


2018

Relationship Between Employee Wages, Number of Employee Referrals, and Employee Turnover Intention

Robert Brown
Walden University

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Walden University

College of Management and Technology

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Robert Brown

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2018

Abstract

Relationship Between Employee Wages, Number of Employee Referrals, and Employee
Turnover Intention

by

Robert Brown

MS, Walden University, 2014

BS, University of Florida, 2000

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

Walden University

December 2018

Abstract

Employee turnover is a significant contributor to the overall loss of hundreds of billions of dollars in profitability for many business organizations in the United States and abroad combined. Grounded in Maslow's theory of human motivation, the purpose of this correlational study was to examine the relationship between employee wages, number of employee referrals, and employee turnover intentions. The population was composed of employees working in the Southeastern region of the United States. A convenience sample of 92 participants answered questions regarding their wages, number of employee referrals, and completed the Turnover Intention Scale. Results of the multiple regression analysis indicated the model as a whole was able to significantly predict turnover intentions, $F(2, 89) = 5.462, p = .006, R^2 = .109$. Within the final model, employee wages was a statistically significant predictor ($t=-2.769, p=.007$) and the number of employee referrals was not a statistically significant predictor ($t=-1.712, p=.090$). The knowledge gained from the findings in this study could have implications for social change among employees and consumers in society. Satisfied employees in low turnover work environments can provide the foundation for a more enjoyable customer experience. Both non-profit and for-profit organizations can implement business practices that will reduce turnover and increase job satisfaction among employees.

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Dedication

This dissertation is dedicated to my son, Christian Brown, and any future siblings that he may have. This research study is evidence for my offspring that they can obtain a doctorate degree or any other goal that they pursue with passion and faith in the Creator. I realize that part of the cost of this degree was the sacrifice of precious time with my son. It is my hope that the investment of time taken from my son to in order to meet the requirements of this rigorous doctorate degree will be repaid with an inimitable return on investment in both of our lives and in our father-son relationship.

Acknowledgments

I would like to thank my parents for demonstrating, by example, that obtaining a doctorate degree is an achievable goal. Although I was only seven years old, I still remember my father graduating from medical school. In addition, although my mother was in the data collection stage of her dissertation, she stepped away from her own doctoral aspirations when my father passed away suddenly, and she has been supportive of my son and I during my doctoral journey.

I would like to thank my family for their support. My brothers Derrick and Calvin, and my sister Derica, have all been supportive of this journey in their own unique ways. I would like to thank my extended family members for their inspiration by obtaining their own doctorate degrees and their words of encouragement. I would also like to thank a family friend, Mr. Joe Reed, for his understanding and generosity.

I would like to thank my doctoral study committee. Dr. Natalie Casale, my current doctoral committee Chair, was patient, resourceful, levelheaded, and continuously encouraging during my evolution throughout this journey. Dr. Sean Stanley and Dr. Reggie Taylor were both instrumental in helping me develop a solid foundation for my doctoral study and preparing me for its completion. I would also like to thank my initial Chair, Dr. Leslie Miller.

Most importantly, I would like to thank the Creator for keeping me safe throughout this volatile and unpredictable journey. My faith and dependence on the Creator's omnipotent guidance is the key to any form of success that I might obtain in this life.

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Section 1: Foundation of the Study

Research related to employee turnover intention could help improve business practices or solve the business problem for employee turnover in the Southeastern region of the United States. Employee turnover can be advantageous to a firm when a low-performing employee leaves and is replaced by a better one. However, employee turnover has led to increased overhead expenses for business organizations around the world (Abii, Ogula, & Rose, 2013; Buttigieg & West, 2013; Da Silva & Shinyashiki, 2014; Li & Zhou, 2013; Surlenty, Ramayah, Lo, & Tarmizi, 2014). My objective for this study was to examine how two selected variables relate to employee turnover intention.

Section 1 includes the identification and review of the business problem in the study. This section also includes operational definitions, the central research question, and the hypotheses. Section 1 also includes information regarding the significance of this study, which pertains to how the study could benefit various stakeholders.

Section 2 includes details about the research process, primarily encompassing the methodology of the study and its various components. Section 3 incorporates the final stages of the research process and details the statistical findings from the study. Section 1 includes a foundation and highlights the background of the study.

Background of the Problem

Employee turnover is a well-known business problem for both owners and managers of business organizations (Abii et al., 2013; Buttigieg & West, 2013; Takawira, Coetzee, & Schreuder, 2014). Employee turnover, which can result in loss of profits and loss of institutional knowledge, has significant implications for business organizations

(Takawira et al., 2014). Previously conducted research has indicated employee compensation and workplace relationships are factors that influence employee turnover intentions, which could lead to actual employee turnover (Abii et al., 2013). In this study, I researched employee turnover intentions. By researching employee turnover intentions, scholars can help hiring managers solve or mitigate employee turnover in the Southeastern region of the United States.

Employee turnover is relevant to business organizations all over the world. The relevance of employee turnover is evident as researchers conduct studies on this topic in countries, such as the United States (Abii et al., 2013), the United Kingdom (Buttigieg & West, 2013), Brazil (Da Silva & Shinyashiki, 2014), China (Li & Zhou, 2013) and Malaysia (Surienty et al., 2014). Employee retention is also becoming more relevant as corporation leaders throughout the world begin to regard their human capital as an asset for competitive advantage (Takawira et al., 2014). The corporate sector spans all over the globe and includes business operations in many developed countries. Thus, new research related to the retention of employees is also relevant to business leaders for planning competitive strategies.

The cost of employee turnover is a significant issue related to this global business problem. Corporation leaders spend billions of dollars each year because of employee turnover (Chang, Wang, & Huang, 2013). Depending on the type of position, turnover could cost between 100% and 200% of an employee's total compensation (Dusek, Yurova, & Clarke, 2014). The substantial cost of employee turnover also applies to

hiring managers in the Southeastern region of the United States. New research for employee turnover could help alleviate the cost of this business problem.

Research on employee turnover is particularly relevant to the Southeastern region of the United States. Compared to other regions, the Southeastern region of the United States has a higher rate of employee turnover (U.S. Bureau of Labor and Statistics [BLS], 2018). A higher rate of employee turnover in the Southeastern region of the United States could indicate a higher overhead cost for hiring managers. Further research in the area of employee turnover in the Southeastern region of the United States could help reduce the cost of employee turnover for other regions of the United States as well.

Problem Statement

Employee turnover is a significant contributor to the overall loss in profitability of business organizations (Chang, Wang, & Huang, 2013). In the single month of January 2018, the officials from the U.S. Bureau of Labor and Statistics (BLS) reported approximately 2.2 million employee turnovers in the Southern region and 5.4 million total employee turnovers in the United States (BLS, 2018). The general business problem is that employee turnover costs are increasing overhead expenses for hiring managers (Chang et al., 2013; U.S. BLS, 2018). The specific business problem is that some hiring managers in the Southeastern region of the United States do not understand the relationship between employee wages, number of employee referrals, and employee turnover intention.

Purpose Statement

The purpose of this correlational study was to examine the relationship between employee wages, number of employee referrals, and employee turnover intention. The predictor variables were employee wages and number of employee referrals. The criterion variable was employee turnover intention. The target population was composed of employees working in the Southeastern region of the United States. The implication for positive social change includes the potential for more hiring managers to implement practices that may help to reduce unplanned turnover of employees. Minimizing employee turnover might financially benefit consumers in society as low turnover may result in decreased overhead expenses and a reduction in purchasing costs. A decrease in overhead expenses due to lower turnover could also make non-profit organizations more sustainable, thus positively benefiting communities.

Nature of the Study

The research method that best fit the study was the quantitative method. The quantitative method is appropriate when examining causal and non-causal relationships between and among variables, when collecting data in the form of numbers, when testing hypotheses, and when attempting to generalize results to a larger population (Luczak, Mohan-Neill, & Hills, 2014; Venter & Mari Jansen, 2014). Thus, the quantitative method was appropriate for this study because my objective for this study was to analyze numerical data to determine if a relationship existed among two predictor variables and one criterion variable, and attempt to generalize results to a larger population. The qualitative method is more appropriate for a study when the research is exploratory or

when the researcher needs to define the study problem (Aarseth, Rolstadås, & Andersen, 2014; Curwen & Park, 2014). The mixed methods approach was not the most appropriate because it would require a novice researcher to collect and analyze both quantitative and qualitative data; which could require more time than available for the novice researcher's objectives (Myneni, Fujimoto, Cobb, & Cohen, 2015; Sammons, Davis, Day, & Gu, 2014).

The design that best fit the study was a correlational design. A correlational design is appropriate when a researcher needs to examine the relationship between or among two or more variables and analyze the results statistically (Luczak et al., 2014; Venter & Mari Jansen, 2014). Other designs, such as experimental and quasiexperimental designs, are appropriate when a researcher wishes to establish a cause and effect relationship between or among the variables within a study (Ardalani, Refahi, & Honarparvaran, 2016; Evans & Porter, 2015; Rajesh, Redy, Kumar, & Madhavi, 2014; Yunus & Awab, 2014). Because the objective of this study was to examine if a non-causal relationship exists among two predictor variables and a criterion variable, a correlational design was more appropriate than an experimental or quasi-experimental design.

Research Question and Hypotheses

Research Question 1 (RQ1): What is the relationship between employee wages, number of employee referrals, and employee turnover intention in the retail industry?

Null Hypothesis (H_0): There is no relationship between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States.

Alternative Hypothesis (H_a): There is a relationship between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States.

Theoretical Framework

Maslow (1943) developed the theory of human motivation. Maslow used the theory to explain human motivation based on the premise that people are motivated to achieve specific needs and seek to fulfill needs in a specific order, moving to the next need after fulfilling a prior need (Maslow, 1943). Maslow identified the following key constructs underlying the theory (a) physiological needs, (b) safety needs, (c) love and belonging needs, (d) esteem needs, and (e) self-actualization needs (Maslow, 1943). In light of Maslow's theory, I expected the predictor variables (employee wages and number of employee referrals), measured by descriptive survey questions, to predict employee turnover intention because humans are motivated to leave or remain at a job based on its ability to meet their needs.

Based on the theoretical framework, I expected employee wages and number of employee referrals (the study predictor variables) to correlate negatively with employee turnover intention (the criterion variable). Employee wages can meet basic physiological needs such as food, clothing, and shelter. When an employee brings familiar new hires into an organization, number of employee referrals can meet love and belonging needs.

If individuals do not earn adequate wages to meet their physiological needs, they might be more likely to leave the organization to try to get those needs met (Pawar & Chakravarthy, 2014). When employees refer a new hire to a place of employment, they are contributing to their love and belongings needs (Ali, Shah, & Beh, 2016). Both the referrer and the referred employees will feel a greater sense of belonging by working at the same place together (Ali et al., 2016). Therefore, through employee referrals, the employees might work to fulfill their love and belonging needs, making them less likely to leave the organization. The intent of this study was to examine the extent and nature of the relationships between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States.

Operational Definitions

Customer engagement ratio: A customer engagement ratio is a dimension of electronic word of mouth that marketers of social networking websites use (Erkan, 2014).

Electronic word of mouth communication: Electronic word of mouth communication is a non-commercial, unpaid form of communication, by people and institutions via the Internet (Erkan, 2014; Kim, Seo, & Schrier, 2014; Shaikh, 2014).

Employee retention: Employee retention is an organization's voluntary actions taken to retain employees over an extended period (Idris, 2014).

Employee turnover: Employee turnover is to the influx and exit of individuals into and out of the workforce of an organization over a specific time (Kumar & Govindarajo, 2014).

E-recruitment: E-recruitment is the online or web-based process of finding and attracting qualified applicants to fill an open position at an organization (Bhoganadam & Rao, 2014; Holm, 2014; Muthukumaran, 2014).

Human capital: Human capital is the collective knowledge, skills, abilities, capabilities, commitment, and wisdom of employees within an organization (Khan, Shah, Majid, & Yasir, 2014; Salehi, Enayati, & Javadi, 2014).

Job satisfaction: Job satisfaction refers to individuals' subjective assessment of different aspects of their job (Fiorillo & Nappo, 2014).

Minimum standard of living: A minimum standard of living is a financial condition that includes food, clothes, shelter, and opportunities necessary to participate in society (Davis et al., 2014).

Turnover intention: Turnover intention is the cognitive process of thinking about quitting one's job, planning on leaving, or feeling the desire to leave (Campbell, Im, & Jeong, 2014).

Turnover rate: The turnover rate is the number of employees who leave voluntarily during a period, divided by the average number of employees during the same period (Bae & Goodman, 2014).

Assumptions, Limitations, and Delimitations

Assumptions, limitations, and delimitations help researchers identify both inherent flaws and potential restrictions within a study (Ensslin, Dutra, Ensslin, Chaves, & Dezem, 2015; Gorylev, Tregubova, & Kurbatov, 2014). This section begins with a

discussion of the assumptions within the study. The section then continues with discussions of limitations and delimitations respectively.

Assumptions

Herlihy and Turner (2015) described an assumption as a fact a researcher assumes to be true but cannot verify. My first assumption was that the participants would understand all of the questions within the survey. However, a participant may not have been able to read the English language adequately enough to complete a survey. The second assumption was that the participants would answer the questions within the survey truthfully. During the data collection process, if a potential participant would have forgotten an answer or recalled it incorrectly, the validity of the research would decline. The third assumption was that the participants would be accessible by public means. Participants would not be able to complete the survey if they were not located in public areas during the data collection process.

Limitations

A limitation is a potential weakness of the study that the researcher cannot control (Gorylev, Tregubova, & Kurbatov, 2014). The first limitation in the study was the timeframe in which to conduct the study. The variables for this study were measured within an acceptable time frame according to the Institutional Review Board at Walden University. However, Vares and Persinger (2015) suggest that the most accurate results may depend on collecting data over an extended time period. The second limitation of this study was the self-reporting status of the participants. If participants had concerns

regarding their intent to leave the organization, they may not have answered survey questions as honestly as they would have otherwise.

Delimitations

A delimitation is a factor social scientists use to identify the bounds of the study (Ensslin et al., 2015). The first delimitation was the choice of a region in the United States to examine. Although employee turnover is a relevant business problem for various regions, the Southeastern region of the United States has a higher rate of employee turnover than other regions. The second delimitation was that data collection would only involve the use of paper-based surveys. Although some participants may have preferred or not been able to complete a paper-based questionnaire, the paper-based survey method could help mitigate issues as they relate to data collection and analysis. The third delimitation was the distribution of the research survey in the English language. Although some participants may not have been able to read and understand English, this language is predominant among the targeted sample population for this study.

Significance of the Study

This study was important because it involves insights that could contribute to the improvement of predicting turnover intention in the Southeastern region of the United States. The results might show stakeholders in the Southeastern region of the United States how they can use data from employee wages and from the number of employee referrals to predict employee turnover intention. Interested parties in the Southeastern region of the United States could use the knowledge mentioned above to incorporate into the practice of business.

Contribution to Business Practice

The study of turnover intention is of value to the business sector because employee turnover is a significant problem in organizations of all types around the globe (Bae & Goodman, 2014; Ching-Fu & Yu, 2014; Pawar & Chakravarthy, 2014). Furthermore, this study is of value to corporate organizations because the results may help business leaders better understand and effectively predict employee turnover intention. More knowledge on turnover intentions could lead to retaining employees longer, with more opportunities for job training over time. Better-trained employees could result in higher management efficiency of retail operations, which could lead to lower prices for products or better services. This study may also have implications for both employee management and other business operations. Because most individuals around the world rely on employment for income and business organizations for products or services, this research has the potential to affect billions of people living in civilizations on a global scale.

Knowing the relationship between the variables in this study could contribute to a more efficient practice of business. Knowing the relationship between wages and turnover intention could lead to more effective wage compensation. If employers know the minimum hourly pay rate for which workers might intend to leave their job, they can compensate workers above this hourly pay rate to avoid any unnecessary expenses that would result from employee turnover. Any observed relationship between the number of employee referrals and employee turnover intention may lead to developing better employee recruiting practices. If employers know that workers referred to their

organization by an existing employee will lower turnover intention, they may choose to set up employee referral programs to increase employee retention at a lower recruitment cost. Better knowledge of turnover intention may allow local employers to reduce their employee turnover rate and improve their employee retention rate, which could significantly cut cost related to recruiting, interviewing, and training new hires. Therefore, learning more about employee turnover intention could allow corporate firms to save billions of dollars collectively on an international scale.

Implications for Social Change

The knowledge gained from this study could enable leaders to affect positive social change for the people in society. Knowledge from this study could affect employees and consumers. Leaders of non-profit organizations could also contribute to social change within the communities they serve.

Knowledge from this study on reducing employee turnover might empower leaders to help uplift workplace morale among employees of all types. Abii, Ogula, and Rose (2013) indicated that high turnover intention could lower morale because of actual turnover causing overwork among the remaining members of an organization. The knowledge gained from this study on reducing turnover might equip leaders for helping to increase the sustainability of employees and generate new employment opportunities. Xie and Bagozzi (2014) suggested that the sustainability of workers within an organization could benefit the members of society that influence the organization.

The knowledge from this study may assist business leaders in reducing turnover and operating costs, which might also reduce consumer costs to improve the social life of

the community. The knowledge gained from this study on reducing turnover may also help business leaders increase employee retention rates, which might influence customer service and improve the customer experience for people in society. Dagger, Danaher, Sweeny, and McColl-Kennedy (2013) suggested that a business failure because of unsatisfied customers will affect jobs, families, and the respective community.

Because a variety of organizations can experience increasing overhead expenses associated with hiring and training new workers due to voluntary turnover, both for-profit and non-profit organizations can benefit from new knowledge related to employee turnover. Non-profit organizations play a vital role within their communities (Xie & Bagozzi, 2014). The knowledge from this study on reducing turnover might empower leaders of non-profit corporations for molding their organizations to become more sustainable, thus making a positive impact on society. Xie and Bagozzi (2014) suggested that the sustainability of non-profit organizations is a critical component of the ethical and social functions of society.

A Review of the Professional and Academic Literature

This literature review includes a critical analysis and synthesis of literature related to the theoretical framework for the study (Maslow's theory of human motivation), the study variables (employee wages, number of employee referrals, and employee turnover intention), and measurement of the study variables (ratio and categorical level variables). This review includes the most current literature required for my theoretical framework section, background and historical literature related to the study variables, and literature related to measuring the variables in this study. All of the literature in the review comes

from academic or scholarly journals. The sources of literature range from non-business scholarly journals such as *Psychological Review*, national (United States) scholarly journals such as *Public Personnel Management*, to international scholarly journals such as the *International Journal of Information, Business, and Management*. To broaden the results of the search, I used ProQuest Central as the research database. ProQuest Central is a multidisciplinary database containing peer-reviewed research articles from various programs of study, such as psychology, information technology, and health sciences, in addition to business and management information.

This review of literature includes several keywords along with Boolean operators for researching the most current literature related to the theoretical framework section, background and historical literature related to the study variables, and literature related to measuring the variables in this study. The literature review also contains possible variations of the key database search words. The theoretical framework section includes Maslow's hierarchy of needs, motivation theories, equity theory, expectancy theory, the theory of scientific management, and goal setting theory as search terms. The employee wages variable section includes wages, minimum wage, human capital, and compensation as search terms. The number of employee referrals variable section includes employee recruitment and word of mouth communication as search terms. The employee turnover intention variable section includes turnover intention, employee turnover, employee retention, and job satisfaction as search terms. This literature review includes 70 peer-reviewed sources, 94% of which were published within 5 years of my anticipated graduation date.

The review of literature starts with a restatement of the purpose, followed by the hypotheses, then the theoretical framework, and variables in the study. I examined the literature related to the variables by starting with the first predictor variable, then the second predictor variable, and finally the criterion variable. The first predictor variable (employee wages) contains wages, minimum wage, human capital, and compensation as subtopics. The second predictor variable (number of employee referrals) includes employee recruiting and word of mouth communication as subtopics. The criterion variable (employee turnover intention) contains turnover intention, employee turnover, employee retention, and job satisfaction as subtopics.

Applied Business Problem

The purpose of the correlational study was to examine the relationship between employee wages, number of employee referrals, and employee turnover intention. The target population will comprise of employees in the Southeastern region of the United States. The null hypothesis was that there was no significant relationship between employee wages, number of employee referrals, and employee turnover intention. The alternative hypothesis was that there was a significant relationship between employee wages, number of employee referrals, and employee turnover intention.

Maslow's Theory of Human Motivation

Several researchers have found human motivation factors to be predictive of turnover intention. Ali Shah and Beh (2016) found that human motivation enhancing practices have a significant negative relationship with turnover intention ($r = -0.605$, $p = 0.001$, $n = 401$). Likewise, Bonenberger, Aikins, Akweongo, and Wyss (2014) found a significant negative relationship between human motivation and turnover intention, indicating that health workers with higher levels of motivation were less likely to have intentions to leave their current health facilities. Hiring managers may be able to decrease turnover intentions by focusing on meeting employee needs associated with human motivation.

Maslow (1943) developed the theory of human motivation. Maslow (1943) used the theory to explain human motivation based on the premise that people are motivated to achieve specific needs and seek to fulfill needs in a specific order, moving to the next need after fulfilling a prior need. Maslow (1943) identified the following key constructs underlying the theory (a) physiological needs, (b) safety needs, (c) love and belonging needs, (d) esteem needs, and (e) self-actualization needs. As applied to this study, the theory of human motivation indicated that I should expect the predictor variables aligned to human motivation constructs (employee wages, number of employee referrals) to predict employee turnover intention; because humans are motivated to leave or remain at a job based on the job's ability to help meet their human needs. Slaney and Racine (2013) asserted that a psychological measurement instrument is most appropriate when

measuring unobservable constructs. However, the human motivation construct variables in my study were observable, and therefore, measured by descriptive survey questions.

Each of Maslow's (1943) needs has a distinct purpose for motivating human behavior. Physiological needs are the basic needs for humans to stay alive such as food, shelter, and clothing (Maslow, 1943). Safety needs refer to feeling safe and free from harm, while love and belonging needs refer to individuals' needs to feel a sense of belonging and acceptance with other humans such as friends, romantic partners, or children (Maslow, 1943). Esteem needs concern individuals' need to feel respected through achievement of goals and admiration from others (Maslow, 1943). The last need, self-actualization, refers to individuals' need to accomplish what they are best suited for to be ultimately happy, such as an artist painting, a poet writing, or a musician making music (Maslow, 1943).

Wages are part of physiological needs, and number of employee referrals is part of love and belonging needs. If individuals do not earn adequate wages to meet their physiological needs, they might be more likely to leave the organization to try to get these needs met. When employees refer a new hire to a place of employment, they both are contributing to their love and belongings needs. Both the referrer and the referred employees will feel a greater sense of belonging by working at the same place together. Therefore, through employee referrals, the workers might be able to fulfill their love and belonging needs, making them less likely to leave the organization.

Current research from this literature review related to the theory of human needs comprises a diverse body of work. The studies examined in this section of the literature

review contain a variety of perspectives including healthcare, banking, consumer behavior, geriatric, and academia (Al-Aufi & Khulood, 2014; Chen, 2014; Gumus, 2014; Jackson et al., 2014; Rahman & Nurullah, 2014). Scholarly research interests related to the theory of human needs are both current and relevant to hiring managers in the Southeastern region of the United States. Research related to the theory of human needs can help hiring managers develop more efficient and effective business practices.

People have studied Maslow's hierarchy of needs for over 60 years (Jackson et al., 2014). Throughout history, human beings have sought to satisfy various needs to increase their quality of life (Gumus, 2014). Understanding human needs has been a vital component of motivating employees.

A key principle in the theory of human motivation is prioritizing human needs. Maslow believed that people would not be motivated to satisfy a higher need unless the lower needs in his hierarchy have been at least minimally satisfied (Rahman & Nurullah, 2014). Maslow's theory helps people in society understand how to establish their quality of life by satisfying needs in a hierarchical manner (Chen, 2014). Although employers may satisfy some of the basic needs of their employees without satisfying higher needs, they may risk losing these employees to organizations that are more accommodating. Human motivation factors and needs existed long before their development within the social science community.

The exact time as to when scholars began studying human motivation is debatable. Maslow developed one of the most popular and widely known motivation theories (Rahman & Nurullah, 2014). However, the concept of motivation has roots in

many disciplines, including psychology, behavioral science, cognitive science, social sciences, and management (Al-Aufi & Khulood, 2014). Therefore, the long history of disciplines related to human motivation reinforces the relevance of this research area and its appropriateness for the theoretical framework of this study. Maslow's theory of human motivation is one of many theories related to the general study of human motivation, but it was the first to introduce the concept of a hierarchy of motivating needs, allowing scholars to customize motivating factors based on an individual or group of individuals' particular circumstances.

The complete hierarchy of needs developed by Maslow can vary in relevance depending on geography. Maslow's theory of human needs may be more appropriate in developed countries where most workers satisfy their lower-level needs (Al-Aufi & Khulood, 2014). Unless individuals meet their basic needs, they cannot improve their quality of life (Chen, 2014). The needs of employees may vary based on demographics. For example, workers in a poorer community may appear less likely to turnover than employees in a more affluent community. Besides the variation of relevance in different locations, there is also variation in needs associated with human motivation.

There may be relationships among the needs related to human motivation. For example, Jackson et al. (2014) presumed researchers are discovering new connections between psychology and physical health. Furthermore, Chen (2014) indicated that there are numerous studies on the long-term health needs of older ethnic adults. Scholars are continually seeking to understand relationships associated with human motivation to solve business problems more efficiently.

There is a possible link between Maslow's hierarchy and individuals' consumption. The levels of needs in Maslow's hierarchy range from basic needs to self-actualization needs (Rahman & Nurullah, 2014). Consumers gradually increase their consumption as the hierarchical levels of their human needs are satisfied (Gumus, 2014). The link between the hierarchy of needs and individuals' consumption is an example of how researchers use Maslow's theory to identify relationships between Maslow's theory and other variables.

Current research from this literature review involving the theory of human needs indicates interesting findings. One study reinforces that lower level motivation needs should be satisfied first before moving up to the higher level needs as indicated by Maslow's hierarchy of needs theory (Rahman & Nurullah, 2014). Researchers in another study found that healthcare workers must treat patients both physically and psychologically for maximum recovery from an acute illness (Jackson et al., 2014). Gumus (2014) also found in a study that there are meaningful differences between the needs of individuals living in different regions of Turkey. The findings mentioned above indicate that social scientists actively use the theory of human needs to help answer research questions and solve business problems. Therefore, research on the theory of human needs could have several positive ramifications for hiring managers.

Research related to the theory of human motivation has several important implications. For instance, to motivate employees, business owners' primary focus should be on basic needs, such as salary, work breaks, and adequate working conditions (Rahman & Nurullah, 2014). Another implication is that business owners should

consider that minority groups within an organization might have different motivation factors than the majority of its members (Chen, 2014). Hiring managers must consider the impact that motivation can have on a worker's performance (Al-Aufi & Khulood, 2014). Business leaders can use implications for research related to the theory of human motivation as a knowledge base for improving conditions and practices within their organization. A broad range of stakeholders can utilize research implications related to the theory of human motivation.

Current research from this literature review on the theory of human motivation indicates that there is a global interest in this area. Research studies I examined on the theory of human motivation emanate from the United States, India, Turkey, Japan, and the Middle East, all within the past 5 years. Based on this literature review, researchers are just as likely to use the quantitative method to research this topic, as they are the qualitative method. Scholars examined within this literature review involve several forms of data collection for their research on the theory of human motivation including secondary data, questionnaires, and focus groups (Al-Aufi & Khulood, 2014; Chen, 2014; Gumus, 2014; Jackson et al., 2014; Rahman & Nurullah, 2014). Although the theory of human motivation is known widely throughout the world, this theory is only one of many motivation theories in the body of research literature.

Rival Motivation Theories to the Theory of Human Motivation

The reason I chose not to use other motivation theories as a theoretical lens in examining my business problem is that the theory of human motivation is the only one that is relevant to both financial and non-financial reasons for employee turnover

intention in the retail industry. For example, the goal setting theory refers to an individual's need for achievement as a motivation but does not directly include an individual's financial needs as a motivation (Lindberg, 2014). In contrast, the scientific management theory explains that wages alone motivate workers for the work they do, but does not include non-financial motivations, such as their social needs (Foster, Mills, & Weatherbee, 2014).

LeBlanc (2014), Lindberg (2014) and Souza (2014) suggested that scholars have been developing and researching motivation theories for a significant period. The theory of scientific management, developed by Frederick W. Taylor, was one of the most prevalent theories of the 20th century (Foster et al., 2014). Lindberg (2014) indicated that the goal-setting theory, developed in 1953, pertains to the foundation of research about the need for achievement. John Stacey Adam, a workplace and behavioral psychologist, developed the equity theory of motivation in the early 1960s (Souza, 2014). The expectancy theory is a motivation theory developed in the 1960s (LeBlanc, 2014). Research related to motivation theories has historical relevance to the business sector. Social scientists can use motivation theories to help solve many different types of organizational challenges.

Scientists use various research perspectives and approaches to explain human motivations. Facer, Galloway, Inoue, and Zigarmi (2014) indicated that, for decades, scholars and researchers have urged leaders to examine their beliefs related to employee motivation. Expectancy theorists often use a psychological approach to the placebo effect through the study and manipulation of expectations (LeBlanc, 2014). However,

the equity theory is one of many established theories that scholars use to attempt to explain how human beings are motivated to accomplish a particular task (Souza, 2014). No single concept or theory exists to explain all employee motivations. In fact, the variety of research related to human motivation indicates that it is a very complex topic.

Scholars do not always agree on human motivations. By using the scientific management theory, researchers could infer that most workers are motivated solely by the pay they receive for the work they do (Foster et al., 2014). In contrast, the equity theory indicates that material rewards, such as money alone, is not the only factor motivating the individual (Souza, 2014). Hiring managers may need to reward workers with both monetary and nonmonetary compensation for achieving the highest level of motivation within their organization. Different viewpoints among scholars related to various social science topics help to provide adequate and in-depth knowledge of each subject.

Prior research is the basis for our understanding of human motivations. For example, Lindberg (2014) indicated that a significant number of studies had confirmed the relationship between goals and improved results. In fact, some prior research on motivation beliefs suggests that leaders hold incorrect beliefs about what motivates employees (Facer et al., 2014). Previous research gives current researchers a foundation to build upon for a particular topic and allows hiring managers to make decisions based on scientific data. The study of human motivation often aligns with the way different people cope within a given environment.

Some motivation theories pertain to human perceptions and expectations. With the equity theory, Souza (2014) indicated that the perception of inequity among individuals motivates behavior to restore equity. Expectancy theory suggests that people will decide to behave based on what they expect the result of a selected action will be (LeBlanc, 2014). Regardless of a business leader's efforts to motivate workers, success ultimately depends on each employee's perceptions and expectations within the firm. Although employees have a variety of expectations that can affect their motivation for a job, one of the most widely accepted forms of motivation for workers is employee wages.

Current research from this literature review in the area of motivation theory consists of various approaches. The studies examined in this section of the literature review contain a variety of perspectives including general management, management history, health, and time management. Scholarly research interests related to motivation theory are both current and relevant to this study (Facer et al., 2014; Foster et al., 2014; LeBlanc, 2014; Lindberg, 2014; Souza, 2014). Research related to motivation theory can allow hiring managers to develop more efficient and effective business practices.

Recent research involving motivation theories reveal some interesting findings. Facer et al. (2014) created and validated an instrument to measure managers' motivation beliefs. Facer et al. also found that previous management history has had a significant impact on current management practices. Lindberg (2014) discovered in a study that managers prioritize time-based on their general job function and the urgency of each new challenge they face. The findings mentioned above indicate that social scientists use motivation theories to help answer research questions and solve business problems.

Research on motivation theories could have several positive ramifications on employees in the Southeastern region of the United States.

Motivation theory research has several important implications. For instance, business leaders need to remain aware of the role management history and research play in the improvement of current management practices (Foster et al., 2014). Another implication is that organizational leaders need to consider both physiological and mental motivations for their employees (LeBlanc, 2014). Research also indicates that time is a factor in managers prioritizing their tasks and objectives (Lindberg, 2014). Hiring managers can use implications for research related to motivation theories as a knowledge base for improving conditions and practices within their organization. A broad range of stakeholders in the Southeastern region of the United States can utilize research implications related to motivation theories.

My research of current studies on motivation theory indicates that business scholars in the western hemisphere are more concerned with motivating employees than those in the eastern hemisphere. Research studies that I examined on various motivation theories emanate from the United States, the United Kingdom, Canada, and Sweden. Based on this literature review, researchers are just as likely to use the quantitative method to research this topic, as they are the qualitative method. Scholars examined within this literature review involve two forms of data collection for their research on motivation theories, which includes questionnaires and secondary data (Facer et al., 2014; Foster et al., 2014; LeBlanc, 2014; Lindberg, 2014; Souza, 2014). Although many of the motivation theories in this literature review provide satisfactory explanations for why

individuals could be motivated to leave a job, they did not include the full range of reasons for which workers may have employee turnover intentions.

Employee Wages

Several researchers have found employee wages to be predictive of employee turnover intention. Buttner and Lowe (2017) found a significant negative relationship between perceived pay equity and turnover intention among business school faculty members ($r=-.27$, $n=182$, $p<.05$). Similarly, Ryan and Sagas (2009) found that there was a significant negative relationship between satisfaction with pay and turnover intention among college athletic coaches ($n=346$, $r=-0.14$, $p<0.01$). Hiring managers might be able to predict the turnover intentions of employees based on wage compensation data. The theoretical framework for this study suggests that since employee wages can be used to meet Maslow's (1943) basic physiological needs (such as food, clothing, and shelter), they might also be predictive of turnover intention since employees are motivated to fulfill their physiological needs.

Scholars have researched employee wages, the first predictor variable for this study, for quite some time. For example, research indicates that international outsourcing increased wages of skilled workers in both the 1970s and 1980s (Hsu & Chiang, 2014). Mercan and Karakas (2015) noted that some studies exist regarding wages differentials between women and men from the 1970s through 2015. This doctoral study includes employee wages as an independent variable due to its established history and relevance to employee turnover. However, wages encompass a broad spectrum with earnings ranging from minimum to high and variations in between.

There are several reasons for wage variation. Wage differences exist for male and female employees among various industries (Mercan & Karakas, 2015). Wages in the United States differ according to geographic regions (Hsu & Chiang, 2014). Wage differences between male and female workers vary by country (Mercan & Karakas, 2015). Wages differ according to the skill level required for outputs (Hsu & Chiang, 2014). Scholars can decide to conduct studies on wages due to a variety of circumstances attributed to them. Although variations may exist among wages, scholars suggest that employers should determine earnings ethically and without bias.

Scholars should examine differences in wages by measurable standards. Some industries have a significant female-male wage differential, whereas others have a smaller one (Mercan & Karakas, 2015). However, business leaders should determine wages solely based on productivity and outputs (Gunawan & Amalia, 2015). Hiring managers should use objective measures or standards to justify wages paid to workers. Business leaders should be aware that wages paid to employees within an organization could have a significant impact on the firm.

Wage strategies can affect an organization's performance. Leaders of companies paying higher wages may fail to maximize profit and may need to exit the market. Conversely, leaders of companies paying lower wages may fail to attract talented employees (Berri, Leeds, & von Allmen, 2015). Efficiency wage theories suggest that it may be more convenient to pay higher wages to prevent voluntary employee turnover (Chen & Desiderio, 2014). An inherent relationship exists between keeping cost down, maximizing profits, and determining wages (Gunawan & Amalia, 2015). Hiring

managers need to consider carefully the various ramifications of increasing or decreasing their employees' wages. Among the many factors, which influence organizational workers, the impact of wages on corporate workers may reflect the most prominent factor.

Workers can have a significant impact on wage agreements with their firm. Typically, wage adjustments settle imbalances between demand and supply of labor (Chen & Desiderio, 2014). For example, in a collective bargaining agreement between the NBA and its players during the 2010-11 seasons, the players were paid 57% of league revenues (Berri et al., 2015). Labor unions often have a significant influence on determining wages through collective contract agreements with employers (Gunawan & Amalia, 2015). If employees perceive their earnings as unfair or unsatisfactory, management may need to establish wage agreements with its workers. However, the negotiators of wage agreements should take into consideration the needs of both employees and the employer.

Some organizations determine wages based on the needs of their employees (Berri et al., 2015; Gunawan & Amalia, 2015). Human resources managers use wages to meet their employees' basic needs, such as food, clothing, and housing (Gunawan & Amalia, 2015). The cost of living in a particular area may affect the wages a worker is willing to accept for a job (Chen & Desiderio, 2014). Some organizations utilize complicated wage equations while others simply use educated guesses (Berri et al., 2015). If hiring managers consider the needs of their employees when determining wages, they can increase their ability to recruit talented staff. Furthermore, a well-staffed

workplace with satisfactory wages may have a lower intent to turnover among employees.

Both the type of work and type of worker can influence an organization's wages. Wages reflect the value of both work done and the employees themselves (Gunawan & Amalia, 2015). There is a significant gap between the wages of top performers and marginal performers (Berri et al., 2015). Although hiring managers must be fair and consider the needs of employees when determining wages, they must also realize that a significant portion of wage determination is also circumstantial. Hiring managers may need to pay higher wages to recruit top performers into their organization.

Current research in this literature review related to employee wages comprises a diverse body of work. Studies I examined in this section of the literature review pertain to a variety of perspectives including wage adjustment, female-male wage differentials, employee performance, outsourcing, and compensation theory (Berri et al., 2015; Chen & Desiderio, 2014; Gunawan & Amalia, 2015; Hsu & Chiang, 2014; Mercan & Karakas, 2015). Scholarly research interests within this literature review that relate to employee wages are both current and relevant to the study. Research related to employee wages can allow hiring managers to develop more efficient and effective business practices.

Current research involving employee wages indicates interesting findings. Findings in one study suggest that workers rationally assess risk between the certainty of finding a job at a low wage and experiencing a long spell of unemployment due to increased earnings expectations (Chen & Desiderio, 2014). Researchers in another study found that wages, moderated by the quality of work life, have a significant adverse effect

on employee performance (Gunawan & Amalia, 2015). Hsu and Chiang (2014) revealed that international outsourcing is one of the factors that cause wage inequality (Hsu & Chiang, 2014). The findings mentioned above indicate that social scientists actively use information on employee wages to help answer research questions and solve business problems. Research on employee wages could have several positive ramifications on for hiring managers.

Employee wages research has several important implications. For instance, professional athletes should realize that even though they may command substantial salaries, organizations must pay salaries in accordance to total revenues drawn by their organization (Berri et al., 2015). Another implication is that business leaders must be aware of gender discrimination and any potential liabilities that may accompany this ethical issue (Mercan & Karakas, 2015). Employers should also remain mindful of the fact that there might be a relationship between low wages and employee retention at their organization (Chen & Desiderio, 2014). Business leaders can use implications for research related to employee wages as a knowledge base for improving conditions and practices within their organization. A broad range of stakeholders within the Southeastern region of the United States can utilize research implications related to employee wages.

Current research in this literature review on employee wages indicates a worldwide interest in this area. Research studies I examined on employee wages emanate from Turkey, the United States, China, and Malaysia, all within the past five years. Based on this literature review, researchers are more likely to use the quantitative method

to research this topic than the qualitative method. Studies examined within this literature review include secondary data and questionnaires to collect data for research on employee wages (Berri et al., 2015; Chen & Desiderio, 2014; Gunawan & Amalia, 2015; Hsu & Chiang, 2014; Mercan & Karakas, 2015). In addition to employee wages in general, the minimum wage is also an important topic related to the first predictor variable in this study.

Minimum wage. The minimum wage is a significant topic associated with employee wages (one of the predictor variables for this study). While doing research on employee wages I continued to see many recent studies on the minimum wage, indicating its current relevance to the topic of wage compensation. Furthermore, the target population for this study is comprised (among other groups) of workers that typically earn wages at or within close proximity to the minimum wage.

The minimum wage has been a subject of interest for a long time. Governmental leaders in the United States passed a federal minimum wage law in 1938 and had increased the minimum wage at regular intervals ever since (Ghee, Mooi, & Sang, 2015). Researchers have been studying the minimum wage since the 1960s (Devanto, 2014). Social scientists have researched the minimum wage for many years, and it is still relevant to society and the business environment today. For many businesses and several industries, the minimum wage dictates profit potential and how much products and services will cost.

Scholars have long been interested in several factors influenced by the minimum wage. Historically, countries all over the globe have been researching the minimum

wage and its effects on their society (Davis et al., 2014). In one of the earliest studies on minimum wage, researchers examined its effect on hours worked (Devanto, 2014). The trend of multinational corporations makes global interest in the minimum wage and all factors associated with it very relevant research topics. Due to the minimum wage, among other factors, a multinational corporation based in one country cannot operate identically in all of its foreign locations.

The importance of the minimum wage varies from country to country. The International Labor Organization defines minimum wages as the lowest basic wage guaranteed by law (Ghee et al., 2015). Whereas the leaders in the United States have a significant focus on the minimum wage, other countries place more emphasis on the minimum income standard, or normal living conditions (Davis et al., 2014). Leaders in some countries are more concerned with the effect that the minimum wage will have on businesses and their economy than its effects on workers living conditions. Besides being illegal in many countries, not paying workers a fair wage can result in increased turnover accompanied by increased overhead costs.

Research from this literature review indicates several factors related to and influenced by the minimum wage. Research suggests that an increase in the minimum wage can cause a decrease in the number of low-skilled workers (Devanto, 2014). Prior research studies suggest a link between minimum income and the medical health of a given society (Davis et al., 2014). The general effects of a higher minimum wage on earnings and employment are evident in numerous studies. Even and Macpherson (2014) revealed that an increase in the minimum wage reduces employment of workers

previously earning the minimum. Research indicates a positive relationship between increasing wages and rising prices for goods and services (Ghee et al., 2015). There is also a relationship between minimum income workers and government benefits (Marchal, Marx, & Van Mechelen, 2014). Business and governmental leaders must make decisions associated with the minimum wage very carefully and based on prior research data. Hiring managers can mitigate or influence many factors; however, some factors affecting the minimum wage are completely out of the firm's control.

Financial crises can significantly influence the minimum income and minimum standard of living. Before the financial crisis of 2008, governmental programs for individuals earning a minimum income had suffered two decades of relative neglect in many countries; and caused governmental leaders to take an active interest in increasing the minimum living standards in society (Marchal et al., 2014). A minimum standard of living is a financial condition, which includes food, clothes, shelter, and opportunities necessary to participate in society (Davis et al., 2014). External factors, such as a financial crisis, can put pressure on firms to pay higher wages and keep prices low at the expense of shrinking profits. Even if the minimum wage does not increase, a financial crisis can lower workers standard of living by an inflated economy or decreased hours worked.

It is debatable whether increasing the minimum wage will increase or decrease total employment. Even and Macpherson (2014) first claimed that a 10% increase in the tipped minimum wage reduces employment at restaurants by 1.5 percent. Devanto (2014) later claimed that an increase in the minimum wage can predict a reduction in the

number of workers employed. In contrast, Ghee et al. (2015) suggested that some research indicates that increasing the minimum wage may result in layoffs while other research shows that increasing the minimum wage may lead to a lower turnover rate. Although increasing the minimum wage may lower turnover for a short period, if the number of workers is decreased causing stress and increased workloads, turnover may rise higher over the long term. Therefore, ironically, increasing the minimum wage prematurely, could be a detriment for workers.

Although the minimum wage exists to support fair labor practices, workers still may require help satisfying their basic needs. Minimum wages exist in more than one hundred countries, both industrialized and developing (Ghee et al., 2015). Several governmental programs benefit minimum income earners such as housing, heating allowances, and child benefits (Marchal et al., 2014). Business leaders may need to influence the government to help satisfy needs that the minimum wage does not cover to keep inflation low and the economy strong.

Current research in this literature review related to minimum wage encompasses a diverse body of work. Studies examined in this section of the literature review comprise a variety of perspectives including minimum income standard, hours worked, the U.S. restaurant industry, increased labor cost, and the 2008 financial crisis (Davis et al., 2014; Devanto, 2014; Even & Macpherson, 2014; Ghee et al., 2015; Marchal et al., 2014). Scholarly research interests related to the minimum wage are both current and relevant to the business sector. Research related to the minimum wage can allow hiring managers to develop more efficient and effective business practices.

Current research from this literature review involving the minimum wage indicates interesting findings. Findings in one study suggest that an increase in the minimum wage increases the hours worked of the existing paid employees (Devanto, 2014). Even and Macpherson (2014) revealed that an increase in weekly earnings for tipped workers decreases their overall employment in the restaurant industry. Ghee et al. (2015) found that the minimum wage causes an increase in production costs, which leads to a higher cost of living in Malaysia. The findings mentioned above indicate that social scientists actively use information related to the minimum wage to help answer research questions and solve business problems. Research on the minimum wage could have several positive ramifications for the Southeastern region of the United States.

Minimum wage analysis has several important implications. For instance, hiring managers need to be aware of the relationship between increasing wages and increasing productivity (Devanto, 2014). Another implication is that the minimum wage rate determination should pertain to evidence while taking into account its effect on productivity and readiness of the business sector to comply with the minimum wage mandate (Ghee et al., 2015). Leaders also need to realize the relationship between minimum income protection and financial crisis recovery (Marchal et al., 2014). Business leaders can use implications for research related to the minimum wage as a knowledge base for improving conditions and practices within their organizations. A broad range of stakeholders in the Southeastern region of the United States can utilize research implications related to the minimum wage.

Current research in this literature review on the minimum wage indicates that there is a global interest in this area. Research studies I examined on the minimum wage emanate from Japan, the United Kingdom, Indonesia, the United States, Malaysia, and Belgium. Based on this literature review, social scientists are much more likely to use the quantitative method to research this topic than the qualitative method. Research results within this literature review indicate a traditional use of secondary data for studies on the minimum wage (Davis et al., 2014; Devanto, 2014; Even & Macpherson, 2014; Ghee et al., 2015; Marchal et al., 2014). In addition to the minimum wage, human capital is also an important topic related to the first predictor variable in this study.

Human capital. The subject of human capital is justified mainly because of its association to the topic of employees. From a financial management perspective, business owners and organizational leaders can refer to their employees as human capital. The topic of employees pertains to all of the variables in this study (employee wages, number of employee referrals, and the employee turnover intentions). General business operations often require a significant amount of human capital. Another reason that human capital is included in this review of literature is to discuss the loss of non-financial assets (such as innovation, employee morale, and institutional knowledge) due to employee turnover.

Human capital is one of the oldest components of civilization. In fact, human capital was still relevant thousands of years ago (Salehi et al., 2014). An individual needs only to look at the pyramids in Egypt to see the manifested value of human capital. Perhaps one of the earliest forms of human capital was its use in military operations

(Khan et al., 2014). Human capital is a very significant component of many societies and business environments (including the retail industry). Therefore, scholars have widely researched human capital.

Human capital has a long history of scholarly research. The term human capital emerged in the eighteenth century during the industrial revolution (Correa, Camacho, & Mosqueda, 2015). Zaborovskaia, Plotnikova, and Sharafanova (2014) indicated that researchers, within and outside of the United States, have been studying human capital since the 1960s. The research literature on human capital is part of the background knowledge foundation for research associated with employee turnover. The long and continued research history on human capital suggests that it is still a relevant topic to discuss concerning employee wages and employee turnover intention.

Human capital is relevant to both management and accounting perspectives. Human capital is the sum of components that pertain to organization workers, such as employees' knowledge, skills, abilities, capabilities, commitment, and wisdom. Furthermore, business organizations do not own human capital, and therefore, is lost when an employee leaves the organization (Khan et al., 2014). An alternate definition for human capital is assets that are valued zero in the balance sheet (Ghanbari & Ghasemi, 2015). Organizational leaders must consider both the financial and non-financial components related to human capital when planning to make business decisions. Furthermore, business leaders must strategize ways in which they can use human capital resources to optimize their benefit for the firm.

Leaders within a firm can use human capital as a competitive strategy. In today's global business environment, human capital contributes to competitive strengths more than physical capital (Zaborovskaia et al., 2014). To compete in their respective industries, it is important for organizational leaders to obtain sector-specific human capital (Khan et al., 2014). One advantage of human capital is that it is hard for competitors to copy the talent and skills required to focus on customer satisfaction, self-improvement, and continuous renewal (Correa et al., 2015). The companies within the Southeastern region of the United States that have the more talented human capital will most likely be more competitive in the marketplace. One of the most valuable assets associated with human capital is innovation.

Human capital can lead to new ideas and processes for a business organization. Human capital can influence an organization's capabilities to create new knowledge (Khan et al., 2014). Human capital is the most valuable asset of an organization; and it is a source of innovation and strategic outputs (Salehi et al., 2014). Innovation, which derives from human capital, is a competitive advantage that educational institutions, business organizations, and government agencies can utilize (Correa et al., 2015). Corporations in the Southeastern region of the United States seeking to become more innovative in the marketplace should consider acquiring new human capital as one of their primary strategies. Innovative products and services developed by a business organization's human capital resources can lead to increased revenues for the firm.

Human capital can significantly enhance the value of a corporation. Financial statements are full of limitations in describing the real value of a company, such as the

economic value of human capital as an asset (Ghanbari & Ghasemi, 2015). The most valuable resource within the business organization is the human factor (Correa et al., 2015). Furthermore, human capital is the foundation for stable economic growth (Zaborovskaia et al., 2014). Organizational leaders interested in increasing their firm's value should consider investing in human capital as one of their objectives. One strategy for business owners investing in human capital is to recruit workers that can produce more value in outputs than the cost to staff them within the firm.

The value of human capital can exceed its tangible outputs. Human capital is a valuable intangible resource with aspects outside of financial and physical assets that contribute to value creation of a company when they are under its control (Ghanbari & Ghasemi, 2015). Intellectual capital (a particular type of human capital) is a group of knowledge assets used by an organization to improve its competitive position and add value to its stakeholders (Salehi et al., 2014). Leaders of corporations in the Southeastern region of the United States can leverage their human capital to produce intellectual capital that can add value for all associated stakeholders.

Current research in this literature review related to human capital incorporates a diverse body of work. Studies examined in this section of the literature review comprise a variety of perspectives including innovative capabilities, economic value added, human capital assessment, competition, and value creation (Correa et al., 2015; Ghanbari & Ghasemi, 2015; Khan et al., 2014; Salehi et al., 2014; Zaborovskaia et al., 2014). Scholarly research interests related to human capital are both current and relevant to this

study. Research related to human capital can allow hiring managers to develop more efficient and effective business practices.

Current research from this literature review involving human capital indicates interesting findings. Findings in one study suggest that human capital efficiency significantly and positively affects sales growth and return on assets as a measure of value creation (Ghanbari & Ghasemi, 2015). Researchers in another study found that there is a healthy relationship between human capital and an organization's innovative capabilities (Khan et al., 2014). Salehi et al. (2014) also found that there is a significant relationship between intellectual capital and economic value added. The findings mentioned above indicate that social scientists actively use research on human capital to help answer research questions and solve business problems. Research on human capital could have several positive ramifications for hiring managers.

Several important implications for research related to human capital exist. For instance, managers in human resources departments need to be aware that their role in acquiring talent for the organization may have a strong relationship to its innovative capabilities (Khan et al., 2014). Another implication is that leaders of companies may be able to improve the value of their assets by increasing their human capital efficiency (Ghanbari & Ghasemi, 2015). Business scholars may also be able to correlate the growth of human capital to the enhancement of economic value added to an environment (Zaborovskaia et al., 2014). Business leaders can use implications for research related to human capital as a knowledge base for improving conditions and practices within their

organizations. A broad range of stakeholders within the Southeastern region of the United States can utilize research implications related to human capital.

Current research in this literature review on human capital indicates that there may currently be more interest on this topic abroad than in the United States. Research studies I examined on human capital emanate from Pakistan, Russia, Mexico, and Iran. Based on this literature review, researchers are much more likely to use the quantitative method to research this topic than the qualitative method. Studies examined within this literature review include secondary data and questionnaires to collect data for research on human capital (Correa et al., 2015; Ghanbari & Ghasemi, 2015; Khan et al., 2014; Salehi et al., 2014; Zaborovskaia et al., 2014). In addition to human capital, compensation is an important topic related to the first predictor variable in this study.

Compensation. Compensation and its many influences on society have an established history. For example, historically, women and minorities have received less compensation for the same type of work as their white or male counterparts (Larson & Morris, 2014). Previous research has validated the relationship between compensation and job satisfaction (Bhagwatwar, Bala, & Ramesh, 2014). Prior research on compensation is evidence for its continued relevance as a topic of public and business interest (including the retail industry). Compensation is a form of payment for employment and typically includes wages and benefits related to the work agreement.

A relationship exists between a firm's size, performance, and employee compensation. A company's performance can have a significant effect on employee compensation (Vemala, Nguyen, Nguyen, & Kommasani, 2014). However, within larger

organizations, there is a greater possibility of redundancy in the skill set of employees, resulting in lower compensation packages as compared to smaller organizations (Bhagwatwar, Bala, & Ramesh, 2014). Leaders at larger firms in the Southeastern region of the United States that can pay more compensation for more talented workers should do so while being careful not to recruit new employees with skill set redundancy. Hiring managers should always strive to allocate funds for human resources efficiently to provide the highest return on the firm's investment.

Business organizational leaders can have compensation based on a variety of factors. Equity-based compensation primarily depends on increased shareholder value and can decrease based on a performance of the stock market (Vemala et al., 2014). Leaders of corporations are increasingly aligning compensation structures with customer satisfaction (Basuroy, Gleason, & Kannan, 2014). Firms in the Southeastern region of the United States with small funds for high salaries can still attract top talent with attractive benefit packages and lucrative equity-based compensation offers. However, to ensure value, corporations in the Southeastern region of the United States should align compensation with measurable factors that will positively affect the firm.

Many factors affect an employee's compensation. Employees with specialized knowledge or training receive appropriate compensation for their skills (Bhagwatwar et al., 2014). Research indicates that education, experience, and budget responsibility have been consistent predictors of salary (Larson & Morris, 2014). Moreover, the number of years served in a position can affect employee compensation (Vemala et al., 2014). Hiring managers should customize employee compensation based on a variety of factors

including specialized training, education, and budgetary funds available. Social scientists researching employee compensation can provide hiring managers with information about many of the factors associated with compensation of employees.

Research from this literature review indicates several theories for explaining compensation. Labor market discrimination theory suggests that discrimination is evident if salary differences are because of to unequal treatment of individuals in similar occupations but with different personal traits (Larson & Morris, 2014). The principal-agent theory indicates that compensation is an important mechanism to motivate executives, but the compensation contract must also maximize value for the firm (Basuroy et al., 2014). Larson and Morris (2014) indicated that, based on the human capital theory, employees with more education and greater skill, should earn higher salaries because they are more productive. Thus, organizational leaders should consider compensation theories when making decisions on compensation strategy for their enterprise. Leaders in the Southeastern region of the United States making compensation decisions concerning a substantial amount of funds or many employees should include relevant knowledge from the research literature.

The amount of literature on employee compensation is substantial. Reilly (2013) indicated that a vast amount of research on the level of pay differences between public and private workers exists. Research also suggests a relationship between customer satisfaction and shareholder value (Basuroy et al., 2014). Larson and Morris (2014) suggested that researchers in many studies have examined and confirmed the gender compensation gap among men and women. Hiring managers and governmental leaders

must continuously remain knowledgeable of current information related to compensation. Compensation policies could have a significant influence on society and the business environment.

Effective employee compensation may lead to an increase in firm value. Employees that are satisfied with their compensation tend to have lower turnover rates (Bhagwatwar et al., 2014). Research indicates that there may be a relationship between employee retention and the company's value (Basuroy et al., 2014). Business owners who compensate their workers satisfactorily may also cause their business to increase in value.

Current research in this literature review related to employee compensation comprises a diverse body of work. Studies examined in this section of the literature review pertain to a variety of perspectives including financial crises, customer satisfaction, human capital model, supply chain managers, and comparative compensation (Basuroy et al., 2014; Bhagwatwar et al., 2014; Larson & Morris, 2014; Reilly, 2013; Vemala et al., 2014). Scholarly research interests related to compensation are both current and relevant to this study. Research related to compensation can allow hiring managers to develop more efficient and effective business practices.

Current research in this literature review involving employee compensation indicates interesting findings. Findings in one study suggest that although only slight differences in wage and salary payments to public and private sector employees exist, a more significant difference exists in the level of benefits for public employees (Reilly, 2013). Basuroy et al. (2014) found that short-term compensation has no effect on

customer satisfaction or firm value, and that long-term stock related incentive compensation interacts positively with customer satisfaction to affect firm value. Bhagwatwar et al. (2014) also found that education and certification have a positive influence on salary, compensation has a positive impact on job satisfaction, and job satisfaction has a negative impact on turnover intentions. The findings mentioned above indicate that social scientists are actively using compensation information to help answer research questions and solve business problems. Research on compensation could have several positive ramifications for hiring managers.

Employee compensation research has several important implications. For instance, all other factors being equal, an individual will receive a greater overall long-term compensation package from the public sector rather than the private sector (Reilly, 2013). Another implication is that increases in education, on the job training, and compensation will reduce turnover intentions (Bhagwatwar et al., 2014). Managers who wish to enhance their salary should work for a larger company, gain more experience, and take on more responsibility (Larson & Morris, 2014). Hiring managers can use implications for research related to compensation as a knowledge base for improving conditions and practices within their organization. A broad range of stakeholders in the Southeastern region of the United States can utilize research implications related to compensation.

Current research in this literature review on employee compensation indicates that there may be more interest on this topic in North America than in other parts of the world. Research studies I examined on the theme of employee compensation emanate

from the United States and Canada, within the past five years. Based on this literature review, researchers are much more likely to use the quantitative method to research this topic than the qualitative method. Studies examined within this literature review include secondary data and questionnaires as data collection tools for research on employee compensation (Basuroy et al., 2014; Bhagwatwar et al., 2014; Larson & Morris, 2014; Reilly, 2013; Vemala et al., 2014). Besides the employee wages variable, it was also essential to review the current literature on the number of employee referrals variable in this study.

Employee Referrals

Several researchers have found social relationships at work to be predictive of employee turnover intention. Oladunmoye (2017) found a significant relationship between interpersonal relationship and turnover intention of company workers in the southwest United States ($n=248$, $r=.533$, $p<0.001$). Karatepe and Olugbade (2017) found a significant negative relationship between work social support and turnover intentions. In other words, the higher the levels of work social support, the lower the levels of turnover intentions. Hiring managers should be aware that their role in creating an environment where employees are supported and able to thrive socially might influence turnover intention. The theoretical framework for this study suggests that since employee referrals can be used to meet Maslow's (1943) love and belonging needs (such as social relationships at work), the number of employee referrals might also be predictive of turnover intention since employees are motivated to fulfill their love and belonging needs.

Due to the possibility that social aspects of referring a new worker may affect an employee's intention to turnover, this study includes the number of employee referrals as a predictor variable. Although many non-academic articles exist on the benefits of employee referral programs, very little recent or current research literature was available on this topic for the literature review. A significant amount of current research literature exists on the subjects of employee recruiting and word of mouth communication, which closely relate to the number of employee referrals variable in this study.

Employee recruiting. Employee recruitment has steadily evolved over the years. Historically, the goal of employee recruitment was to mobilize the largest possible number of job hunters (Shammot, 2014). However, in the past 20 years, hiring managers have increasingly relied on technology to fulfill their recruitment needs (Bhoganadam & Rao, 2014; Shammot, 2014). In fact, many organizations now use social media to meet their hiring needs (Bhoganadam & Rao, 2014). Employee recruitment has gradually developed from an ability to attract workers with general requirements to a meticulous process of recruiting the exact type of employee desired. The evolution of employee recruitment comprises many incremental trends over time.

Current trends exist in the employee recruitment industry. Since the new millennium, globalization has caused business organizations to adopt new best practices regarding the hiring of employees (Shammot, 2014). From 2004 to 2014, the job market has undergone fundamental changes regarding technologies, sources of recruitment, and competition in the marketplace (Muthukumar, 2014). Continuous advancements in technology have led to employee recruitment to become less costly and much more efficient. However, technology is not the only factor to influence employee recruitment.

The social sciences have had a significant impact on employee recruiting. For many years, psychology scholars have played a substantial role in helping managers make hiring decisions (Miles & Sadler-Smith, 2014). Some research shows that there is a relationship between employee recruitment, employee satisfaction, and employee performance (Bhoganadam & Rao, 2014). Much of the current business research derives from the development of psychology. Just as the social sciences have had an impact on

employee recruiting, employee recruiting has also had an impact on business management.

Employee recruitment is an essential component for an organization's success. Recruitment is the process of finding and attracting capable applicants for employment (Muthukumaran, 2014). Many organizational leaders fail to achieve their goals despite having material resources, technology, and financing. The reason for this failure in many cases is due to lack of qualified human personnel (Shammot, 2014). Despite all other attributes, unless hiring managers can recruit and retain capable employees, they risk failing to meet their objectives. Moreover, business leaders should consider employee recruitment strategies when making plans concerning their firm.

Employee recruitment decisions can affect the overhead and profits of the business. There is a relationship between the rate of turnover and the cost of employee recruitment (Muthukumaran, 2014). It costs only one-twentieth to hire an employee online as it does to hire an employee offline (Holm, 2014). Social networking websites are powerful recruiting tools. However, reducing hiring costs could end up costing a business organization much more in the future. Although online methods of recruiting employees are cost-efficient, unless they are equally effective, they could end up costing hiring managers more due to expenses related to employee turnover. Variation in the cost of employee recruitment could be because of the multiple ways by which a hiring manager can recruit an employee to join a business organization.

Employee recruitment can emerge from a variety of methods. Managers may frequently place importance on their ability to make judgments about people based on

instinct when hiring employees (Miles & Sadler-Smith, 2014). However, internal recruitment, such as employee referrals and casual applicants, is more effective than external recruitment (Bhoganadam & Rao, 2014). Depending on the grocery store and vacant positions that need to filling, hiring managers may get better results by shifting the organization's efforts for recruitment to the existing employees instead of management. Ultimately, the best method for recruiting an employee is dependent on the particular needs and circumstances of the business organization.

Effective employee recruitment may be both an art and science. Employee recruitment is a skill that requires business perspective, expertise, diplomacy, and marketing skills (Muthukumaran, 2014). However, 40% of managers use intuition to make hiring decisions (Miles & Sadler-Smith, 2014). Therefore, various types of workers may be able to use intuition for employee recruitment instead of the standard set of business skills that hiring managers often use. Any current operator that can identify an individual with a high capacity to fulfill the duties of a particular position will be an asset for employee recruitment within a business.

Employee talent is a sought after commodity in the recruiting industry. Human resource management is an essential function for many organizations (Bhoganadam & Rao, 2014). Business organizations can gain a competitive advantage by recruiting the human resources of others (Shammot, 2014). In addition to influencing profits, hiring managers can use effective employee recruiting as a competitive strategy for the firm. Despite the many advantages of successful employee recruiting, management should use caution when hiring new employees.

The criteria for recruiting qualified employees can include the hiring manager's personal biases. Research indicates that human resource managers should hire applicants based on what they have achieved because of diligence, rather than their intelligence level (Shammot, 2014). However, some hiring managers engage in discriminative recruiting practices (Bhoganadam & Rao, 2014). Along with their efforts to enhance employee-recruiting methods, hiring managers should follow guidelines to mitigate the possibility of discriminative recruiting practices. Employee recruiting is applicable in a variety of business situations.

From 2010 to 2014, research related to employee recruiting indicates a relationship to several aspects of business operation. Studies examined in this section of the literature review pertain to a variety of business perspectives including hiring intuition, competitive strategy, selection practices, and electronic recruitment (Bhoganadam & Rao, 2014; Holm, 2014; Miles & Sadler-Smith, 2014; Muthukumaran, 2014; Shammot, 2014). Scholarly research interests related to employee recruiting are both current and relevant to this study. Research related to employee recruiting can help hiring managers develop more efficient and effective business practices.

Current research in this literature review related to employee recruiting indicates interesting findings. The results of one study suggest that the hiring behaviors of decision makers are often the result of the business environment where they make the hiring decisions (Miles & Sadler-Smith, 2014). Another study indicates that there is a statistically significant relationship between recruitment strategy and attracting the best applicants (Shammot, 2014). Muthukumaran (2014) also found through a research study

that business organizations should market their vision, culture, and values during employee recruitment in a way that differentiates them from their competitors, to improve the hiring process. The findings mentioned above indicate that social scientists are actively using employee recruiting to help answer research questions and solve business problems. Research on employee recruiting could have several positive ramifications on for hiring managers.

Employee recruiting research has several important implications. For instance, leaders should be aware that the business environment they maintain could affect the organization's hiring procedures (Miles & Sadler-Smith, 2014). Another implication is that branding managers should be aware of a possible relationship between brand awareness and employee recruitment costs (Muthukumaran, 2014). Due to the contribution of employee recruitment to the performance of an organization, managers should also periodically conduct an analysis of their hiring process, based on employee feedback (Bhoganadam & Rao, 2014). Hiring managers can use implications for research related to employee recruiting as a knowledge base for improving conditions and practices within their organization. A broad range of stakeholders in the Southeastern region of the United States can utilize research implications related to employee recruiting.

Current research in this literature review on employee recruiting indicates that there is a global interest in this area. Research studies I examined on employee recruiting for this literature review emanated from the United Kingdom, Jordan, India, and Denmark. Based on this literature review, it appears that researchers are just as likely to

use the quantitative method to research this topic, as they are the qualitative method.

Studies examined within this literature review involve several forms of data collection for research on employee recruiting including semi-structured in-depth interviews, secondary data, questionnaires, and structured interviews (Bhoganadam & Rao, 2014; Holm, 2014; Miles & Sadler-Smith, 2014; Muthukumaran, 2014; Shammot, 2014). Besides employee recruiting, word of mouth communication is an important topic related to the number of employee referrals, which will serve as a predictor variable for employee turnover intention in this study.

Word of mouth communication. Word of mouth communication has been around since the beginning of civilization. The word of mouth process is the oldest form of marketing communication. Marketing research on word of mouth began in the 1940s, after the Second World War (Nunes & Lucian, 2014). Shaikh (2014) suggests that researchers have continued to study word of mouth communication from the 1940s through 2014. In recent years, the concept of electronic word of mouth has become more diverse with the advent of social networking websites (Erkan, 2014). Word of mouth is an established form of communication and advertising that has evolved with recent advances in technology. Although an established history of word of mouth communication exists, word of mouth communication has become an advertising strategy for leaders of retail organizations to connect with their customers.

Word of mouth communication allows consumers to be at the forefront of their marketing messages. Customers feel more engaged with companies that they could share their opinions and experiences about products and services (Erkan, 2014). Some research

indicates that the best way to advertise or sell products and services is one where consumers commented among themselves (Nunes & Lucian, 2014). Consumers are essential stakeholders in the marketing process for any product or service. However, retail consumption experiences tend to vary, which also affects related word of mouth communications.

Useful word of mouth communication involves credibility. Word of mouth communication is a non-commercial, unpaid form of advertisement, and done by the people who did not contribute to producing the product or service nor get anything in return from production outputs (Shaikh, 2014). However, some research indicates that anonymous word of mouth may cast doubts on the credibility of comments made (Kim, Seo, & Schrier, 2014). For word of mouth communication to be of value to an organization, the individual or source of the communication must be respected and credible. Credibility is one of many factors associated with word of mouth communication.

Several relationships align with word of mouth communication. Research indicates that there is a relationship between customer loyalty and word of mouth communication (Topcu & Duygun, 2015). Research also suggests that there is a relationship between customer satisfaction and positive word of mouth communication (Shaikh, 2014). There is also a relationship between word of mouth communication and customer engagement (Erkan, 2014). Retail customers influence word of mouth communication and vice versa. In addition to retail customers, technology can also have an impact on word of mouth communication.

Advancements in technology have allowed individuals to leverage traditional word of mouth communication. Word of mouth communications can occur in person or through other means such as telephone or the Internet (Nunes & Lucian, 2014). Electronic word of mouth communication can take many forms such as emails, instant messaging, homepages, blogs, newsgroups, chat rooms, review sites, and social networking sites (Kim et al., 2014). Business leaders can facilitate word of mouth communication by a variety of methods. The ability to leverage traditional word of mouth communication with technology has made it an increasingly appropriate business strategy for corporations.

Word of mouth is a viable marketing strategy, despite costing less than other forms of promotion. Word of mouth communication is one of the most powerful forces in the marketplace (Shaikh, 2014). The high frequency of advertising in the 2010 decade is causing advertisements to become less impactful compared to word of mouth marketing (Erkan, 2014). The effectiveness and cost efficiency for word of mouth communication could transfer to other areas outside of marketing, such as recruiting new hires by employee referrals. Moreover, by hiring new workers through employee referrals based on word of mouth communication, organizations may be able to influence employee turnover.

Current research in this literature review on word of mouth communication reveals many related areas of interest. Research studies examined in this section of the literature review cover multiple business topics including customer management, social networking, repurchase intentions, and perceived credibility (Erkan, 2014; Kim et al.,

2014; Nunes & Lucian, 2014; Shaikh, 2014; Topcu & Duygun, 2015). Scholarly research interests that relate to word of mouth communication are both current and relevant to this study. Research related to word of mouth communication can help hiring managers develop more efficient and effective business practices.

Current research in this literature review on word of mouth communication indicates interesting findings. The results of one study confirmed that word of mouth communication through the Facebook platform is an excellent tool for disclosure (Nunes & Lucian, 2014). Kim et al. (2014) found that traditional word of mouth communication was more credible than electronic word of mouth communication. A scholar also found in a study that although word of mouth influences purchase intention, individuals place more value on their experience, rather than word of mouth from others (Shaikh, 2014). The findings mentioned above indicate that social scientists actively use word of mouth communication to help answer research questions or improve the practice of business. Research on word of mouth communication could have several positive ramifications for hiring managers.

Word of mouth communication research has several important implications. For instance, business organizations should consider using Facebook as a tool for enhancing favorable word of mouth communications (Nunes & Lucian, 2014). Another implication is that business leaders should be aware that customer loyalty could offset or mitigate negative word of mouth communications (Topcu & Duygun, 2015). Business leaders should also be mindful of the fact that traditional word of mouth might be more useful than electronic word of mouth communication (Kim et al., 2014). Hiring managers can

use implications for research related to word of mouth communications as a knowledge base for improving conditions and practices within their organization. A broad range of stakeholders in the Southeastern region of the United States can utilize research implications related to word of mouth communication.

Current research in this literature review on word of mouth communication indicates a global interest in this area. Research studies I examined on word of mouth communication emanate from India, Brazil, Turkey, and the United States. Based on this literature review, it appears that researchers are more likely to use the quantitative method than the qualitative method to research this topic. Studies examined within this literature review involve several forms of data collection for research on word of mouth communication including questionnaires, secondary data, and observational data (Erkan, 2014; Kim et al., 2014; Nunes & Lucian, 2014; Shaikh, 2014; Topcu & Duygun, 2015). Besides the number of employee referrals variable, it was also essential to review the current literature on the criterion variable in this study.

Turnover Intention

The criterion variable for this study is employee turnover intention. Research related to turnover intention has existed since the 1950s (Wynen & de Beeck, 2014). As early as 1958 researchers conceptualized turnover intention as related to an employee's decision to participate in and exert effort on behalf of the organization (Campbell, Im, & Jeong, 2014). The study of an employee's intent to leave an organization has a long research history and is still very relevant to scholars and the Southeastern region of the

United States. The interest in employee turnover intention is perhaps in part because of its effect on business organizations.

Several researchers have found that they can use a variety of factors to predict employee turnover intention. Garner & Hunter (2014) found in a study of 96 clinicians, that job satisfaction, pay satisfaction, benefit satisfaction, job involvement, supervisor support, co-worker support, job challenge & autonomy, role manageability, and role clarity are all significant ($p < 0.05$) predictors of turnover intention. Likewise, Oladunmoye (2017) found that interpersonal relationship ($n=248$, $r=.533$, $p < 0.001$) and perceived organization support ($n=248$, $r=.784$, $p < 0.001$) are significant predictors of turnover intention. Hiring managers should be aware of research involving the exploration of factors that might be predictive of employee turnover intention. The theoretical framework for this study suggests that employee wages (to fulfill physiological needs) and the number of employee referrals (to fulfill love and belongings needs) might be factors that scholars can use to predict employee turnover intention since humans are motivated to work so that they can fulfill their needs (Maslow, 1943).

Turnover intention has several negative relationships. In general, Wynen and de Beeck (2014) argued that researchers assume a negative correlation between age and turnover intention. Akyüz, Kaya, and Özgeldi (2015) have found that non-monetary recognition, competency development, generous rewards, and information sharing practices negatively and directly relate to turnover intentions. Memon, Salleh, Baharom, and Harun (2014) indicated that researchers of previous studies had demonstrated a negative association between the person-organization fit and turnover intention. For

many firms, a negative relationship with turnover could suggest an organization that lacks maximum efficiency and profit potential. Ultimately, organizational management and leadership will determine the relationships associated with employee turnover intention.

The conditions within an organization can influence turnover intention. Several studies indicated turnover intention to be lower for women, whereas others found no relationship between gender and intent to leave (Wynen & de Beeck, 2014). A positive correlation exists between greater workload and turnover intention (Wynen & de Beeck, 2014). Although the causes for turnover intention are often because of factors related to individual employees, organizational factors can also affect turnover intention. To mitigate turnover, corporate leaders must be clear on the meanings of turnover and turnover intention.

A slight, yet distinct difference exists between the definitions for turnover and turnover intention. Sharma and Nambudiri (2015) defined turnover as the cessation of membership in an organization from an individual who received monetary compensation. Turnover intention is the cognitive process of thinking about quitting one's job, planning on leaving, or feeling the desire to leave (Campbell et al., 2014). Turnover intention refers to individuals thinking about or intending to leave an organization, whereas employee turnover refers to workers leaving the firm. Therefore, if organizational leaders can mitigate the factors related to employee turnover intention, it could also decrease actual employee turnover in the process.

Many potential factors relate to turnover intentions within an organization. For leaders in many business organizations, finding out all the factors that contribute to the turnover intention among employees is a high priority (Sharma & Nambudiri, 2015). The three determining factors for turnover intention are external environment factors, individual demographic and personal characteristics, and organizational and work-related elements (Wynen & de Beeck, 2014). Research indicates that, although significant, only one-third of the factors related to employee turnover intention applies to the business organization. Managers in business organizations should gain knowledge about the factors related to employee turnover intention that they can influence versus the ones that they cannot.

Information and knowledge about turnover intention can be a useful resource for business organizations. Turnover intention precedes the actual turnover (Campbell et al., 2014; Sharma & Nambudiri, 2015). Moreover, many employees have the intent to quit but may not leave the organization (Sharma & Nambudiri, 2015). Research has shown that turnover intention is the strongest predictor of voluntary turnover (Campbell et al., 2014). Turnover intention can help hiring managers assess their staff as well as prepare for any increases in actual staff turnover that may occur in the near future. Therefore, hiring managers should have accurate information and knowledge for interpreting data related to employee turnover intention.

Research indicates different interpretations for turnover intention. Memon et al. (2014) suggested that both academic researchers and practitioners agree on turnover intention having the possibility to influence significant costs for an organization to

recruit, interview, and train new employees. The underlying bias of turnover intention research is that voluntary turnover is mostly a negative outcome for an organization (Wynen & de Beeck, 2014). Not all employee turnovers will result in negative consequences for an organization. A business organization with shrinking revenues due to economic cycles could benefit from corresponding employee turnover increases.

Prior research indicates conflicting information regarding the causes of turnover and turnover intention. Research has shown job demands, workplace role overload, and role conflict, to be factors contributing to turnover intention (Campbell et al., 2014). Some researchers view turnover as an unavoidable matter of fact in an organization's life cycle (Akyüz et al., 2015). Whether or not turnover is avoidable may be debatable among scholars. However, the vast influence of turnover and turnover intention within an organization has continued to warrant the study of these two topics.

Turnover intention has a broad-ranging impact throughout the business environment. Turnover intention is a business concern for organizations throughout the world (Memon et al., 2014). Prior research identifies the eight human resource management dimensions affecting turnover intention as; behavior and attitudes, teamwork, extensive training, written policies, training in multiple functions, incentives, performance appraisal, and feedback on performance (Akyüz et al., 2015). Scholar-practitioners should take a comprehensive view of research on employee turnover intention to include all related perspectives. Since turnover intention is a predictor of turnover, it is also essential for business organizations and social scientists to have relevant knowledge on the topic employee turnover.

Current research in this literature review related to turnover intention indicates many different aspects related to the topic. Studies examined in this section of the literature review pertain to a variety of perspectives including job satisfaction, economic crises, government efficiency, person-organization fit, and human resource management practices (Akyüz et al., 2015; Campbell et al., 2014; Memon et al., 2014; Sharma & Nambudiri, 2015; Wynen & de Beeck, 2014). Scholarly research studies examined within this literature review that relate to turnover intention are both current and relevant. Research related to turnover intention can help hiring managers owners develop more efficient and effective business practices.

Current research in this literature review on turnover intention indicates interesting findings. Findings in one study suggest that higher levels of efficiency emphasis can relate to stronger employee turnover intention (Campbell et al., 2014). Wynen and de Beeck (2014) found in another study that economic crisis has a negative impact on turnover intention. Akyüz et al. (2015) also found that behavior, attitudes, extensive training, and giving feedback, directly and indirectly, affect turnover intention. The findings mentioned above indicate that social scientists actively use turnover to help answer research questions and solve business problems. Research on employee turnover intention could have several positive ramifications for hiring managers.

Turnover intention analysis has several important implications. For instance, during times of economic crisis, business leaders may better allocate funds by engaging in employee training rather than employee recruitment (Wynen & de Beeck, 2014). Another implication is that managers may need to consider their approach and allocate all

required resources when emphasizing efficiency to their workers to reduce employee turnover intention (Campbell et al., 2014). Furthermore, low levels of job leisure conflict and high job satisfaction ratings may produce low turnover intention ratings (Sharma & Nambudiri, 2015). Hiring managers can use implications for research related to employee turnover intention as a knowledge base for improving conditions and practices within their organization. A broad range of stakeholders within the Southeastern region of the United States can utilize research implications related to employee turnover intention.

Current research in this literature review on turnover intention indicates that there is global interest in this area. Research studies I examined on turnover intention emanate from India, the United States, South Korea, Malaysia, and Turkey. Based on this literature review, researchers are more likely to use the quantitative method than the qualitative method to research this topic. Studies examined within this literature review involve several forms of data collection for research on turnover intention including questionnaires, secondary data, and face-to-face interviews (Akyüz et al., 2015; Campbell et al., 2014; Memon et al., 2014; Sharma & Nambudiri, 2015; Wynen & de Beeck, 2014). Apart from turnover intention, employee turnover is also an important topic related to the criterion variable in this study.

Employee Turnover

Scholars have been studying employee turnover for many decades. In the 1950s, the definition of employee turnover was the influx and exit of individuals into and out of the workforce of an organization over a particular period (Kumar & Govindarajo, 2014).

Much of the historical research concerning employee turnover has centered on the role of job satisfaction and job options as key factors (Palanski, Avey, & Jiraporn, 2014). Hiring managers may identify job satisfaction and job alternatives as factors influencing employee turnover. Employee turnover is a business challenge that affects a significant portion of business organizations.

Employee turnover is a popular topic among business scholars. Employee turnover is an extensively researched business issue. There have been several hundred studies conducted on employee turnover since 1990 (Kumar & Govindarajo, 2014). Research indicates that most employee turnover studies have been carried out by first observing employees' attitudes and cognitions followed by performing statistical analysis to draw conclusions (Palanski et al., 2014). The vast amount of research on employee turnover suggests that conducting a study on turnover intention in the Southeast region of the United States is still relevant and applicable among scholars. Besides being a popular business topic, employee turnover knowledge has practical implications for reducing overhead or increasing profits within a firm.

The abundance of research on turnover gives researchers insights for addressing this business problem. For example, research reveals that the pharmaceutical industry annually experiences an employee turnover of 30 to 40 percent at the field level and 8 to 10 percent at the managerial level (Pawar & Chakravarthy, 2014). The Occupational Safety and Health Administration (OSHA) found substantial evidence that ergonomics programs can decrease employee turnover (Kumar & Govindarajo, 2014). However, research on the relationship between family-friendly policies and turnover rate shows

conflicting results. Some research shows that family-friendly policies such as flextime, childcare subsidies, and alternative schedules reduce the employee turnover rate, while other research indicates the opposite (Bae & Goodman, 2014). Although some research may rely heavily on perspective or interpretation, in general, research on employee turnover helps scholars gain a better understanding to solve business problems. Social scientists can use research on employee turnover to identify elements that cause this business circumstance.

Many factors contribute to employee turnover. Wages, company benefits, employee attendance, and job performance, are all significant factors related to employee turnover (Pawar & Chakravarthy, 2014). Unsatisfactory wages or salaries are the most common reason for employee turnover (Kumar & Govindarajo, 2014). Although hiring managers can take several actions to mitigate employee turnover, all efforts should begin with offering workers satisfactory wages. Moreover, despite their importance, wages are not the only factor related to employee turnover in business organizations.

Scholars have not identified a singular cause or reason for employee turnover. No standard framework exists for understanding the employee turnover process as a whole (Pawar & Chakravarthy, 2014). Several factors cause employee turnover including characteristics of firms, unemployment rates, the average age of employees, gender, and racial composition of an organization (Kumar & Govindarajo, 2014). The lack of conclusive understanding of employee turnover is evidence that social scientist will continue to benefit from conducting research on this topic and its related components,

such as employee turnover intention. Apart from employee turnover having no sole cause, it also has no singular effect on business organizations.

Employee turnover may affect a business organization in a variety of ways. Employee turnover costs include: lower productivity, a remaining overworked staff, and costs of training and interviewing, and paying recruiters (Mishra, Mishra, & Grubb, 2015). In some cases, employee turnover benefits the organization positively. The positive effects of turnover may occur, for example, when a skilled worker replaces a poor performer (Pawar & Chakravarthy, 2014). Whether positively or negatively, employee turnover is sure to affect a firm and is worth the attention of business leaders within their organization. However, decreasing employee turnover is seldom an easy task for many companies.

Increased compensation may not lead to lower turnover within an organization. Pawar and Chakravarthy (2014) indicated that employees rarely leave jobs they are happy with even if offered a higher salary. One of the top reasons an employee looks for a new job is the lack of trust in senior management (Mishra et al., 2015). The role of leadership is a well-established factor in employee turnover research (Palanski et al., 2014). If compensation at a business organization is satisfactory, businesses should then assess their leadership to decrease employee turnover possibly. Nevertheless, solutions to employee turnover are not always financial in nature.

Low employee turnover can result in several non-financial benefits for business organizations. A lower turnover rate is an indication of an efficient business team (Bae & Goodman, 2014). Employee turnover can be a method to bring new ideas, skills, and

enthusiasm into a stagnate organization (Pawar & Chakravarthy, 2014). Although most firms do not desire high turnover, a reasonable rate of turnover can be beneficial to business organizations. Whether employee turnover is high or low, it still influences the overhead costs of business organizations.

Research results in this literature review indicate different options related to assessing the costs associated with employee turnover. The exit of a single employee could represent expenses in the range of one and a half times the employee's annual salary (Palanski et al., 2014). Employee turnover is more costly for small businesses where employees wear many hats than for larger ones (Palanski et al., 2014). In fact, the cost of turnover can be as high as 150% of an employee's annual salary (Mishra et al., 2015). No set standard exists to measure the cost of employee turnover as it likely derives from a multitude of factors and circumstances (Mishra et al., 2015; Palanski et al., 2014). The increased costs associated with high employee turnover can cause leaders of many business organizations turn their focus towards employee retention.

Current research in this literature review related to employee turnover covers a broad range of business interests. The studies examined in this section of the literature review pertain to a variety of perspectives including healthcare, ethics, justice, measurement of turnover intention, and family-friendly policies (Bae & Goodman, 2014; Kumar & Govindarajo, 2014; Mishra et al., 2015; Palanski et al., 2014; Pawar & Chakravarthy, 2014). The scholarly research interests related to employee turnover are both current and relevant to this study. Research related to employee turnover can help

hiring managers develop more efficient and effective business practices for employees in the Southeastern region of the United States.

Current research from this literature review involving employee turnover indicates interesting findings. Findings in one study suggest that although the number of family-friendly policies positively correlates with labor productivity in public organizations, the number of family-friendly policies does not reduce the turnover rate (Bae & Goodman, 2014). Researchers in another study found that employers could use strategies to limit turnover, and thereby decrease the costs of employment (Mishra et al., 2015). Palanski et al. (2014) also found that ethical leadership influences job satisfaction, which then affects intentions to quit, which then influences job search behaviors related to employee turnover. The findings mentioned above indicate that social scientists actively use employee turnover to help answer research questions and solve business problems. Research on employee turnover could have several positive ramifications for hiring managers.

Several important implications exist for research related to employee turnover. For instance, small business employers who work to build trusting relationships with staff will reduce unwanted turnover in their organizations (Mishra et al., 2015). Another implication of employee turnover may be the cost of overtime payment to the existing employees (Pawar & Chakravarthy, 2014). The identification and implementation of ethical leadership may also be a method by which leaders can influence employee turnover for the benefit of an organization (Palanski et al., 2014). Hiring managers can use implications for research related to employee turnover as a knowledge base for

improving conditions and practices within their organization. A broad range of stakeholders within the Southeastern region of the United States can utilize research implications related to employee turnover.

Current research in this literature review on employee turnover indicates that there is global interest in this area. Research studies I examined on employee turnover emanate from India, the United States, Malaysia, and South Korea. Based on this literature review, it appears that researchers are more likely to use the quantitative method than the qualitative method to research this topic. The studies examined within this literature review involve several forms of data collection for research on employee turnover including questionnaires, secondary sources of data, and semi-structured interviews (Bae & Goodman, 2014; Kumar & Govindarajo, 2014; Mishra et al., 2015; Palanski et al., 2014; Pawar & Chakravarthy, 2014). Apart from employee turnover, employee retention is an important topic related to the dependent variable in this study.

Employee retention. A significant research history exists in the area of employee retention. Deo (2014) indicated the existence of numerous studies on employee retention within the past ten years of 2014. Research findings from the existing literature suggest that factors such as compensation, work environment, and organization affiliation are some of the prime factors of employee retention (Kashyap & Rangnekar, 2014). Literature related to employee retention suggests that it is a significant and relevant issue among businesses and social scientists. Hiring managers may use employee retention research to develop best practices for retaining their employees.

Business organizations use many strategies to keep employees. One of the traditional ways of managing employee retention is through an organizational reward system (Sankar, 2015). Compensation is a critical factor for any organization's employee retention strategy (Rekha & Reddy, 2014). However, an organization cannot resolve the retention of employees by money alone (Kashyap & Rangnekar, 2014). Leaders of corporations must offer nonfinancial rewards in addition to financial rewards in their efforts to retain employees. The strategies that hiring managers use to keep employees may depend on how they define employee retention.

Scholars may define employee retention in slightly different ways. Rekha and Reddy (2014) indicated that employee retention refers to the ability of an organization to retain its employees. However, Idris (2014) defined employee retention as an organization's voluntary actions that enhance job satisfaction and intention to stay over an extended period. Although differences in the scholarly definitions for employee retention exist, scholars traditionally accept that the term refers to an organizational leader's ability to retain the firm's employees. In addition to differences in the way they define employee retention, researchers also differ in their approach to researching this topic.

Research has revealed many discoveries within the field of employee retention. Research shows that work environment can help improve employee retention (Kashyap & Rangnekar, 2014). Research indicates that most employees leave an organization due to frustration and constant friction with their superiors or team members (Rekha & Reddy, 2014). Sankar (2015) indicated that researchers had identified factors, such as a

competitive salary, healthy interpersonal relationships, friendly working environment, and job security for influencing employee retention in organizations. However, there is a lack of research on employee retention in developing countries (Idris, 2014). Recent research on employee retention indicates many practical applications for its improvement and significant opportunity for future studies. Organizational leaders can use research discoveries related to employee retention to serve the firm's stakeholders.

Organizational leaders have several obligations regarding their employees. Retaining employees is even more important than hiring them, which is why retaining top talent has become a primary concern for many organizations today (Deo, 2014). Employee retention is one of the challenges facing many organizations (Deo, 2014). All levels of management are responsible for ensuring that their organization retains its employees (Rekha & Reddy, 2014). Hiring managers can reduce the costs associated with replacing employees because of turnover if all levels of management take an active role in retaining workers within their organization. However, keeping employees is not a simple task for management.

Many relationships associated with employee retention exist. Research indicates that successful recruitment of employees helps to improve their retention (Kashyap & Rangnekar, 2014). The literature on employee retention also suggests that promoting employees is less costly than attracting new employees to an organization (Sankar, 2015). Although successful recruitment of employees may help to improve retention, hiring managers can also lower overhead associated with new hires by promoting their current

workers from within. Business leaders must make sure they allocate funds appropriately for the best return on their investment.

Investing in employees could reap long-term rewards for an organization. Organizations with adequate training opportunities should have a higher retention rate (Deo, 2014). Employee retention is important since employees are often the most valuable assets of an organization (Idris, 2014). Hiring managers need to invest in training workers to increase the value of both their employees and the firm. Although employee retention is a popular strategy used to mitigate employee turnover, business leaders should also be aware that job satisfaction within their businesses might decrease turnover intention and increase employee retention.

Current research in this literature review related to employee retention comprises a diverse body of work. Studies examined in this section of the literature review on employee retention pertain to a variety of perspectives including flexible working, the impact of hygiene factors, human resource practices, employee retention factors, employee brand perception, and servant leadership (Deo, 2014; Idris, 2014; Kashyap & Rangnekar, 2014; Rekha & Reddy, 2014; Sankar, 2015). Scholarly research interests related to employee retention are both current and relevant to this study. Research related to employee retention can allow hiring managers to develop more efficient and effective business practices.

Current research from this literature review involving employee retention indicates interesting findings. Findings in one study suggest that flextime is a significant contributor to employee retention (Idris, 2014). A researcher in another study found that

employee retention is directly proportional to employee empowerment, compensation, and employee training (Deo, 2014). Researchers also discovered in a study that attitude towards the job, attitude towards the institution, service conditions, working conditions, welfare measures, and salary administration, are factors that influence employee retention (Rekha & Reddy, 2014). The findings mentioned above indicate that social scientists actively use employee retention to help answer research questions and solve business problems. Research on employee retention could have several positive ramifications on for hiring managers.

Employee retention analysis has several important implications. For instance, to retain employees, management may need to implement strategies for employee empowerment, compensation, and employee training (Deo, 2014). Another implication is that organizational business leaders may be able to consider flextime work practices as a strategy for enhancing employee retention (Idris, 2014). Corporate leaders may also be able to increase brand awareness and employee retention by recruiting or developing servant leaders within their organization (Kashyap & Rangnekar, 2014). Hiring managers can use implications for research related to employee retention as a knowledge base for improving conditions and practices within their organization. A broad range of stakeholders within the Southeastern region of the United States can utilize research implications related to employee retention.

Current research in this literature review on employee retention indicates that there may be more interest in this topic abroad than in the United States. Research studies I examined on employee retention emanate from Malaysia and India, within the

past five years. Based on this literature review, researchers are more likely to use the quantitative method to research this topic than the qualitative method. The studies examined within this literature review involve several forms of data collection for research on employee retention including questionnaires, secondary data, and interviews (Deo, 2014; Idris, 2014; Kashyap & Rangnekar, 2014; Rekha & Reddy, 2014; Sankar, 2015). Besides employee retention, job satisfaction is an important topic related to the dependent variable (employee turnover intention) in this study.

Job satisfaction. The assessment of job satisfaction and its relationship to turnover intention is a relatively new concept. The body of relevant research on job satisfaction has revealed no indication of its historical evolution (Zheng, Diaz, Tang, & Tang, 2014). However, since the 1970s, researchers in several studies have attempted to identify the determinants of job satisfaction (Fiorillo & Nappo, 2014). Although a recent addition to the body of research literature, the concept of job satisfaction has proven to be both widely used and relevant to hiring managers. Moreover, researchers can relate job satisfaction with several other business factors.

A relationship between employee retention and job satisfaction may exist. Job satisfaction supports employee retention and improves the performance level of workers (Rawashdeh, Al-Sarairah, & Obeidat, 2015). However, a decline in retention rate could be due to poor job satisfaction (Gyamfi, 2014). Hiring managers should make efforts to have high job satisfaction ratings among workers to maintain high employee retention and a low turnover rate. Apart from employee retention, several other factors relate to job satisfaction.

Work conditions may influence job satisfaction. Research reveals that poor physical working conditions have a negative influence on job satisfaction (Gyamfi, 2014). In general, employees prefer to work in a respectful environment where they feel they can participate in achieving organizational objectives (Rawashdeh et al., 2015). Organizational leaders may be able to improve job satisfaction by creating a relaxing and inclusive work environment. Moreover, hiring managers can contribute to improving work conditions by providing a suitable management environment.

Employee supervision could affect job satisfaction. Limited supervisor support is a significant factor related to lower job satisfaction (Gyamfi, 2014). In contrast, the absence of personality conflicts between supervisors and subordinates can help reduce adverse outcomes associated with job satisfaction (Zheng et al., 2014). Upper management professionals should seek out supportive supervisors who can manage workers with a range of personalities. Supervision is only one of many factors that may affect job satisfaction among business organizations.

Several emotional factors influence job satisfaction. Research indicates that optimism could have an impact on employee job satisfaction (Zheng et al., 2014). Implementing stress management programs may be a strategy for improving job satisfaction among employees (Gyamfi, 2014). Furthermore, a business organization cannot remain sustainable without taking into consideration the needs and well-being of its employees (Rawashdeh et al., 2015). Hiring managers must identify the factors that influence job satisfaction and satisfy those requirements to increase their employees'

wellbeing. By meeting the needs of their employees, hiring managers may be able to improve job satisfaction and employee retention.

Scholars can consider job satisfaction for workers from different perspectives. Fiorillo and Nappo (2014) indicated that job satisfaction is an individual's subjective assessment of the various aspects of his/her job. However, Rawashdeh et al. (2015) suggested that job satisfaction as a positive feeling or pleasurable emotions derived from work valuation or experience. Researchers can assess job satisfaction quantitatively in the form of ratings or qualitatively in the form of interview responses. Even when scholars use similar data collection methods, they still may interpret the findings using different viewpoints.

Conflicting views exist on the relationship between gender and job satisfaction. Regarding gender, females experience significantly more job satisfaction than males (Fiorillo & Nappo, 2014). However, Roberts-Turner et al. (2014) indicated that gender has no significant effect on job satisfaction. Business scholar-practitioners should carefully review data related to research studies to draw their conclusions about its meaning. Hiring managers should consider research evidence related to job satisfaction only when it is valid and reliable.

Various factors relate to job satisfaction. Some factors influencing job satisfaction are the quality of work, pay, leadership, organizational commitment, work environment, promotion opportunity, supervision, mentoring, and coworkers (Rawashdeh et al., 2015; Roberts-Turner et al., 2014; Zheng et al., 2014). Hiring managers need to realize that to improve job satisfaction, management on all levels needs to exert a

coordinated effort including many different work-related factors. Furthermore, improvements related to job satisfaction will most likely favorably influence turnover intention and actual employee turnover.

Current research in this literature review related to job satisfaction covers a broad range of topics. Studies examined in this section of the literature review pertain to a variety of perspectives including job stress, determinants of job satisfaction, organizational culture, transactional leadership, transformational leadership, and job insecurity (Fiorillo & Nappo, 2014; Gyamfi, 2014; Rawashdeh et al., 2015; Roberts-Turner et al., 2014; Zheng et al., 2014). Scholarly research interests related to job satisfaction are both current and relevant to this study. Research related to job satisfaction can allow hiring managers to develop more efficient and effective business practices.

Current research from this literature review involving job satisfaction indicates interesting findings. Findings in one study suggest that there is a significant positive relationship between job security and job satisfaction (Zheng et al., 2014). Fiorillo and Nappo (2014) found that social interactions are important regarding job satisfaction. A scholar also found in a study that there is a negative relationship between job stress and job satisfaction (Gyamfi, 2014). The findings mentioned above indicate that social scientists actively use job satisfaction to help answer research questions and solve business problems. Research on job satisfaction could have several positive ramifications for hiring managers.

Job satisfaction research has several important implications. For instance, companies with greater long-term sustainability and stability may also have greater job satisfaction among the organization's employees (Zheng et al., 2014). Another implication is that leadership may need to pay attention to the influence of psychological and physiological needs on employee job satisfaction (Gyamfi, 2014). Business leaders may also be able to increase job satisfaction by rewarding employees fairly and giving them appropriate autonomy to do their jobs (Roberts-Turner et al., 2014). Leaders can use implications for research related to job satisfaction as a knowledge base for improving conditions and practices within their organization. A broad range of stakeholders within the Southeastern region of the United States can utilize research implications related to job satisfaction.

Current research in this literature review on job satisfaction indicates that there is a global interest in this area. Research studies I examined on job satisfaction emanate from Ghana, Italy, Jordan, the United States, and China. Based on this literature review, it appears that researchers are more likely to use the quantitative method to research this topic than the qualitative method. The studies examined within this literature review include secondary data and questionnaires to collect data for research on job satisfaction (Fiorillo & Nappo, 2014; Gyamfi, 2014; Rawashdeh et al., 2015; Roberts-Turner et al., 2014; Zheng et al., 2014). Research on job satisfaction indicates that it is a significant factor associated with employee turnover intention, the criterion variable used in this study. Besides the employee turnover intentions variable, the following section contains a review of current literature related to the measurement of all the variables in this study.

Measurement of Variables in the Study

Employee wages. Employee wages was a predictor variable in this study on turnover intention in the retail industry, measured by using a continuous ratio-level variable. When conducting research related to employee wages, researchers will often use secondary data instead of collecting and measuring new data (Hsu & Chiang, 2014). Furthermore, researchers can also use survey questionnaires to measure variables related to employee wages (Gunawan & Amalia, 2015). I chose to use a survey question to gauge the exact amount of dollars and cents the participants in this study would earn per hour as paid workers. The question was, *excluding overtime pay, what is your current hourly rate of pay on this job in exact dollars and cents?* The United States Census Bureau (2016) measures hourly wages by asking, *excluding overtime pay, tips, and commissions; what is your hourly rate of pay for this job?*

Number of Employee referrals. Number of employee referrals was also a predictor variable in this study on employee turnover intention in the retail industry, measured by using a discrete ratio-level variable. I chose to use a survey question to gauge an exact number of times a study participant has referred a newly hired worker to their current organization of employment. The question was *what is the total number of newly hired employees you have referred to your current employer?* Hsieh and Chen (2011) indicated that investigators researching employee referrals had used survey questionnaires to measure motives behind an existing worker making a referral for a newly hired employee. Hsieh and Chen (2011) measured existing employees' motivation

behind making an employee referral by asking, *did you (as an existing employee) make a referral because his/her job ability is compatible with the vacancy?*

Employee turnover intention. Employee turnover intention was the criterion variable in this study; it involves measurement by using an intention to leave the job (ILJ) instrument as a categorical level of measurement (Hom, Griffeth, & Sellaro, 1984). I chose to use an instrument for this variable because, in contrast to employee wages and number of employee referrals, employee turnover intention was not an inherently quantifiable construct. The ILJ is a two question item survey that combines a nominal scale with a 5-point Likert-type item ranging from *certainly not* (1) to *certainly* (5). In essence, detailed and accurate measurement of the criterion (employee turnover intention) and predictor variables (employee wages and number of employee referrals) was an essential and necessary component for reliable results in this study.

Transition

The objective of the first section of this study was to provide a comprehensive explanation for why employee turnover intention research is relevant to stakeholders within the Southeastern region of the United States. Section 1 included the background of the problem, problem statement, purpose statement, and nature of the study. Section 1 encompassed the central research question, hypotheses, theoretical framework, and operational definitions. Section 1 also consisted of the literature review, significance of the study, assumptions, limitations, and delimitations.

As section 1 included an explanation of the background knowledge that stakeholders need to understand this study, section 2 and section 3 involves details about

the research process. Section 2 primarily encompasses the methodology of the study and its various components. Section 3 also consists of the details that relate to the analysis and presentation of data in this study on employee turnover intention in the Southeastern region of the United States.

Section 2: The Project

Section 2 includes the rationale for choosing the research method and design. Section 2 contains a description of the sample population, ethical research practices, and the details of data collection. This section also includes a description of the reliability and validity of the study.

Purpose Statement

The purpose of this correlational study was to examine the relationship between employee wages, number of employee referrals, and employee turnover intention. The predictor variables were employee wages and number of employee referrals. The criterion variable was employee turnover intention. The target population was composed of employees working in the Southeastern region of the United States. The implication for positive social change includes the potential for more hiring managers to implement practices that may help to reduce unplanned turnover of employees. Minimizing employee turnover might financially benefit consumers in society as low turnover may result in decreased overhead expenses and a reduction in purchasing costs. A decrease in overhead expenses due to lower turnover could also make non-profit organizations more sustainable, thus positively benefiting communities.

Role of the Researcher

The role of a quantitative researcher is to select the design; manage, collect, and evaluate data; adhere to strict ethical guidelines; and publish the research (Kang, et al., 2017). The role of a quantitative researcher also involves recognizing researcher bias in data collection (Zyphur & Pierides, 2017). The role of a quantitative researcher is

comparable to a qualitative researcher's role except, instead of interviewing and transcribing (Yip, Lee, & Tsui, 2015), quantitative research typically requires collecting data using a survey instrument or using secondary data (Hibino & Shimazono, 2014; Zhong, Tian, Hu, Grey, & Gilmont, 2016).

Relationship of Researcher to Topic, Participants, and Research Area

No prior relationship existed between myself and the participants in this study. Competent researchers should become advocates in the best interest of their study participants (Famenka, 2016; Judkins-Cohn, Kielwasser-Withrow, Owen, & Ward, 2014). Apart from the facilitation of my study, no prior relationship involving the topic of turnover intention research existed between me and the participants.

Ethics and Belmont Report

The U.S. Department of Health and Human Services (USDHHS) stated that researchers using human subjects must avoid ethical problems (USDHHS, 1979). The Belmont Report stated that fundamental ethical principles in research include respect of persons, beneficence, and justice (USDHHS, 1979). Respect for persons involves the acknowledgment of participants' autonomy, as well as protecting incapacitated or immature participants (USDHHS, 1979). Judkins-Cohn et al. (2014) indicated that as a sign of respect, researchers should disclose the nature of their research and process, as well as inform participants that they may withdraw at any time. Beneficence in research requires that a researcher must optimize the potential benefits while diminishing the potential risks of the participants (USDHHS, 1979). A researcher can demonstrate justice

in research by ensuring that participants participate equally regardless of demographic background, capability, or ability (USDHHS, 1979).

Social scientists demonstrating justice in research should invite target participants irrespective of gender, religious beliefs, and educational attainment. Snowden (2014) indicated that an ethical researcher could minimize the potential risks of the participants by ensuring their confidentiality and privacy. I mitigated ethical issues in this study by informing participants that they could withdraw at any time as well as maintain their anonymity.

Participants

Participant eligibility criteria improve both the reliability and validity of a study (Hernández et al., 2016). Eligible participants in this study met the following criteria: (a) the participant was employed in the Southeastern region of the United States, (b) the participant was working full-time or part-time, and (c) the participant was at least 18 years of age.

Working Relationship with Participants and Accessing Participants

This study did not involve any direct relationship with the participants. This study did not specifically include vulnerable participants such as children, senior citizens, crisis victims, or prisoners. All participants gave their consent based on the consent form, which contained information about the research design and the assurance of confidentiality. Mondada (2014) stated that informed consent is the most debated issue in the social sciences. Therefore, the survey for this study was administered in a manner that prevented access to questions if respondents did not acknowledge the consent form

or did not meet the eligibility requirements. Participants who met the eligibility criteria then proceeded to answer the survey questions. This study only included measures to recruit participants who represented the target population to preserve the validity of the research.

The study involved using only public means to identify and/or contact participants for data collection. Participants received a verbal invitation to participate and were given a printed copy of the consent form. The consent form included the purpose of the correlational study, nature of the study, rights of the participants, and measures to protect the privacy of participants. Mondada (2014) stated that data anonymization is crucial for the preservation of the confidentiality, privacy, and intimacy of the participants during the research process. Allowing research participants to remain anonymous is a strategy to protect their identity and further ensure confidentiality (Dodou & de Winter, 2014). Therefore, in my research study, participants did not provide their personal name or company name.

Participant Characteristics and Research Question Alignment

The participant characteristics for this study were appropriate for addressing its central research question. The objective of the study was to examine the relationship between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States. Because participants who were employed full-time or part-time, (a) could earn wages, (b) could refer new workers to their current organization of employment, and (c) could have intentions to leave their

organization to work elsewhere; they were in alignment with the central research question for this study.

Research Method and Design

The research method involves information about how a researcher might address a central research question scientifically. The research design encompasses the specific process associated with a particular research method. In this study, I used a quantitative research method and a correlational research design.

Research Method

Three methods exist for conducting scholarly research: (a) quantitative, (b) qualitative, and (c) mixed methods (Hitchcock, Onwuegbuzie, & Khoshaim, 2015; Jarosławski, Azaiez, Korchagina, & Toumi, 2017; Mahimbo, Seale, Smith, & Heywood, 2017). Scholars use quantitative methods to understand statistical relationships through numerical data (Westfall, Hatfield, Sowers, & O'Connell, 2017). Researchers recognize quantitative studies as the methodology of choice for examining relationships among variables (Potter, Crane, & Hargrove, 2017). In this study, the quantitative method was appropriate, because the research process was suitable for determining whether a relationship exists between quantifiable variables and for testing the hypotheses. The use of correlations in hypothesis testing allows for generalization of quantitative research results to a larger population (Adusumilli, Lacewell, Taylor, & Rister, 2016; Harsono, Galletly, O'keefe, & Lazzarini, 2017; Wegscheidl, et al., 2017). The practical applicability of quantitative research aligns with Walden University's guidelines for doctoral studies.

Several reasons existed for why a quantitative method was more appropriate for this study than a qualitative or mixed methods research approach. In a qualitative method approach, the primary purpose is often to explore the research topic, with the researcher focusing on the descriptions of phenomena with words rather than numbers or graphics (Cowan, Clark, Gordon, Bok, & Shen, 2016; Khor, Goh, McDonald, & Holland, 2017; Mahimbo, Seale, Smith, & Heywood, 2017). Qualitative research involves exploring and describing social phenomena by attaining an understanding of real-world events from the perspective of study participants (Betti, 2016; Kaczynski, Salmona, & Smith, 2014; Tang, Collier, & Witt, 2018; Zechella & Raval, 2016). The qualitative research method is also vital to researchers as they attempt to discover new theories using inductive reasoning (Chaumba, 2016; Kaczynski et al., 2014; Ryu, Kim, & Lee, 2016; Worabo et al., 2016). In contrast to qualitative research, quantitative research is reproducible (Adusumilli et al., 2016; Harsono et al., 2017; Wegscheidl, et al., 2017). I wanted the results of this study to be readily reproducible to be of optimal value to business leaders; therefore, I did not use a qualitative approach.

A mixed method approach is the integration of quantitative and qualitative methods, which generates a synergy and guides the researcher to a deeper understanding (Glover, McCormack, & Smith-Tamaray, 2015; Hitchcock, Onwuegbuzie, & Khoshaim, 2015; Parris, Shapiro, Welty Peachey, Bowers, & Bouchet, 2015). In mixed methods research, the researcher uses qualitative designs to address questions of meanings or experience; while using quantitative designs to address causation, or correlations between variables (Glover et al., 2015; Hitchcock et al., 2015). The mixed method approach did

not meet the needs of the research study because the intent of this quantitative study was to examine the relationships of the variables, not to explore a phenomenon at the same time. Furthermore, the use of mixed methods research adds requirements regarding time, funding, and skills in how to integrate the different methods (Parris et al., 2015).

Therefore, I also rejected the mixed methods approach because of time requirements for data collection and analysis.

Research Design

Three research design approaches exist in quantitative research: (a) non-experimental, (b) quasi-experimental, and (c) experimental. Correlational research is a subcategory for non-experimental research design (Lee, 2015; Platow, Huo, Lim, Tapper, & Tyler, 2015; Quratulain & Khan, 2015; Stürmer, Wyss, Glynn, & Brookhart, 2014). Non-experimental correlational designs can help researchers understand potential relationships between study variables as they naturally occur in the study participants' environments (Lee, 2015; Platow et al., 2015; Quratulain & Khan, 2015; Stürmer et al., 2014). A non-experimental correlational design was the most appropriate design for this study because there would be no manipulation of environmental variables. Moreover, non-experimental designs are most suitable when time and cost could prohibit research (Stürmer et al., 2014). Correlational studies typically involve examining or determining relationships that do not imply causation (Stürmer et al., 2014). Moreover, correlational designs are beneficial when the researcher desires to explore the significance of a relationship between two or more variables (Lee, 2015; Platow et al., 2015; Quratulain & Khan, 2015; Stürmer et al., 2014). The correlational design was also appropriate because

I used multiple linear regression to examine to what extent, if any, a relationship exists between predictor variables (employee wages and number of employee referrals) and the criterion variable of employee turnover intention. A correlational design can allow researchers to gain insights into trends, opinions, or attitudes of larger populations through quantitative instruments designed to collect data from a sample population (Lee, 2015; Platow et al., 2015; Quratulain & Khan, 2015; Stürmer et al., 2014).

Several reasons existed for why a non-experimental design was more appropriate for this study than a quasi-experimental or experimental design. Quasi-experimental and experimental designs facilitate the manipulation of control groups and treatment variables in an attempt to measure a possible causal relationship in the study (Antoniou, Harrison, Lau, & Read, 2015; Kato & Mckinney, 2015; Thompson, Snyder, Burt, Greiner, & Luna, 2015). No manipulation of control variables exists to ascertain the effects on dependent variables, or consideration for random assignment; therefore, experimental and quasi-experimental designs were not appropriate for this study. Some researchers use quasi-experimental and experimental designs to draw cause-and-effect relationships (Antoniou et al., 2015; Thompson et al., 2015; Weller et al., 2017). A correlation design does not imply causation. However, some researchers can use a correlation design to describe possible relationships among variables based on results from a survey instrument provided to a larger population of participants (Lee, 2015; Platow et al., 2015; Quaranta & Spencer, 2015). My focus was to establish the degree to which a relationship existed among employee wages, number of employee referrals, and employee turnover intention. My intent was not to establish that employee wages and number of employee referrals

influence or determine employee turnover intention. Thus, a non-experimental correlational design was most appropriate for this study.

Population and Sampling

The general population of the study included all employees working in the United States. The target population was composed of employees working in the Southeast region of the United States. Eligible participants in this study met the following criteria: (a) the participant was employed in the Southeastern region of the United States, (b) the participant was working full-time or part-time, and (c) the participant was at least 18 years of age.

Population Characteristics and Research Question Alignment

The target population for this quantitative correlational study was appropriate for addressing its central research question. My objective for the study was to examine the relationship between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States. Because employed workers in the Southeastern region of the United States (a) could earn wages, (b) could refer new workers to their current organization of employment, and (c) could have intentions to leave their organization to work elsewhere, they were in alignment with the central research question for this study.

Description and Justification of Sampling Method

Types of sampling methods. The two types of sampling methods are nonprobability sampling and probability sampling (Kumar, 2011; Neuman, 2011). Researchers can use nonprobability sampling when it is not feasible to obtain an actual

random sample (Kumar, 2011; Neuman, 2011). In contrast, researchers can use probability sampling when a truly randomized sample is required (Kumar, 2011; Neuman, 2011). Probability sampling is usually complicated, costly, and time-consuming; however, this sampling method may allow researchers to generalize their findings from the sample to the study population (Kumar, 2011; Neuman, 2011).

Sampling technique used in the study. This study includes a convenience (or availability) nonprobability sampling method. Social scientists can use a convenience sampling technique when criteria drive the selection of the sample. Coolican (2014) indicated that with convenience nonprobability sampling, the researcher could select a sample based on the participants' availability. The convenience sampling technique is also the most commonly used form of the nonprobability sampling method, known for its ease of use, low cost, and flexibility (Barratt & Lenton, 2014; Paz-bailey, Noble, Salo, & Tregear, 2016).

Justification for not using other sampling techniques. The probability sampling method does not apply in this study because a truly randomized sample is not feasible. Probability sampling techniques include cluster, simple random, systematic, and stratified (Neuman, 2011). In contrast, the snowball sampling technique is a form of the nonprobability sampling method, by which the original participants refer new respondents to participate in the research study (Neuman, 2011). However, although snowball sampling is nonprobabilistic, this sampling method would have been more time-consuming and less efficient for meeting the needs of this study than convenience sampling.

Sample Size Calculation

For sample size calculation, this study included the formula provided by Tabachnick and Fidell (2007) with two predictor variables. Bebe (2016) also recently used this formula in a quantitative correlational study on turnover intention. The sample size is an essential factor for reducing the mean standard error (Cattaneo, Crump, & Jansson, 2014). The standard formula provided by Tabachnick and Fidell is $50 + 8(m)$. The symbol m in the formula indicates the number of predictor variables that the study includes. To calculate the minimal sample size for this study, $50 + 8(2) = 66$.

Ethical Research

Informed Consent Process and Incentives for Participating

The data collection process included informed consent from all participants in the study. Informed consent is a process that involves the protection of participants from any research ethics issues that may arise during the data collection process (Judkins-Cohn, Kielwasser-Withrow, Owen, & Ward, 2014). Study participants should have the option to withdraw at any time by declining the initial survey invitation, not answering any particular survey question, or not submitting the final survey questionnaire (Judkins-Cohn et al., 2014). In alignment with Walden University IRB committee guidelines, research participants did not receive compensation or other incentives for participating.

Ethical Protection of Participants

Several factors determine the ethical protection of participants in a study (Famenka, 2016). Honesty, objectivity, integrity, carefulness, openness, and confidentiality are critical areas in research and scholarship (Willis, Slade, & Prinsloo,

2016). Therefore, I strategically included honesty, transparency, and non-discrimination to mitigate any unintentional risks to the participants of this study. Snowden (2014) indicated that ethical research is free from unfair discrimination, harming individuals, and violating an individual's privacy or confidentiality. When human subjects serve as sources of data, Snowden (2014) indicated that researchers have the responsibility for mitigating any intended or unintended risks. This doctoral study received approval from the Walden University IRB board. The approval number for this study is 04-06-18-0407633.

Confidentiality, Data Storage, and Agreement Documents

Informing participants that data collection is anonymous and confidential encourages accurate and honest survey responses (Bova, Nnaji, Woyah, & Duah, 2016). For confidentiality purposes, the data collection process did not require participants to give their name and workplace to protect their identities. Additionally, the data collection process incorporated the use of code numbers to replace any unintentional identifiers of the participants. Data will be kept secure by using a password-protected device/computer and will be stored in a locked file. Data will be kept for a period of at least 5 years, as required by the university. The table of contents and appendices include a copy of the informed consent form.

Data Collection Instruments

This study involved measuring each variable using one item based on how researchers have measured the variables in previous studies. This study includes three variables. The predictor variables in this study were employee wages and number of

employee referrals, and the one criterion variable was employee turnover intention. This section contains an explanation of the instrumentation for each of the variables in the study.

Employee Wages

The first predictor variable was employee wages (see Appendix A). Since employee wages was not a psychological construct, using an existing instrument to measure the variable was not appropriate. Psychological measurement is most suitable when measuring unobservable constructs (Slaney & Racine, 2013). Instead, I used one question to measure the employee wages variable. The question was, *excluding overtime pay, what is your current hourly rate of pay for this job in exact dollars and cents?* The question resulted in ratio-level data, and ratio-level data is common in quantitative research (Bird et al., 2014; Cantisani et al., 2014; Cay et al., 2015).

Descriptive survey questions where respondents respond to *how much* questions are typical in studies using a quantitative research design (Farbood, 2014; Hibino & Shimazono, 2014; Thilagavathi, 2014). For example, the question the United States Census Bureau uses to measure hourly wages is very similar to the question I utilized in this study. On a regular basis, the Census Bureau conducts the Current Population Survey for the Bureau of Labor Statistics (United States Census Bureau, 2016). The United States Census Bureau measures hourly wages by asking, *excluding overtime pay, tips, and commissions; what is your hourly rate of pay for this job?* Since there was no existing survey instrument used for the employee wages variable in this study, no published reliability and validity information was available.

Number of Employee Referrals

The second predictor variable was number of employee referrals (see Appendix B). Since the number of employee referrals was not a psychological construct, using an existing instrument to measure the variable was not appropriate. Psychological measurement is most suitable when measuring unobservable constructs (Slaney & Racine, 2013). Therefore, I used one question to measure the number of employee referrals variable. The question was *what is the total number of newly hired employees you have referred to your current employer?* The question resulted in ratio-level data. Ratio-level data is common in quantitative research (Bird et al., 2014; Cantisani et al., 2014; Cay et al., 2015).

Descriptive survey questions where respondents respond to *how often* or *what* questions are typical in studies using a quantitative research design (Farbood, 2014; Hibino & Shimazono, 2014; Thilagavathi, 2014). For example, the question the United States Census Bureau uses to measure the number of jobs is very similar to the question I used in this study to measure the number of employee referrals. The United States Census Bureau (2016) measures the number of jobs by asking, *altogether, how many jobs did you have?* Since there was no existing survey instrument used for the number of employee referrals variable in this study, no published reliability and validity information was available.

Turnover Intention

Hom, Griffeth, and Sellaro (1984) developed the Intention to Leave the Job instrument (ILJ). The instrument was normed by administering a survey to 192 hospital

employees in a Northwest Pennsylvania city at the beginning of the year (Hom et al., 1984). Researchers use the ILJ to measure an employee's intention to leave their current organization of employment. The ILJ is a two-question instrument. The first question is *what are the chances that you will remain in the profession but leave the hospital at or before the end of the year?* The second question is *what are the chances that you will leave your job?* Both questions gather ordinal level data, and both are 5-point Likert-type items with options of *certainly not* (1), *probably not* (2), *not sure* (3), *probably* (4), and *certainly* (5). Researchers can use the first question to predict occupational resignation and the second question to predict organizational resignation (Galletta et al., 2011; Hom et al., 1984; Schulz, Luthans, & Messersmith, 2014; Singh et al., 2013). Since the focus of this study was on organizational turnover intention, while participants were instructed to answer all instrument questions, participant scores only reflect answers to the second question.

Researchers have used the ILJ instrument successfully since the 1980s (Bebe, 2016; Galletta et al., 2011; Hom et al., 1984; Schulz et al., 2014; Singh et al., 2013). Researchers have used the ILJ instrument on various populations. Galletta, Portoghese, Penna, Battistelli, and Saiani (2011) used the ILJ instrument, created by Hom et al. (1984) when examining the relationship between nurses' perceptions of care adequacy, job satisfaction, and turnover intention. A total of 1,240 nurses from different public hospitals completed the ILJ instrument (Galletta et al., 2011). In another study, Singh et al. (2013) used the ILJ with a population of engineers to determine factors that may predict or influence turnover intention. Bebe (2016) used the ILJ instrument to collect

data on employee turnover intention from a population of workers in fast food restaurants located on the East Coast of the United States.

The investigator for this study administered the instrument via a paper based survey, which took participants approximately 3 minutes to complete (Hom et al., 1984). Participants were to score between 1 and 5, and typically, researchers calculate a total score by averaging the scores on the questions for each participant in the study (Hom et al., 1984). However, this study only included the score from the second question for each participant. A total score closer to 1 indicated the participant has a lower intention to turnover. A total score closer to 5 indicated that participant has a higher intention to turnover. Although the question in the instrument was an ordinal level measurement (Certainly Not=1, Probably Not=2, Not sure=3, Probably=4, and Certainly=5), the total score was a ratio level measurement (a numerical value that is not rank ordered).

The ILJ instrument has evidence of reliability based on several published reliability studies. Galletta et al. (2011) assessed the internal consistency using Cronbach's alpha and found a reliability of .85 for the instrument. Singh et al. (2013) calculated the internal consistency and found a reliability of .91, while Schulz, Luthans, and Messersmith (2014) reported a reliability coefficient of .848.

Some researchers have gathered evidence of construct validity as a strategy to show that the ILJ instrument measures what it claims to measure (Galletta et al., 2011; Schulz et al., 2014; Singh et al., 2013). Some researchers have tested the construct validity of the ILJ instrument using an exploratory factor analysis (EFA) with the maximum likelihood extraction method (Galletta et al., 2011; Schulz et al., 2014; Singh

et al., 2013). The results indicated two factors with eigenvalues (or characteristic values) greater than 1, explaining approximately 58% of the variance of the indicators (Galletta et al., 2011). When eigenvalues are greater than the variance of the indicators, support exists for construct validity (Galletta et al., 2011).

I used the original ILJ instrument without making any revisions or adjustments that might have altered its psychometric characteristics (Galletta et al., 2011; Hom et al., 1984; Schulz et al., 2014; Singh et al., 2013). The appendices include a copy of the ILJ instrument (see Appendix C) and a document for the permission to use the ILJ instrument (see Appendix E). The raw data associated with this study will be available for public access on the Internet.

Data Collection Technique

The data collection technique for this study consisted of an offline, paper-based, survey. The paper-based survey is a familiar format for consumers, companies, and researchers to obtain different views, perspectives, and opinions on particular services or products (Marleen et al., 2017). Paper-based surveys may promote truthful responses when the participants are anonymous and can complete the surveys under the circumstances of their choosing and consent (Handscomb, Hall, Shorter, & Hoare, 2016). Thus, a paper-based survey in quantitative research is an effective and efficient data collection approach (Howell, Hood, & Jayne, 2017).

Advantages and Disadvantages of the Data Collection Technique

Both advantages and disadvantages existed for using an online survey for data collection in this study. Some potential benefits of using paper-based surveys compared

to web-based surveys included higher response rates, less sample bias, and no fear or distrust of technology. Paper-based survey advantages could also include less difficulty in sample selection and decreased variation of the original instruments' reliability (Ward, Clark, Zabriskie, & Morris, 2014). Furthermore, a paper-based survey can allow a participant to ask clarifying questions for any instructions not clearly understood. However, some disadvantages of using paper-based surveys include higher costs, no automation, no real-time access, more time consuming, less convenience for respondents, and less design flexibility (Ward et al., 2014). Participants cannot access paper-based surveys anywhere and anytime with multiple devices (Roberts & Allen, 2015). Using a paper-based survey could cost researchers more money due to printing and postal services (Middleton, Bragin, Morley, & Parker, 2014).

Data Collection Process

The data collection process for this study involved using only public means to identify and/or contact participants. Participants located in public places received a verbal invitation to participate and were given a printed copy of the consent form (to keep for their records) that included eligibility requirements, the purpose of the study, researcher contact information, participant anonymity, and ethical parameters. Participants should be able to withdraw without hesitation (Middleton et al., 2014). Thus, my survey format was brief and concise to avoid a high withdrawal rate. Allowing research participants to remain anonymous is a strategy to protect their identity and further ensure confidentiality (Dodou & de Winter, 2014). Therefore, in my research study participants did not provide their personal name or company name. If potential

respondents decided that they wanted to participate, they indicated their consent by returning a completed paper-based survey. Participants had the option to complete the survey in the presence of the researcher or the option to be provided with a self-addressed stamped envelope so that the survey could be mailed to the researcher at the participant's convenience. A note of thanks was included with the survey, and the paper-based survey was collected.

I paid all administration costs for the implementation and analysis of the surveys in this study. After completing data collection, I manually input the data from the paper-based surveys into SPSS software for statistical testing and data manipulation. Aligning with IRB guidelines, data will be kept secure by using a password-protected device/computer for analysis and will be stored in a locked file for five years before deleting permanently.

Pilot Study Determination

Since the employee wages and number of employee referrals were not psychological constructs, using existing instruments to measure these variables was not appropriate. Psychological measurement is most suitable when measuring unobservable constructs (Slaney & Racine, 2013). Furthermore, because the ILJ survey instrument for measuring the turnover intentions variable was used with permission from Hom et al. (1984) and has been used in other studies (Bebe, 2016; Galletta et al., 2011; Schulz et al., 2014; Singh et al., 2013), I did not complete a pilot study for the instrument.

Data Analysis

Data analysis was conducted to address the following research question and hypotheses:

Research Question and Hypotheses

Research Question 1 (RQ1): What is the relationship between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States?

Null Hypothesis (H_0): There is no relationship between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States.

Alternative Hypothesis (H_a): There is a relationship between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States.

Standard multiple linear regression was used as the statistical technique.

Researchers use multiple linear regression to assess the relationship between two or more independent or predictor variables and one dependent or criterion variable (Bok-Hee & SoonGohn, 2014; Chen, Li, Wu, & Liang, 2014; Jelusic, 2017). More specifically, a quantitative researcher can use regression to identify the degree to which particular independent or predictor variables influence the dependent or criterion variables (Chang & Mao, 2018). The nature of my research question was to determine how two predictor variables (wages and employee referrals) relate to a criterion variable (employee turnover intention); therefore, multiple linear regression was the best analysis to conduct.

Two other regression techniques, hierarchical regression, and logistic regression, were considered but deemed not appropriate for this study. Hierarchical regression is a regression model where the investigator adds variables in multiple steps to explain a statistically significant amount of variance in the dependent variable by including smaller models in previous steps (Akin, 2016). This regression technique was not appropriate because this study did not involve building several regression models by adding variables to a previous model at each step. Also, logistic regression was considered. Logistic regression is a regression model used when the dependent variable is categorical, meaning it represents values that are names or labels (Alexandrescu, Bottle, Jarman, & Aylin, 2014). Employee turnover intention (the dependent variable for this study) was not a categorical variable; therefore, logistic regression was also not appropriate for this research. The Statistical Package for the Social Science (SPSS) software version 23 was used to analyze the data.

Cleaning, Screening, and Addressing Missing Data

Birtwhistle and Williamson (2015) implied that researchers use the cleaning and screening process to convert raw data into a useable form for statistical analysis. Data cleaning refers to a process of removing invalid data from a dataset; whereas data screening is the process of ensuring that data are ready for further statistical analysis (John-Akinola & Nic Gabhainn, 2015; Sullivan, Edmed, Allan, Karlsson, & Smith, 2015). Data cleaning and screening are necessary because when data are unreliable, then the conclusions a researcher draws from the data analysis results may not be entirely justified (John-Akinola & Nic Gabhainn, 2015; Sullivan et al., 2015).

The data scanning process for this study included scanning aggregate raw data to check for any missing values. Identifying missing values and correcting them with statistical software was an essential part of analyzing research data. Some options for dealing with missing data are (a) analyzing only the available data; (b) imputing the missing data with replacement values; (c) imputing the missing data and accounting for uncertainty; and (d) making assumptions about relationships between missing data and the available data (Johnston, 2014; Oud & Voelkle, 2014). In this study, I addressed missing data by analyzing the available data to exclude cases pairwise using the “exclude cases analysis by analysis” option in SPSS. Furthermore, this study did not include the option of imputing missing data as a solution for missing data.

Assumptions

Assumptions surrounding multiple regressions include outliers, linearity, multicollinearity, normality, and homoscedasticity of residuals (Abadir, Distaso, Giraitis, & Koul, 2014; Holbrook et al., 2016; Horner, Solheim, Zuiker, & Ballard, 2016). Using statistical software is a common practice for testing assumptions related to multiple regression (Egen, Beatty, Blackley, Brown, & Wykoff, 2017; Khode et al., 2017; Siegle, 2016). Bootstrapping, using 2,000 samples was computed, and the 95% bootstrap confidence intervals were reported as appropriate.

Multicollinearity. Multicollinearity is a condition where a high correlation ($r = .9$ and above) exists among two predictor variables (Holbrook et al., 2016). Some researchers choose to use correlation analysis, such as a Pearson correlation, to determine the presence of multicollinearity (Lambert, Catchen, & Vogelgesang, 2015; Power,

O'Connor, Orlet Fisher, & Hughes, 2015). I ran Pearson's Product Moment Correlation coefficient to assess multicollinearity. For this study, I was prepared to run two bivariate regression analyses as the corrective option for a violation of the multicollinearity assumption.

Outliers. Outliers are non-normally distributed variables that are highly skewed or kurtotic, meaning that they are distant (extremely high or extremely low) from other observations (Tedeschi & Ford, 2015). Multiple regression also includes the assumption that the removal of outliers can reduce statistical errors and improve the accuracy of estimates (Glover et al., 2015). The Normal Probability Plot (P-P) of the Regression Standardized Residual and the scatterplot produced as part of the regression analysis can be inspected to assess outliers (Glover et al., 2015; Tedeschi & Ford, 2015). I inspected these plots to assess normality.

Linearity. Multiple regression involves an assumption of linearity (forming a straight line graphically or a linear relationship) between predictor and criterion variables (Reulen & Kneib, 2016; Yang, Novick, & LeBlond, 2015). A visual inspection of plotted data points (scatterplot) is an appropriate test for linearity (Nguyen, Schwartz, & Dockery, 2014). The Normal Probability Plot (P-P) of the Regression Standardized Residual and the scatterplot produced as part of the regression analysis can be inspected to assess linearity (Green & Salkind, 2014). I inspected these plots to assess linearity.

Normality. Multiple regression requires an assumption of normality, meaning that numeric data for all variables in the study is normally distributed (Bila, 2016). The frequency distribution, histogram, and stem-and-leaf plot are tools researcher use to

visually check normality (Abadir et al., 2014). The Normal Probability Plot (P-P) of the Regression Standardized Residual and the scatterplot produced as part of the regression analysis can be inspected to assess normality (Green & Salkind, 2014). I inspected these plots to assess normality.

Homoscedasticity of residuals. Researchers using multiple regression analysis should include the assumption of homoscedasticity when the variance of errors is constant for all independent variables (Horner et al., 2016; Schubert, Zimek, & Kriegel, 2014). Some researchers can also perform a visual inspection using scatterplots to detect outliers and ensure that homoscedasticity is present (Grabemann, Mette, Zimmermann, Wiltfang, & Kis, 2014; Schubert et al., 2014). The Normal Probability Plot (P-P) of the Regression Standardized Residual and the scatterplot produced as part of the regression analysis can be inspected to assess homoscedasticity of residuals (Green & Salkind, 2014). I inspected these plots to assess homoscedasticity.

If the results of the data analysis indicate a violation of an assumption for conducting multiple regression, conclusions could indicate misrepresentations for probable relationships among the study's variables (Ferreira, Figueroa-zúñiga, & de Castro, 2015; Kuder, 2015). When a scientist conducting a multiple regression analysis violates any of the test's assumptions, some corrective options are appropriate: (a) removing contributing observation values, (b) using a nonlinear transformation by taking the square root of the observation values, (c) developing a new composite observation value, or (d) using the existing sample data to create bootstrap samples (Gerdin et al., 2016). Therefore, to satisfy the regression model, researchers should choose one or more

of the appropriate aforementioned corrective options using a statistical software package (Ferreira et al., 2015; Kuder, 2015). For this study, I used bootstrapping as the corrective option for violation of assumptions involving outliers, linearity, normality, and homoscedasticity of residuals.

Inferential Results Interpretation

When using a multiple linear regression, researchers should cautiously interpret inferential results (Almutairi & Ludington-Hoe, 2016). The following parameters will be computed during the regression procedure (a) R^2 , (b) F value, (c) B , (d) $SE B$, (e) β , (f) t , and (g) $sig. (p)$. In addition, appropriate bootstrap 95% confidence intervals were reported. I will now discuss these parameters.

R^2 . R^2 is a numerical measure of how much variance in the dependent variable accounts for by the predictor variables (Avanzi, Fraccaroli, Sarchielli, Ullrich, & Rolf, 2014). R^2 can range from 0 to 1, where higher values represent more variance (Garner & Hunter, 2014; Karatepe & Olugbade, 2017). For example, an R^2 value of .17 means the predictor variables accounted for 17% of the variance in the dependent variable.

F value. Investigators use the F value to interpret the overall significance of a regression analysis to make predictions for a dependent variable (Green & Salkind, 2014). The F value is typically a positive number equal to 1 or greater (Green & Salkind, 2014). The higher the F score, the higher the predictability of the regression analysis on the dependent variable. For example, the predictor variables in a regression analysis with an F value of 77 will have a higher predictability for the dependent variable than the predictor variables in a regression analysis with an F score of 13.

B. The unstandardized coefficient is the estimated change in the dependent variable corresponding to a one unit change in a predictor variable when all other variables are held constant (Green & Salkind, 2014). Moreover, the unstandardized coefficient can be any negative or positive number (Green & Salkind, 2014). For example, if the unstandardized coefficient is equal to -5.55 in a regression analysis, this means that for every time the predictor variable increases by 1, the dependent variable decreases by 5.55 units when all other variables are held constant.

SE B. The standard error of an unstandardized coefficient is always positive and is a measure of how precisely the model estimates the coefficient's unknown value (Ali Shah & Beh, 2016). The smaller the standard error, the more precise the estimate will be (Garner & Hunter, 2014). For example, in a regression analysis with two predictor variables, the variable coefficient with a standard error of 0.019 will have a more precise estimate of predictability than a variable coefficient with a standard error of 0.178.

β . A standardized beta coefficient compares the predictability strength of each predictor variable to the dependent variable (Ali Shah & Beh, 2016). The higher the absolute value of the standardized beta coefficient means it has a stronger predictability (Avanzi et al., 2014). For example, a standardized beta of -7 has a stronger effect than a standardized beta of 5.

t. Investigators can use the *t* value to evaluate the significance of the unstandardized beta (*B*) weights (Karatepe & Olugbade, 2017). The *t* value is the unstandardized coefficient value (of a predictor variable), divided by the standard error of the unstandardized coefficient values (Buttner & Lowe, 2017). For example, an

unstandardized coefficient of 3.34 with a standard error of .773 will yield a t value of 4.32.

p. Statisticians use the p -value to test statistical hypotheses and determine the significance of numerical data (Ali Shah & Beh, 2016). The p -value ranges between 0 and 1 (Bonenberger, Aikins, Akweongo, & Wyss, 2014). A small p -value, typically less than or equal to .05, indicates strong evidence against the null hypothesis (Avanzi et al., 2014). For example, a statistician could reject a null hypothesis because the p -value was found to be .25.

Study Validity

Validity is an essential component of quality research (Darawsheh, 2014). As an integral aspect of all research, validity reflects the relative truth of inference (Borntreger, Chorpita, Orimoto, Love, & Mueller, 2015). Research results typically include two distinct types of validity, internal and external. Through measuring internal validity, researchers seek to understand the extent to which research data yields conclusions about cause-and-effect relationships (Borntreger et al., 2015; Dalal & Carter, 2015; Rockers, Röttingen, Shemilt, Tugwell, & Bärnighausen, 2014). External validity is a measure by which a researcher can determine the extent of generalization feasibility to a larger population (Khorsan & Crawford, 2014; Lancsar & Swait, 2014; Stuart, Bradshaw, & Leaf, 2015).

Threats to Statistical Validity and Mitigation Strategies

Internal validity is only a factor in research dedicated to causation (Peters & Pereira, 2017; Rockers et al., 2014). When the goal of a study is to provide evidence of an association, rather than causation, the focus should be on statistical conclusion validity instead of internal validity (Barbé & Kimble, 2018; Freybote, Ziobrowski, & Gallimore, 2014). Therefore, internal validity analysis does not apply to this study. Statistical conclusion validity is the ability to make an accurate assessment of the strength of the relationship between the criterion and predictor variables (Lee, Qureshi, Konrad, & Bhardwaj, 2014; Moquin & Wakefield, 2016). A Type I error represents the identification of a relationship when one does not exist in reality; rejecting the null hypothesis when the null hypothesis is correct (Lawman, Van Horn, Wilson, & Pate, 2015). Therefore, this study involved statistical conclusion validity and the possibility of a Type I error.

Assumptions. Three critical assumptions for statistical conclusion validity of multiple regression analyses are normality, outliers, and linearity. An assumption of normality means that numeric data for all variables in the study is normally distributed (Abadir et al., 2014; Bila, 2016). The frequency distribution, histogram, and stem-and-leaf plot are tools researchers use to visually check normality (Egen et al., 2017; Khode et al., 2017). I used the Normal Probability Plot (P-P) of the Regression Standardized Residual and the scatterplot produced as part of the regression analysis to assess normality in this study.

Outliers are non-normally distributed variables that are highly skewed or kurtotic, meaning that they are distant (extremely high or extremely low) from other observations (Glover et al., 2015; Yin, Wang, & Yang, 2014). Some researchers can also perform a visual inspection using scatterplots to detect outliers and ensure that dispersion and variability of data has a constant range for all independent variables (Gharamah, Rahman, & Siti Azizah, 2014; Grabemann, Mette, Zimmermann, Wiltfang, & Kis, 2014; Schubert, Zimek, & Kriegel, 2014). I used the Normal Probability Plot (P-P) of the Regression Standardized Residual and the scatterplot produced as part of the regression analysis to assess outliers in this study.

Multiple regression also involves an assumption of linearity (forming a straight line graphically or a linear relationship) between predictor and criterion variables (Reulen & Kneib, 2016; Yang, Novick, & LeBlond, 2015). Nguyen, Schwartz, and Dockery (2014) indicate that a visual inspection of plotted data points (scatterplot) is an appropriate test for linearity. I used the Normal Probability Plot (P-P) of the Regression Standardized Residual and the scatterplot produced as part of the regression analysis to assess linearity in this study.

Reliability. Threats to statistical conclusion validity, such as reliability of the instrument and statistical data interpretations can affect the Type I Error rate (Callahan, 2014; Lawman, Van Horn, Wilson, & Pate, 2015; Walser, 2014). The validity of an instrument is important because it infers that the instrument measures what a researcher intends to measure without other influencing circumstances (Callahan, 2014; Walser, 2014). If the instrument is not the right tool to measure the constructs, then the

instrument cannot support the hypothesis. Furthermore, changes to instruments may cause inconsistent scores, which is a threat to statistical conclusion validity. Statistical regression may be a threat to statistical conclusion validity when extreme scores or deviant scores from the mean increase the probability of test result error (Barbé & Kimble, 2018; Walser, 2014). Mitigation for threats to statistical conclusion validity in this study included the use of an established research instrument and the identification of extreme scores in the data analysis of results.

Researchers should consider and use as many approaches as possible to overcome threats to statistical conclusion validity (Barbé & Kimble, 2018; Freybote et al., 2014). Social scientists can mitigate threats to statistical conclusion validity with consistent data collection, documentation analysis, and interpretation (Lee et al., 2014; Moquin & Wakefield, 2016). The consistent use of uniform research instruments under similar conditions lessens the instrumentation threat to statistical conclusion validity. Walser (2014) presumed that researchers could reduce statistical regression threats with the use of participants that have similar characteristics in a sample.

Sample size. Social scientists measure external validity to determine if results apply to larger populations (Lancsar & Swait, 2014). However, if the sample size does not represent the target population adequately, a selection bias will be the major threat to external validity (Bisbee & Larson, 2017; Hitchcock, Kratochwill, & Chezan, 2015). Social scientists employing external validity should not generalize the findings from a biased sample to a larger population (Mathes, Buehn, Prengel, & Pieper, 2018; Stuart et al., 2015). Therefore, the more representative the sample is, the higher confidence in

generalizing from the sample to the population. Since this study involved a sample taken from the larger population of employees in the Southeast United States, generalizations concerning this population may be plausible.

Transition and Summary

To mitigate increasing expenses related to voluntary employee turnover, employers must be able to identify the various predictive factors associated with this global business issue. However, some hiring managers in the Southeastern region of the United States did not know the relationship between employee wages, number of employee referrals, and employee turnover intentions. The purpose of this quantitative correlational study was to examine the relationship between employee wages, number of employee referrals, and employee turnover intention. The independent variables were employee wages and number of employee referrals. The dependent variable was employee turnover intention. Maslow's theory of human motivation suggests that factors associated with human motivation needs can predict employee turnover intentions. This study includes a list of operational keywords and their definitions to enhance the clarity and understanding of the professional and academic literature review. This study also involves relevant assumptions, limitations, and delimitations to emphasize the inherent flaws and finite scope of the research.

The role of a quantitative researcher involves recognizing the need to remain ethical throughout the entire research process. The sample size and population details are both vital elements for this research study. The data collection process involved collecting numerical information for employee wages, obtaining the number of employee

referrals, and administering the ILJ Survey, to a minimum of 66 participants. The data collection process included confidentiality and participant anonymity to help ensure that the research is valid and complies with established ethical parameters. This study involved the use of multiple linear regression as a statistical technique to assess the predictable relationship between two or more independent variables and one dependent variable. This study incorporated the Statistical Package for the Social Science (SPSS) software to analyze the research data. The implications for positive social change include employment opportunities, employee retention, and the improvement of the customer experience for people in society.

As the first two sections of this study provide pertinent background information and methodology details, section 3 incorporates the final stages of the research process. Section 3 details the statistical findings from the study. Section 3 also addresses whether or not the statistical analysis of the quantitative data can indicate the acceptance or rejection of the null hypothesis.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this quantitative correlational study was to examine the relationship between employee wages, number of employee referrals, and employee turnover intention. The independent variables were employee wages and number of employee referrals. The dependent variable was employee turnover intention. The model as a whole was able to significantly predict turnover intentions, $F(2, 89) = 5.462, p = .006, R^2 = .109$. The $R^2 (.109)$ value indicated that approximately 11% of variations in turnover intentions were accounted for by the linear combination of the predictor variables (employee wages and number of employee referrals). Within the final model, employee wages was a statistically significant predictor ($t = -2.769, p = .007$) and the number of employee referrals was not a statistically significant predictor ($t = -1.712, p = .090$).

Presentation of the Findings

I began the data analysis for this study by testing the assumptions (mentioned in Section 2), then proceeded to calculate the descriptive statistics and inferential results. Therefore, in this subheading, I discuss testing of assumptions, present descriptive statistics, present inferential statistics, interpret findings in alignment to the theoretical framework, and conclude with a concise summary. I employed bootstrapping using 2,000 samples as the corrective option for the possible influence of assumption violations. Bootstrapping 95% confidence intervals are presented where appropriate.

Tests of Assumptions

I evaluated the assumptions of multicollinearity, outliers, normality, linearity, homoscedasticity, and independence of residuals. I used bootstrapping with 2,000 samples as a corrective option for outlier, normality, linearity, homoscedasticity, and independence of residuals assumption violations. I was prepared to run two bivariate regression analyses as the corrective option for a violation of the multicollinearity assumption.

Multicollinearity. Multicollinearity was evaluated by running a Pearson correlation analysis and viewing the coefficients among the variables. Some researchers choose to use correlation analysis, such as a Pearson correlation, to determine the presence of multicollinearity (Lambert, Catchen, & Vogelgesang, 2015; Power, O’Conner, Orlet Fisher, & Hughes, 2015). A high correlation ($r = .9$ and above) among two predictor variables indicates that multicollinearity exists. The coefficients among the predictor variables were .033; therefore, the assumption of multicollinearity was not violated. Table 1 presents the correlational coefficients.

Table 1

Correlation Coefficients Among Study Predictor Variables

Variable	Employee Wages	Number of Employee Referrals
Employee Wages	1	.033
Number of Employee Referrals	.033	1

Note. $N = 92$

Outliers. I used histograms as a test for outliers in each specific variable. There were no outliers for employee turnover intentions (dependent variable). Among the

predictor variables, there were four outliers for the employee wages (Figure 1) and six outliers for the number of employee referrals (Figure 2). The outliers for the employee wages variable (record ID's 24, 27, 75, & 92) did not affect the results of the study. The outliers for the number of employee referrals variable (record ID's 12, 50, 51, 61, 80, 86) did affect the results of the study; however, the results for this variable were found to be statistically significant after bootstrapping was employed.

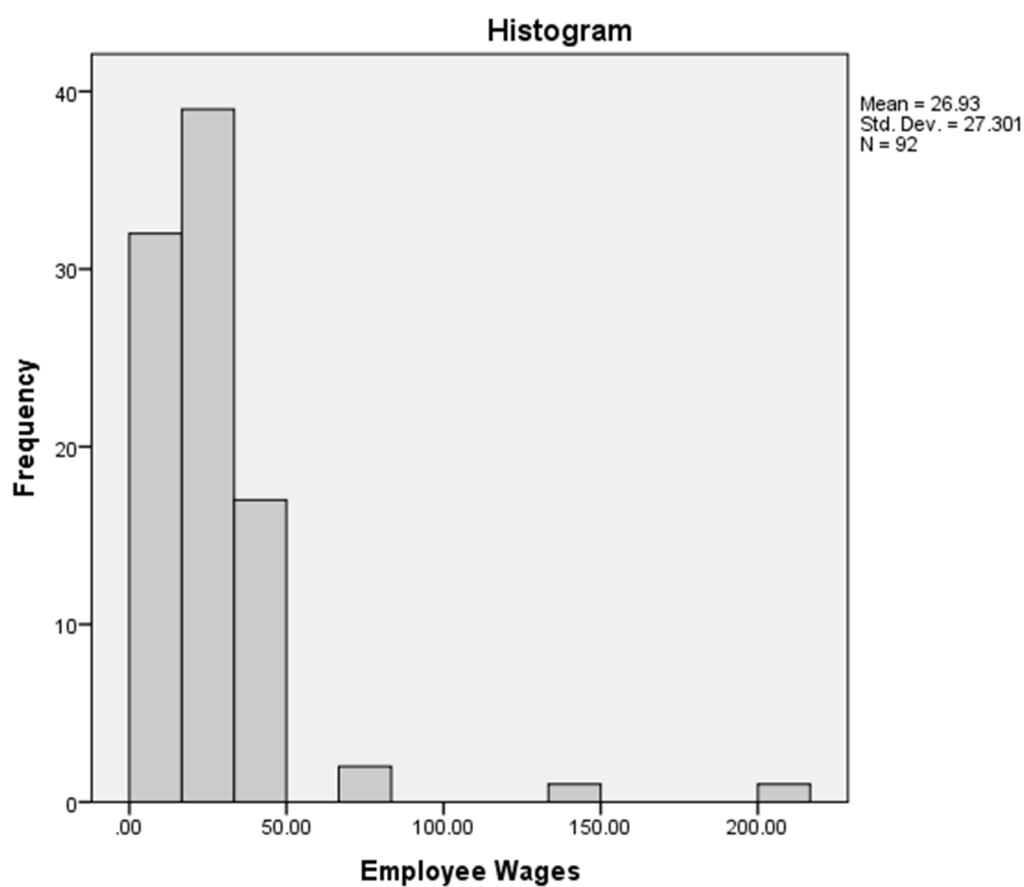


Figure 1. Histogram of employee wages.

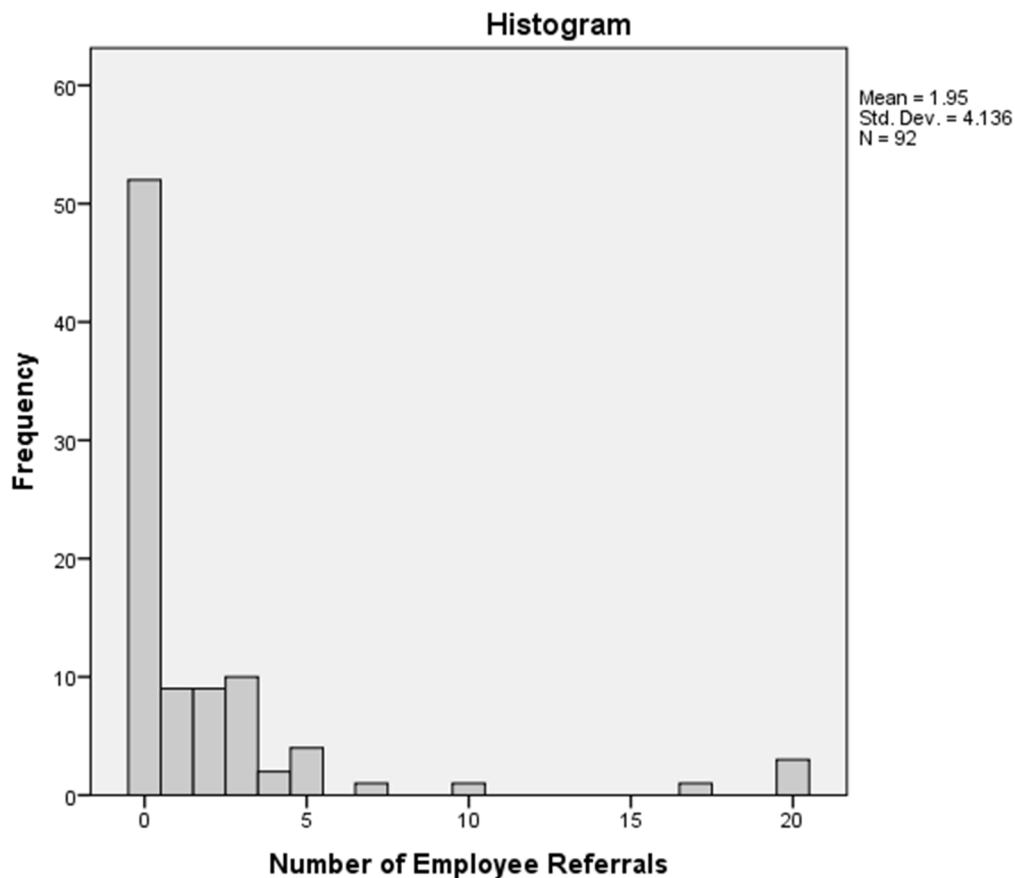


Figure 2. Histogram of employee referrals.

Normality, linearity, homoscedasticity, and independence of residuals. I

assessed the assumptions of normality, linearity, homoscedasticity, and independence of residuals by examining the normal probability plot (P-P) of the regression standardized residual and the scatterplot of the standardized residuals. Figure 3 depicts the results for the distribution of data around the fit line. The residual data from this study did not follow a perfect linear distribution (straight line); therefore, the probability plot (P-P) examination indicated that there were violations of these assumptions. A visual inspection of the scatterplot (Figure 4) should resemble a rectangular shape and not

depict a clear pattern; therefore, the scatterplot examination indicated that there was a violation of the homoscedasticity assumption. I also used the scatterplot of the standardized residuals (Figure 4) to indicate the overall presence of outliers. Bootstrapping using 2,000 samples was the corrective measure used to combat the influence of the assumption violations in this study.

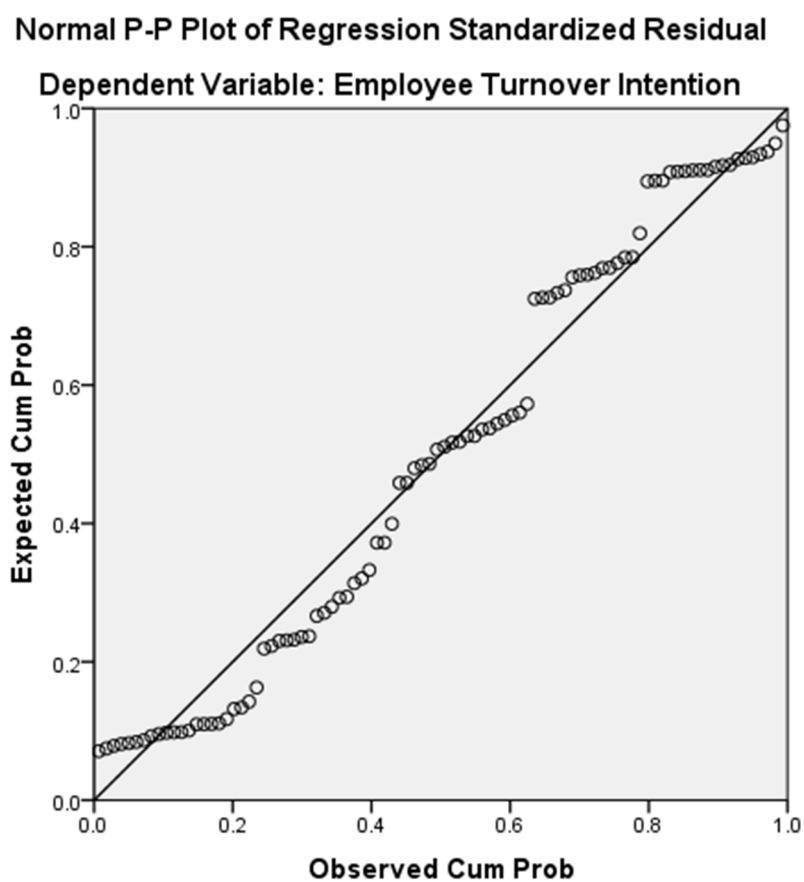


Figure 3. Normal probability plot (P-P) of the regression standardized residuals.

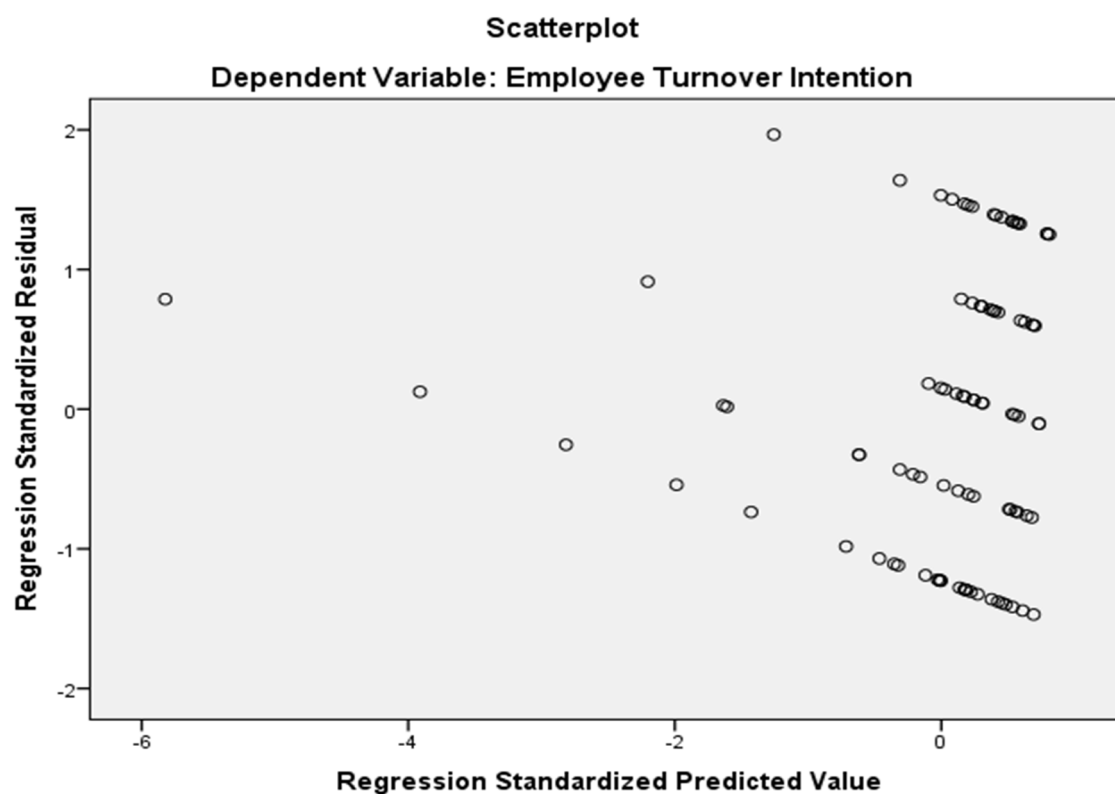


Figure 4. Scatterplot of the standardized residuals.

Descriptive Statistics

I received 100 surveys. The target minimum sample size was 66 participants. Eight records were eliminated from the analyses due to missing data, resulting in 92 records for analysis. Table 2 presents descriptive statistics of the predictor and criterion variables. Table 3 presents descriptive statistics for the demographic variables.

Table 2

Means and Standard Deviations for Predictor and Criterion Variables

Variable	<i>N</i>	<i>M</i>	<i>M</i> 95% Bootstrap CI	<i>SD</i>	<i>SD</i> 95% Bootstrap CI
Employee Turnover Intention	92	2.78	[2.49, 3.10]	1.51	[1.38, 1.62]
Number of Employee Referrals	92	1.95	[1.18, 2.80]	4.13	[2.43, 5.47]
Employee Wages	92	26.92	[21.98, 33.29]	27.30	[11.47, 41.28]

Note. *N* = 92

Table 3

Descriptive Statistics for Demographic Variables (N = 92)

Variable	Frequency	%
Gender		
Male	45	48.9
Female	47	51.1
Total	92	100.0
Age		
18-28	30	32.6
29-39	22	23.9
40-50	21	22.8
51-61	15	16.3
62+	4	4.3
Total	92	100
Job Classification		
Part-time	12	13.0
Full-time	80	87.0
Total	92	100
Years of Working for Current Employer		
0-5 years	58	63.0
6-10 years	17	18.5
11-15 years	7	7.6
16-20 years	6	6.5
21 years or more	4	4.3
Total	92	100

Inferential Results

Standard multiple linear regression, $\alpha = .05$ (two-tailed), was used to examine the efficacy of employee wages and number of employee referrals in predicting employee turnover intention. The independent variables were employee wages and number of employee referrals. The dependent variable was turnover intention. The null hypothesis was that there is no relationship between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States. The alternative hypothesis was that there is a relationship between employee wages, number of employee referrals, and employee turnover intention in the Southeastern region of the United States. Preliminary analyses were conducted to assess whether the assumptions of multicollinearity, outliers, linearity, normality, homoscedasticity, and independence of residuals were met; all apparent and possible assumption violations were noted. The model as a whole was able to significantly predict turnover intentions, $F(2, 89) = 5.462, p = .006, R^2 = .109$. The $R^2 (.109)$ value indicated that approximately 11% of variations in turnover intentions were accounted for by the linear combination of the predictor variables (employee wages and number of employee referrals). Within the final model, employee wages was a statistically significant predictor ($t = -2.769, p = .007$) and the number of employee referrals was not a statistically significant predictor ($t = -1.712, p = .090$). Table 4 depicts the regression summary.

Table 4

Regression Analysis Summary for Predictor Variables

Variable	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>	<i>B</i> 95% Bootstrap CI
Number of Employee Referrals	-.063	.037	-.171	-1.71	.090	[-.128, .017]
Employee Wages	-.015	.006	-.277	-2.76	.007	[-.040, -.010]

Note. $N = 92$

Predictive relationships to the criterion variable. The negative slope for number of employee referrals (-.063), as a predictor of turnover intention, indicated there was a .063 decrease in turnover intention for each additional one-unit increase in number of employee referrals. The negative slope for employee wages (-.015), as a predictor of turnover intention, indicated there was a .015 decrease in turnover intention for each additional one-unit increase in employee wages. In other words, turnover intention (criterion variable) tended to decrease as number of employee referrals and employee wages (predictor variables) increased.

Analysis summary. The purpose of this study was to examine the relationship between employee wages, number of employee referrals, and employee turnover intention. I used standard multiple linear regression to examine the ability of employee wages and number of employee referrals to predict turnover intention. Assumptions surrounding multiple regression were assessed and violations noted. The model as a whole was able to significantly predict turnover intentions, $F(2,89) = 5.462$, $p = .006$, $R^2 = .109$. Both employee wages and number of employee referrals provided useful predictive information about turnover intention. The conclusion from this analysis is that

employee wages and number of employee referrals are significantly associated with turnover intention.

Theoretical discussion of findings. Maslow (1943) developed the theory of human motivation based on the premise that people are motivated to achieve specific needs. Based on the theory of human motivation, humans are motivated to earn employee wages to fulfill their physiological needs; and are motivated to give employee referrals to fulfill their love and belonging needs. These specific needs can be described as human motivation factors. Researchers have found human motivation factors to be predictive of turnover intention. Ali Shah and Beh (2016) found that human motivation enhancing practices have a significant negative relationship with turnover intention ($r = -0.605, p = 0.001, n = 401$). Likewise, Bonenberger, Aikins, Akweongo, and Wyss (2014) found a significant negative relationship between human motivation and turnover intention, indicating that health workers with higher levels of motivation were less likely to have intentions to leave their current health facilities. These findings are in alignment with the negative relationship between human motivation factors (employee wages, number of employee referrals) and turnover intention in this study.

Consistent with the findings in this study, other researchers have found employee wages (or pay) to be predictive of employee turnover intention. Buttner and Lowe (2017) found a significant negative relationship between perceived pay equity and turnover intention among business school faculty members ($r = -.27, n = 182, p < .05$). Similarly, Ryan and Sagas (2009) found that there was a significant negative relationship between

satisfaction with pay and turnover intention among college athletic coaches ($n=346$, $r = -0.14$, $p < 0.01$).

Employee referrals can either stem from or lead to social relationships in the workplace. The predictive nature of social relationships at work on employee turnover intention is consistent with findings from other studies. Oladunmoye (2017) found a significant relationship between interpersonal relationship and turnover intention of company workers in the southwest United States ($n = 248$, $r = .533$, $p < 0.001$). Karatepe and Olugbade (2017) found a significant negative relationship between work social support and turnover intentions.

In alignment with the findings for this study, other studies have indicated that a variety of factors can be used to predict employee turnover intention. Garner & Hunter (2014) found in a study of 96 clinicians, that job satisfaction, pay satisfaction, benefit satisfaction, job involvement, supervisor support, co-worker support, job challenge & autonomy, role manageability, and role clarity are all significant ($p < 0.05$) predictors of turnover intention. Oladunmoye (2017) found that interpersonal relationship and perceived organization support are significant ($p < 0.001$) predictors of turnover intention. Likewise, Son, Kim, & Lim (2017) found that verbal abuse is a significant ($p < .05$) predictor of turnover intention.

Applications to Professional Practice

Scholars have not identified a singular cause or reason for employee turnover. No standard framework exists for understanding the employee turnover process as a whole (Pawar & Chakravarthy, 2014). In this study, the model as a whole indicates a significant

relationship between employee wages and turnover intention. Unsatisfactory wages or salaries are the most common reason for employee turnover (Kumar & Govindarajo, 2014). However, efficiency wage theories suggest that it may be more convenient to pay higher wages to prevent voluntary employee turnover (Chen & Desiderio, 2014). It may be more efficient for business leaders to pay higher wages to reduce turnover, as long as the higher wages do not exceed the costs related to hiring and training new employees. Although compensation is a major factor associated with turnover intention, social relationships in the workplace also play an important role in the decision to leave a job.

The model as a whole, for this study, also indicates a significant relationship between employee referrals and turnover intention. The manner in which an employee is recruited to an organization, such as a referral or non-referral may have an impact on job satisfaction and performance for an organization. In fact, some research shows that there is a relationship between employee recruitment, employee satisfaction, and employee performance (Bhoganadam & Rao, 2014). There is a relationship between the rate of turnover and the cost of employee recruitment (Muthukumaran, 2014). Internal recruitment such as employee referrals and casual applicants, is less costly and more effective than external recruitment (Bhoganadam & Rao, 2014). Implementing a policy to increase employee referrals for new hires could lower the overall cost for recruitment while simultaneously increasing the employee retention rate for an organization. However, strategies for mitigating turnover intention encompass a wide variety of factors.

The effect size for the model as a whole in this study is approximately 11 percent. This indicates that 89% of the variations in turnover intention were accounted for by factors other than the linear combination of the predictor variables (employee wages and number of employee referrals). Although significant, the results of this study show that employee wages and number of employee referrals offer only a minor predictability for turnover intentions.

Several non-financial and non-social factors can influence turnover intentions. Akyüz, Kaya, and Özgeldi (2015) have found that non-monetary recognition directly relate to turnover intentions. A positive correlation exists between greater workload and turnover intention (Wynen & de Beeck, 2014). In addition, one of the top reasons an employee looks for a new job is the lack of trust in management (Mishra et al., 2015). Therefore, implementing policies that recognize worker performance, ensure manageable workloads, and engender management trust, could have a much greater impact on reducing turnover intentions than increasing employee wages or the number or employee referrals.

Implications for Social Change

The knowledge gained from the findings in this study could have implications for social change among employees and consumers in society. If business leaders, based on the significance of the findings in this study, offer employees financial and social belonging incentives, they could reduce turnover and increase job satisfaction. Job satisfaction is a key factor influencing employee turnover (Palanski, Avey, & Jiraporn, 2014). Satisfied employees could provide the foundation for a more enjoyable customer

experience. In recognition of the link between satisfied employees and customer experience, leaders of corporations are increasingly aligning compensation structures with customer satisfaction (Basuroy, Gleason, & Kannan, 2014). Therefore, improving employee conditions by reducing turnover could have a positive impact on consumers in society as well.

The results of this study indicate that 89% of the variations in turnover intention were accounted for by factors other than employee wages and number of employee referrals. It is the recognition of these other non-financial and non-social influences on turnover intention that may have implications for social change among non-profit organizations. Prior research identifies the eight human resource management dimensions affecting turnover intention as; behavior and attitudes, teamwork, extensive training, written policies, training in multiple functions, incentives, performance appraisal, and feedback on performance (Akyüz et al., 2015). Therefore, non-profit organizations may benefit from the knowledge that turnover intentions could be influenced more by human resource management than employee wages or number of employee referrals. This could also have indirect implications for volunteers at non-profit organizations.

Recommendations for Action

Since the findings of this study indicate that employee wages and number of employee referrals are significant predictors of turnover intention, there are several recommendations for action based on this knowledge. A high priority should be placed on providing workers with competitive wages, based on their job type and industry.

Efficiency wage theories suggest that it may be a better option to pay higher wages to prevent voluntary employee turnover (Chen & Desiderio, 2014). Hiring managers should offer an employee referral bonus for new level employees, while higher level employees should be promoted from within the organization if possible. The literature on employee retention also suggests that promoting employees is less costly than attracting new employees to an organization (Sankar, 2015). Management should offer tenure bonuses based on length of employment and attendance. Employee attendance is a significant factor related to employee turnover (Pawar & Chakravarthy, 2014). With 89% of variations for turnover intention in this study accounted for by factors other than the linear combination of predictor variables, there are several other recommendations to mitigate turnover intention that are not directly related to employees' financial or social needs.

There are some organization-centered strategies recommended to mitigate turnover intentions and enhance employee retention. Sankar (2015) indicated that researchers identified job security, among other factors, for influencing employee retention in organizations. It is imperative that corporations plan for financial sustainability in an effort to retain its employees as long as feasibly possible. Research shows that work environment can help improve employee retention (Kashyap & Rangnekar, 2014). In addition to work environment factors such as safety and efficiency, organizations should customize working conditions so that they enhance employee retention and mitigate turnover intentions.

There are also some employee-centered strategies recommended to decrease employee turnover. Organizations with adequate training opportunities should have a higher retention rate (Deo, 2014). Therefore, it is recommended that business leaders include training options in their organization to enhance productivity, job satisfaction, and employee retention. Organizational business leaders can consider flextime work practices as a strategy for enhancing employee retention (Idris, 2014). Giving employees flexibility options regarding their work schedule could be a feasible strategy for reducing turnover intentions depending on the operational structure of the organization.

The results of this study could be disseminated in the form of a summary to any number of human resources organizations and chambers of commerce within the Southeastern region of the United States. These types of organizations contain some of the key stakeholders, hiring managers and business leaders, that will most benefit from the findings of this study. Knowledge from this study could also be shared with stakeholders via organizational conferences and training events.

Recommendations for Further Research

There are several opportunities for further research on the relationship between employee wages, number of employee referrals, and turnover intentions. Of the recommendations for further research, ways by which future researchers can combat the limitations of this study are the most apparent options. For instance, I was able to collect the data for this study over a period of one week. However, the most accurate results may depend on collecting data over an extended time period (Vares & Persinger, 2015). The second limitation of this study was the self-reporting status of the participants. It is

recommended that future researchers keep the data collection process anonymous in order to mitigate any potential dishonesty from participants due to fear of retaliation from their employers.

This study involved the study of turnover intention among adult employees in the Southeastern region of the United States. However, there are many possible alternatives for the general population of this study, which may include a specific type of employment, a different region of the United States, a different country, or a specific industry. The possible alternatives for the general population of this study also indicate that there is the possibility that the results may be different based on these alternatives.

Other recommendations for further research involve the type of research method used on the topics of turnover intention and employee referrals. Using a mixed methods study would allow a researcher to determine the quantitative turnover intention rate and the qualitative reasons why employees of a target population intend to leave their jobs. While conducting the literature review, I also noticed that there is an opportunity for more recent research on employee referrals. In the future, scholars could conduct qualitative research to determine insights on why employees refer new employees to their organization.

Reflections

The results of the study met my expectations based on the theoretical framework and the results of similar studies. However, I thought that the effect size for wages and employee referrals on turnover intention would be much greater than (approximately) 10 percent. The effect size for this study indicates the possibility that individuals may tend

to turnover more for factors that can affect their long-term or short-term plans rather than their financial or social needs. Although outliers among the number of employees affected the results of the study (without employing bootstrapping); this may have been because of a possible linear relationship between the number of employee referrals and job tenure among the participants. The results indicated that 81.5 percent of the participants had worked for their employer for ten years or less. If there was a linear relationship between job tenure and the number of employee referrals, it is possible that the outliers were due to the 18.5 percent of participants who worked for their employer for more than ten years, giving them more time to recruit employee referrals.

I struggled to graduate from my undergraduate program in business due to some immature choices and a low GPA. Thus, I started my MBA degree with a certain amount of academic anxiety. However, the completion of the MBA degree gave me the confidence that I could also successfully complete the DBA Doctoral Study process.

I owned a consulting business from 2004 to 2009. It turns out that owning a business or being self-employed provides excellent preparation opportunities for completing the DBA Doctoral Study process. Both endeavors require that you take a substantial amount of self-initiative, while being able to navigate uncertainty and adapt to changes successfully. More than any other factor, owning a business for a few years was significant in allowing me to endure the demands of the DBA Doctoral Study process.

While completing the DBA Doctoral Study process, I have gained skills that make me valuable as a business consultant or scholar practitioner. Throughout the process, I honed time management skills, learned to stay focused in chaotic

environments/situations, and learned to discern the quality of various forms of information. The DBA Doctoral Study process has taught me that there will always be a viable solution for accomplishing any mission, I just have to persevere until I figure out what that solution is.

Conclusion

The results of this study indicate that there is a significant relationship between employee wages, number of employee referrals, and turnover intention in the Southeastern region of the United States. Although there were outliers in the number of employee referrals variable data, they were corrected by using bootstrapping; which indicates that either the sample size was too small for this variable or that random sampling would have been a better option to use in this study than convenience sampling. Based on the significant relationship between employee wages, number of employee referrals, and turnover intention, hiring managers may want to offer incentives for employee referrals and ensure that employee wages are competitive within their respective organizations. Since 89% of the variations for turnover intention in this study accounted for by factors other than the linear combination of predictor variables, business leaders may also want to focus on factors that are not of a financial or social nature for reducing turnover intention. Some of these factors include job security, work environment, training benefits, and flextime work practices.

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Appendix A: Employee Wages Survey Question

Excluding overtime pay, what is your current hourly rate of pay for this job in exact dollars and cents?

Appendix B: Employee Referrals Survey Question

What is the total number of newly hired employees you have referred to your current employer?

Appendix C: Turnover Intention to Leave the Job Instrument

Scale for Turnover Intention Questions (Hom, Griffeth, & Sellaro, 1984)

1.....	2.....	3.....	4.....	5.....
Certainly Not	Probably Not	Not Sure	Probably	Certainly

Please check one response per question below.

Question (Hom, Griffeth, & Sellaro, 1984)

What are the chances that you will remain in the profession but leave the organization at or before the end of the year?

Certainly Not.....Certainly

1 2 3 4 5

Question (Hom, Griffeth, & Sellaro, 1984)

What are the chances that you will leave your job?

Certainly Not.....Certainly

1 2 3 4 5

Appendix D: Demographic Questions

The following statements are for demographical classification only. Please check one response per statement.

Gender (Please Check One): Male Female

Age (Please Check One): 18-28 years 29-39 years 40-50 years 51-61 years 62+ years

Job Classification (Please Check One): Part-time Full-time

Years of working for current employer (Please Check One): 0-5 years 6-10 years 11-15 years 16-20 years 21 years or more

Appendix E: Permission to use ILJ Instrument

from: Peter Hom <[REDACTED]@asu.edu>
to: Robert Brown <[REDACTED]@waldenu.edu>
date: Mon, Apr 4, 2016 at 6:06 PM
subject: RE: Permission to use Survey for Turnover Intention Research
mailed-by: asu.edu
: Important mainly because it was sent directly to you.

Robert

Feel free to do so. Best of luck on your research.

Peter hom

From: Robert Brown [mailto:[REDACTED]@waldenu.edu]
Sent: Monday, April 04, 2016 1:07 PM
To: Peter Hom <[REDACTED]@asu.edu>
Subject: Permission to use Survey for Turnover Intention Research

April 2, 2016

Dr. Peter Hom

Professor

Department of Management

W.P. Carey School of Business

Arizona State University

[REDACTED]

Dear Dr. Hom,

I am a doctoral student from Walden University writing my dissertation titled “Correlates of Wages and Employee Referrals on Turnover Intention for Retail Cashiers” under the direction of my dissertation committee chaired by Dr. Leslie Miller.

I would like to request your permission to use an existing survey instrument (for Turnover Intention) in my research study. I would like to use and print your survey instrument under the following conditions:

- I will use this survey instrument only for my research study.
- I will not sell or use it with any compensated or curriculum development activities.
- I will include a copyright statement on all copies of the instrument.

If these are acceptable terms and conditions, please indicate by replying to ██████████@waldenu.edu. Your response will be considered as an electronic signature. Thank you Sir.

Sincerely,

Robert L. Brown Jr.

Walden University-Doctoral student

Appendix F: Human Research Certificate of Completion

The National Institutes of Health (NIH) Office of Extramural Research certifies that **Robert Brown** successfully completed the NIH Web-based training course “Protecting Human Research Participants”.

Date of completion: 03/14/2015

Certification Number: 1723997