as required.

Managers who participate in directing and guiding their employees on steps required to

perform their duties may motivate their employees to stay with the organization.

The participatory leadership theme aligns with other scholars who stated that

managers should make themselves available not only to ensure that the tasks or

assignments are done, but also to guide their employees on how to accomplish the

assigned duties. Felfe and Schyns (2014) suggested that managers should provide training

and educational programs to foster the skills and knowledge of the workers to perform their work more efficiently. Asrar-ul-haq and Kuchinke (2016) suggested that managers should motivate their employees in guiding and directing them on how to perform their duties and to get work done to achieve their required outcomes. It is important for managers to conduct training and provide educational programs for their employees to improve their job performance.

Participatory leadership aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. depicted that employees derive job satisfaction and improved work performance in workplace when managers direct their employees by ensuring that all assigned duties are performed as required. Herzberg et al indicated that employees would remain with an organization when the managers are accommodating and willing to guide their employees to perform their tasks. Managers should adopt the managerial strategy of leadership by example to encourage employees to stay on their job and boost job satisfaction in workplace.

Delegation of responsibility and proper reporting system. Delegation of responsibility and proper reporting systems were additional management strategies for retaining employees in the hotel industry. P3 stated, "Assigning duties to employees is empowerment, which allows employees to take ownership and be able to do the right thing as expected of them." P4 claimed, "In this hotel, we develop proper performance metrics and also develop proper control reporting mechanism." P4 emphasized, 'We delegate responsibility to supervisors to hold other employees accountable for lack of performance and retrain such workers if need be." Managers who delegate responsibility

in a proper reporting system will be able to achieve better performance from their employees.

The delegation of responsibilities and proper reporting systems theme aligns with researchers who have supported the need for managers to devise proper strategies that will allow for effective performance reporting. Brusca and Montesinos (2016) posited that performance reporting is a mechanism for controlling the activities of employees in order to enhance job performance. Lee and Maxfield (2015) stated that performance reporting enhances employee commitment. Managers should use a proper reporting system to boost employee performance and commitment.

Delegation of responsibility and proper reporting system aligns with the Herzberg et al.'s (1959) two-factor theory. Herzberg et al. claimed that promoting employee personal growth and self-actualization allows employees to take responsibility for performing the duties assigned to them. Herzberg et al. depicted that managers with proper reporting systems and delegation of responsibility will motivate employees to develop skills to perform their tasks with ease. Managers who delegate responsibility to staff will help improve employees' skills and work performance.

Efficient communication. The participants claimed that efficient communication is a management strategy for retaining employees in the hotel industry. P4 explained the importance of good communication: "Improving channel of communication that allows for good communication network, which allows employees to express their concerns without being victimized and follow up are done to address the workers concern and encourage our workers to perform as required." P3 emphasized, "Communication is

getting to know the employees, address employee concerns when necessary; we make sure no employee is treated unfairly or differently." Managers should outline their employees' roles and functions clearly and delineate the process of performing such roles and functions.

The efficient communication theme aligns with other scholars who have supported the need for managers to create a workplace that embraces effective communication. A lack of clarification of workers' duties may limit the workers' abilities to perform their duties to their full potential (Van De Voorde & Beijer, 2014). Madera et al. (2014) stated that managers who communicate effectively with employees encourage employees to achieve the goals of the organization. Managers should promote effective communication in workplace to encourage good working relationship among employees and to boosts employee retention.

Efficient communication aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. stated that using clear communication in the workplace is one of the variables that influences job satisfaction and boosts employee retention. Herzberg et al. indicated that managers who implemented clear communication in workplace motivate their employees to remain with the organization and to achieve greater performance and increased productivity. Managers are encouraged to promote efficient communication in the workplace that allows for better interactions among all employees to enhance teamwork and to improve employee retention.

Theme 3: Strategies Applied to Promote Employees' Job Performance

The third theme for this study was the strategies that promote employees' job performance. I developed three subthemes from this theme: (a) training, (b) room for career growth, and (c) team work and empowerment.

Training. Hotel managers applied training as a strategy to promote employees' job performance in hotel establishments. P4 stated,

In this organization, we promote and emphasize on internal capacity development and training of workers. Retraining of workers on how to know easy and alternative way of carrying out their assigned duties will help to reduce turnover cost and promote employee retention.

P1 emphasized,

We motivate our workers to improve their job performance by acknowledging and appreciating them when they perform well. We also organize seminal and training to update them on alternative or better way of performing their duties.

Training was considered as a key strategy for promoting employee job performance in hotel establishments.

The training theme aligns with other scholars who supported the need for managers to organize and conduct training to update and motivate their employees. Establishing a proper way of conducting training for the future hotel workforce would help to support managers retaining a competent service workforce (Nwosu, 2014). Zamecnik (2014) posited that leaders encourage employees to adopt positive learning behaviors to manage the changes in their organizations by implementing programs and

training to motivate employees to improve their work performance. Managers should embrace training for their workers to enhance their skills and to improve their job performance.

Training aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. depicted personal growth as a positive means of promoting job satisfaction, which could be actualized through training. Herzberg et al. claimed that managers who implement training for their employees will enable them to develop skills to perform their duties and to enhance employee performance. Managers should hold monthly or quarterly training and retraining of their employees to allow them to learn current techniques to improve their skills and to enhance job performance.

Room for career growth. The participants claimed that opportunity for career growth can promote job performance in the hotel industry. P1 stated, "In this organization, we reduce or minimize employee turnover because there is opportunity for workers to grow in their career in terms of promotion and rewards." P2 emphasized, "It is important for worker to aspire to move higher in their career. Employees should be ambitious and willing to further or improve their career and become better for themselves." Room for career growth is a key strategy applied to improve employee job performance in hotel establishments.

The room for career growth aligns with other researchers who supported the need for managers to establish a workplace that promotes career growth to enhance work performance and employee retention. Workers leave a job to enhance their career advancement or to obtain better compensation (Gupta & Shaw, 2014). Kim et al. (2015)

posited that employee retention and performance are promoted through career development opportunities and coaching. Kandampully et al. (2014) emphasized that career opportunities available for employees can be of value for employees who seek to grow professionally and to enhance their performance within an organization. Employees will be motivated to perform their duties better in a workplace where there is room for career growth.

Room for career growth aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. claimed that the creation of developmental career opportunities promotes job performance and improves employee retention. Herzberg et al. indicated that managers who create opportunities for career growth for their employees motivate such employees to develop the skills and to improve their performance. Managers should implement strategies for career development that will help build employees' skills for future career opportunities.

Teamwork and empowerment. The participants considered teamwork and empowerment of employees as strategies for promoting job performance in the hotel industry. P1 stated,

> It is important to point out that hotel job requires teamwork and staff who are not participating as team members may disrupt the performance of the team. Therefore, in my opinion, when there is no teamwork in any workplace, there is bound to be dissatisfaction and lack of efficient productivity of workers' performance and can affect employee retention negatively.

P2 emphasized, "It is important to point out that the weakest link in a team may disrupt the team performance. We layout procedures and expectation for workers to follow." P3 further stated, "Empowerment and training encourage friendly employee relationship." Teamwork in the workplace allows for better personal relationships among all employees that will allow employees to work together effectively to promote improved performance and retention.

The teamwork and empowerment theme aligns with other scholars who supported for managers to establish a work place that promotes employees working together effectively with strong interpersonal relationship that will improve the performance and commitment of the employees. Sauerland and Soyeaux (2015) posited that empowered employees gain a sense of authority and are more motivated to strengthen their performance. Sanyal and Biswas (2014) emphasized that employees seek empowerment through the achievement of goals, recognition of success, and work professionalism for personal fulfilment. Participants considered teamwork and empowerment as key strategies for promoting job performance in hotel establishments.

Teamwork and empowerment aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. claimed that the empowerment of employees and teamwork can improve job performance and promote job satisfaction in workplace. Herzberg et al. depicted that managers who empower their employees and promote teamwork build strong interpersonal relationship among their employees, which enhances workers' productivity and improves employees' performance. Managers should implement

management strategies that will empower their employees to develop a sense of responsibility, enhance teamwork, and promote teamwork.

Theme 4: Strategies for Promoting Employee Commitment in Hotel Industry

The fourth theme for this study was the strategies for promoting employee commitment. I developed three subthemes from this theme: (a) equal/fair treatment, (b) balancing workload, and (c) work environment.

Equal/fair treatment. The participants regarded equal or fair treatment as a strategy for promoting employee commitment in the hotel industry. P3 stated, "We make sure that no employee is treated unfairly or differently. Fairness is maintained and all workers are allowed to air their view concerning any issue." P2 outlined how to treat employees and stated, "The golden rule should be applicable to everyone. Treating others as one wants to be treated even in the workplace." Participants considered fair treatment of employees in the workplace as a key strategy for promoting employee commitment in hotel establishments.

The equal/fair treatment theme aligns with other scholars who supported the need for managers to promote equal or fair treatment for all employees to encourage them to be more committed in the performance of their duties. Establishments where managers treat all workers equally and with respect tend to experience increased employee retention and reduced employee turnover (Farooq & Farooq, 2014). Managers should understand that process fairness is relevant to employees because employees who perceive that their leaders are being fair in their relationships will exhibit better work performance (Samnani & Singh, 2014). Farooq and Farooq (2014) suggested that

managers should ensure that all employees enjoy equal treatment irrespective of their race, color, ethnicity, or culture. It is important for managers to treat every employee fairly to enhance unity, job satisfaction, and commitment.

Equal and fair treatment aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. stated that equal or fair treatment of employees enhances employee morale, commitment, and job satisfaction. Herzberg et al. claimed that employees' commitment and performance improves in organizations where all employees receive equal treatment from their managers. Managers should ensure that all employees have equal and fair treatment in the workplace.

Balancing work-family life. The participants considered balancing work-family life as a key strategy for promoting employee commitment in the hotel industry. P2 stated, "We consider the family needs of our workers and try as much as possible to allow them to be able to meet their family needs by giving them a flexible schedule and this encourages retention." P1 emphasized,

> In our organizations, we make sure that the happiness of our workers is
> paramount. We go as far as getting involve in their personal lives. We try to build
> a strong personal relationship between managerial staff and the subordinates.
> Sometimes, we celebrate workers' birthday and providing flexible schedules to
> accommodate workers' family demand." this encourages retention.

The participants considered balancing work-family life as a key factor for promoting employee commitment in hotel establishments.

The balancing work-family life theme aligns with other scholars' assertions that managers should balance the family-work life of their employees to promote employee commitment and to enhance employee retention. Job satisfaction reduces turnover rates, promotes employee retention, and stabilizes the work-life balance of the employees (Lozano et al., 2016). Organizations should try to prevent the adverse effects of not practicing work-life balance by promoting better quality of life for their employees (Park & Levy, 2014). Organizational managers should implement strategies that will allow their employees to balance work activities with their family needs to enhance employee commitment and retention.

Balancing family-work life aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. stated that employees will become committed to both their organization and work when they are able to balance work-family life. Herzberg et al. claimed that managers who allow their employees to meet their family needs without any interference with their work activities motivate such employees to be committed to the organization. Managers should establish and implement strategies that will allow their employees to have time to balance their work assignments and still create time to spend with their family members.

Work environment. The participants considered work environment a strategy for promoting employee commitment in the hotel industry. P3 stated, "We promote good working relationship among staff and managers." P1 emphasized, "We try to build a strong personal relationship between managerial staff and the subordinates. Sometimes, we celebrate workers' birthday and providing flexible schedules to accommodate workers

family demand." P4 claimed, "Promoting proper communication among staff allows workers to continue working in a non-hostile environment workplace. We do not pull down workers but rather allow for re-training and re-directing workers to do their duties or work as expected." Participants considered work environment as a key strategy for promoting employee commitment.

The work environment theme aligns with other scholars who supported the need for managers to create a working environment that will enhance interpersonal relationships among employees and promote employee commitment. Worker performance and attitude toward work will be improved in a good working environment that has job security and a manageable workload (Habib et al., 2014). Kilduff (2014) posited that the behavior of the managers, effective communication skills, and positive attitude affects employees' performance by enhancing a positive working environment for the employees. Enabling a work environment where there is fair treatment, effective communication, and teamwork will promote employee commitment.

The work environment theme aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. depicted that managers who maintain good working relationships with their employees and ensures comfortable work environment will promote workers' commitment. Herzberg et al. claimed that managers should made a work environment conducive to workers acting as team players, maintaining good interpersonal relationship among themselves, and enhancing the commitment of the employees. Managers should create a workplace where all employees can perform their duties to their full potential.

Theme 5: Strategies for Reducing Turnover Costs and Encouraging Job Satisfaction

The fifth theme for this study was the strategies for reducing turnover costs and encouraging job satisfaction, I developed two subthemes from this theme: (a) hiring the right people or talents and (b) compensation, incentives, and other benefits.

Hiring the right people or talents. Hiring the right people or talent was considered a strategy for reducing turnover costs and encouraging job satisfaction in the hotel industry. P2 stated, "Let me emphasize in order to reduce employee turnover, right people must be hired who are willing to perform their job as required. Employees, who feel valued and appreciated, will not be willing to leave their job." P4 claimed, "Another factor that leads to job dissatisfaction is changing supervisory level leaders. Some of the new supervisors may not have a good working relationship with the staff members, which may allow employees to leave their job." Participants considered hiring the right people or talents as a key strategy for reducing turnover costs and encouraging job satisfaction in hotel establishments.

The hiring the right people or talent theme aligns with other scholars who supported the need for managers to recruit and employ the right people to reduce turnover costs and to improve employee retention. Farooq and Farooq (2014) posited that employee turnover might be costly because firms not only lose highly skilled workers, but also incur the expense of replacing those employees who leave the organization. Samnani and Singh (2014) suggested that managers should seek, employ, and retain high performing employees to ensure better employee job performance. Managers should hire

the right people who have the skills and enthusiasm and who are willing to do their job as required.

Hiring the right people or talent aligns with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. depicted that managers who recruit the right talent will enhance employee performance and satisfaction and reduce turnover cost. Herzberg et al. claimed that managers who hire the right talent will enhance the business efficiency and effectiveness through better improvement in the rate and level of the business activities and reduce turnover cost. Managers should implement recruitment policies that will allow for the recruitment and employment of the right people in the organization.

Compensation, incentives, and other benefits. The participants considered compensation, incentives, and other benefits as strategies for reducing turnover costs and encouraging job satisfaction. P4 stated,

> Workers are given incentives and other work benefits in our organizations such as insurance, dental care, and 401k to provide for rainy day savings. We go as far as celebrating important days relevant in their lives and developing good personal relationship.

P1 emphasized, "Compensation paid to staff tends to determine to a great extent employee turnover in the hotel." Participants considered compensation, incentives, and other benefits as key strategies for reducing turnover costs and encouraging job satisfaction in hotel establishments.

The compensation, incentives, and other benefits theme aligns with other scholars who supported the need for managers to make available incentives, benefits, and

compensation that will encourage employees to stay. Kandampully et al. (2014) suggested that employees in the hospitality industry should earn better pay, in addition to other work benefits, in order to motivate them to perform better and be committed to both their jobs and the organization. Kandampully et al. also suggested that managers should make better compensation packages available to high performing employees to discourage them from leaving their job. To reduce turnover costs and to encourage job satisfaction, managers should implement strategies for incentives, compensation, and other benefits that improve employee retention.

Compensation, incentives, and other benefits align with Herzberg et al.'s (1959) two-factor theory. Herzberg et al. claimed that pay is one of the variables that motivates employee and promotes job satisfaction, and reduces turnover costs. Herzberg et al. indicated managers who provide incentives to their employees and other attractive benefits motivate their employees to stay with the organization, which will reduce turnover costs. Managers should ensure that their employees receive compensation commensurate with their performance and commitment, with incentives and other benefits to enhance employee retention and to reduce turnover cost.

Themes of Content Analysis

I reviewed the organization's policies that hotel managers use for employee retention. I found out from the review of the company documents that management conducted regular training for both new and old employees to improve employees' skills and update them on current technique of performing their duties, which is in alignment with Theme 3. I found from the review of the company documents that hotel managers

created developmental career opportunities for their workers to enable them meet future employment opportunities, which boosts performance and improve retention. This was in alignment with Theme 3. I found from the company documents that managers promoted teamwork in the workplace to promote strong interpersonal relationship among employees in workplace and improve job performance, which was in alignment with Theme 3. The above findings of training, developmental career opportunities, and teamwork reviewed from the company documents aligned with the findings of my third main themes that the participants reported to improve employees' job performance and promote employee retention.

Applications to Professional Practice

The purpose of this qualitative, multiple case study was to explore the strategies that hotel managers use to improve employee retention and to reduce turnover costs in the hotel industry. Based on the data, I identified five core themes: (a) driving forces for motivating employees in hotel industry, (b) management strategies for retaining employees in hotel industry, (c) strategies applied to promote employees' job performance, (d) strategies for promoting employee commitment in hotel industry, and (e) strategies for reducing turnover cost effects. Hotel managers can use the findings from this study to improve business practice by improving employee retention, as well understanding and creating awareness on employee retention strategies. Organization leaders who implement fair pay, recognition and appreciation of workers' performance, flexible schedules, and training and quarterly evaluation of employees' performance will motivate employees to improve their performance and increase their willingness to stay.

This outcome will help to improve business practice because business managers will attain organizational goal of increased productivity and profitability where they will spend less on turnover cost due to the practical implementation of the above factors into their business policies and procedures to promote effective business practice.

I found that participants used effective communication, teamwork, and career development opportunities to boost their employees' work performance, job satisfaction, and retention. Organization leaders and business managers who outline employees' roles and functions clearly, implement strategies for career development to build employees' skills for future career opportunities, and maintain teamwork in the workplace will meet organizational goals of increased productivity, improved work performance and retention. The implementation of the above changes will enable business owners and business managers to promote effective business ethic and business practice that will enhance increase in job satisfaction and retention. I found from the participants that encouraged fair treatment of employees and gave incentives, compensations, and other benefits to encourage job satisfaction, improve employee retention, and reduce turnover cost. Organizational leaders and business managers who promote fair treatment of employees and give incentives, compensation and other benefits will promote job satisfaction, improve employee retention, and reduce turnover cost. The implementation of the above changes will enable business managers and leaders to attain their business goal if they integrate these changes into their business policies and procedures to allow for increase in productivity, profitability, retention, reduce turnover cost and improve business practice.

Implications for Social Change

Hotel managers can use the results of this study to improve employee retention and reduce turnover cost. The typical daily hotel operations comprise of a false-paced competitive environment. Hotel managers should implement proper strategies for retaining employees in the hotel industry to manage their operational functions and to realize a profit. Managers should develop and implement retention strategies to improve employee retention and create productive employees in their establishments (Twigg & McCullough, 2014). Business stakeholders and leaders could use the findings of this study to develop and expand employee retention strategies to retain employees in all operational areas of the hotel industry.

Implications for positive social change include improved employee retention strategies that can lead to improved organizational responsiveness, employee morale, and better working relationships between the organization and its local community. The establishment and implementation of retention strategies may improve the practices and policies in an organization that increase employee motivation, job satisfaction, commitment, and working relationships between the managers and the employees. Improved employee retention can lead to an improved organizational image among all employees and other stakeholders within the community, where the establishment contribute to the growth of local economy.

Recommendations for Action

Managers who develop retention strategies may provide comprehensive measures on how to improve employee retention. Managers should track and monitor employee

retention strategies of the organization and its rival competitors to allow for effective

planning and implementing of efficient retention strategies (Milman & Dickson, 2014).

Organizational managers should implement strategies that will create employment and

career growth for all employees. The implementation of motivational strategies will

enhance employee performance and improve employee retention. Managers who

implement employee retention strategies will retain their employees and reduce their

turnover costs. The findings from this study are relevant to hotel managers, business

leaders, management professionals, and HR managers.

I recommend that managers identify the monetary obstacles that may affect

employee motivation. Managers should strive to fairly compensate their employees in a

manner that is commensurate with their work performance. Managers should make a

workplace comfortable for all employees by allowing them a flexible schedule that

creates time for employees to balance their work activities with their family needs.

Managers should build interpersonal relationships between their employees and

themselves that will create a comfortable workplace to motivate better employee work

performance, job satisfaction, improve employee retention.

I recommend that managers also strive to conduct regular training with their

employees to enable them improve their skills and be updated with the current techniques

of performing their duties in a more efficient way. Managers should embrace a proper

reporting system to boost employee performance and commitment. Managers should not

fail to implement efficient communication that will outline employees' roles and

functions clearly. Managers should delineate the process of employees performing their roles and functions that will enhance work performance and increase productivity.

I recommend that, apart from conducting regular training for their employees, managers should implement strategies for career development that will help build employees' skills for future opportunities. Managers should embrace teamwork in the workplace to allow for a better personal relationship among all employees that could allow employees to work together effectively and promote improved performance and retention.

The fourth recommendation for action involves strategies for promoting commitment. Managers should treat every employee fairly to enhance unity, job satisfaction, and commitment. Managers should be aware that employees have families, and they should implement strategies that will allow their employees to have time for their work assignments and still create time to spend with their family members, which will enhance performance and commitment.

The final recommendation for action focuses on strategies for reducing turnover and enhancing job satisfaction. Managers should hire the right people who have the skills and enthusiasm and who are willing to do their job as required. To reduce turnover costs and to encourage job satisfaction, managers should implement strategies for giving out incentives, compensation, and other benefits that will improve employee retention.

I will share my study findings with other business professionals through business publications and other scholarly journals. I will share the findings through training

courses on employee retention and seminars. My primary focus will be on helping to motivate organization managers improve employee retention in their organizations

Recommendations for Further Research

Employee retention is a vast subject requiring further study. Conducting further studies may allow hotel managers to acquire information that will help them to develop and implement effective retention strategies to attain their organization goals, to improve employee retention, and reduce turnover costs. Further study is required to ascertain the use of the qualitative, multiple case study of four hotel managers to explore the strategies that hotel managers use to improve employee retention and reduce turnover costs in the hotel industry. I recommend further study to determine effective communication strategies that organizational leaders should apply in the workplace to improve employee performance and retention.

Researchers should conduct further qualitative, multiple case studies to explore retention strategies not covered in this study to help address the limitations identified in this study. The retention strategies identified in this study were investigation from the perspectives of hotel managers. Additionally, because I focused on Prince Georges County, Maryland. I recommend further research on the retention strategies applied by hotel managers in other geographic locations using more participants.

Reflections

The Walden University Doctor of Business Administration Program was a challenging and rewarding experience. I had persistent challenges to balance school assignments, work, and family throughout the program. At the beginning of the program,

I was interested on embarking on the journey with all of the challenges involved in completing my program. As time progressed in the development of my study, I often felt overwhelmed and discouraged. The support and encouragement received from my colleagues, program directors, mentors, and my chair helped to remain focused on my studies. I linked up with a group of colleagues who had the same drive and the impeccable instructions and guidance of my chair aided me to overcome being frustrated and overwhelmed.

My focus on employee retention strategy has been a professional and personal interest of mine since I completed my undergraduate studies. I have an active interest in the concept of employee retention. In the process of my study, I researched top challenges in the business sector, and employee retention was among those on the research list. From the review of the professional and academic literature, I started to focus on information that related to employee turnover, employee retention strategies, and employee retention.

I was the data collection instrument of this study. I had to prevent my personal biases from affecting the results of the research. As a financial analyst, I had preconceived notions of effective strategies to improve employee retention and reduce turnover. By being aware of my personal biases, providing the same opportunity to all participants who met the criteria for this study, and asking the approved interview questions in the same order during the interview, I ensured that the findings of this study were the perspectives of the study participants. I realized that interview were effective for collecting qualitative data and led to valuable discoveries and better understanding of the

research problem. As attested by the responses obtained from the interviews, the participants exhibited a willingness and interest to share their perspectives and provided more data than I expected from 10 interview questions.

My completion of this study impacted changes in my thinking that included the realization that employee retention is a complex business problem that researchers need to further study to explore to implement effective strategies required by managers to reduce turnover and improve employee retention.

Conclusion

I found that hotel managers could improve employee retention and reduce turnover by implementing effective retention strategies, offering competitive compensation, and managing flexible work schedules. Additionally, I found that by applying the retention strategies that emerged from the participants' responses, organizational leaders can enhance organizational commitment and employee motivation by conducting training, implementing good reporting system, building interpersonal relationships among employees, enforcing equal treatment of employees, appreciating and rewarding employees for improved performance and embracing effective communication in workplace. Managers should integrate these recommendations into their overall organizational employee retention strategies.

Organizational managers should implement strategies that will improve employee retention and reduce turnover cost effects through increased performance, workers' commitment, and productivity.

The effective implementation of employee retention strategies is crucial to survival in a competitive business setting. When organizations have improved employee retention and reduced employee turnover, the future of the organization is less at risk of employees leaving their job, decreasing profitability, and reducing productivity. I recommend that hotel managers, business leaders, practitioners, and scholars use the findings and recommendations of this study to gain new insight on effective employee retention strategies and to improve business practices.

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Appendix A: Interview Questions

1. What strategies do you use to improve employee retention in your hotel?

2. What hurdles did you encounter while developing and implementing the employee retention strategies?

3. How do you update your retention strategies based on changing contextual conditions?

4. What contributes to employee turnover in your hotel?

5. What promotes job dissatisfaction in your organization?

6. How do you motivate workers to improve their job performance in your organization?

7. What managerial strategies and skills do you use to promote employee retention?

8. What strategies do you use to promote workers' organizational commitments?

9. What strategies do you use to reduce employee turnover cost?

10. What additional information would you like to share regarding strategies use to improve employee retention?

The interview protocol include:

1. Opening statement;

2. Semistructurd interview questioning;

3. Participants verify themes identified during the interview;

4. Validation or correction of themes if identified by the participants; and

5. Have a reflexive notes

Appendix B: Letter of Permission to Access Participant

Date [xx/xx/xx]

Dear [Name]

My name is Nathaniel Nwabuzor, and I am currently a doctoral student in Business Administration (Finance) at Walden University. I am conducting a research study titled "Exploring Employee Retention Strategies in U.S. Hotel Industry". Please, kindly grant me the permission to access the hotel manager for a participation in the research study. Thank you for your consideration.

Sincerely,

Nathaniel Nwabuzor

Doctoral Student

Doctoral of Business Administration Program

Walden University