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Decreasing Voluntary Employee Turnover in the Hospitality Industry

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Abstract

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by

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MBA, Davenport University, 2008

BS, Ferris State University, 2000

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

The purpose of this qualitative multiple case study was to explore the strategies general managers of full-service hotels used to reduce voluntary frontline employee turnover. The conceptual framework for this study was Herzberg's motivation-hygiene theory. The 3 participants were hotel general managers in the midwestern region of the United States. Data were collected through semistructured interviews with 3 purposefully selected hotel general managers and by reviewing company documents. Data analysis consisted of gathering the data, coding for emergent themes, compiling the data into common codes, organizing the data into themes, interpreting the meaning, and reporting the themes. Four themes emerged from the data: employee retention, leadership characteristics, effective retention strategies, and ineffective retention strategies. The implications of this study for positive social change include the potential to decrease voluntary employee turnover in the hospitality industry. Positive results of decreasing voluntary employee turnover may include increased success within the hospitality industry, which might positively influence productivity, raise customer satisfaction, and increase organizational profits.

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Dedication

I dedicate this study to my children Emily and Adam, you are the future, make the most of every opportunity. I also dedicate this study to my wife Rebecca, your love and support for me through this entire journey means more to me than anything.

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This journey would not have been possible without the mentorship and assistance from multiple Walden University faculty members. First, I would like to thank my committee chair and mentor Dr. Tim Truitt; your guidance got me through this program. Thank you to my second committee chair Dr. Beverly Muhammad and to my URR, Dr. Karin Mae for your support. Special thank you to Dr. Ron Iden, fellow Walden University DBA graduate, who coached me through the content for each section and provided precise editing throughout the entire process.

Table of Contents

Section 1: Foundation of the Study

Employee retention is essential for an organization to achieve stability, growth, and revenue (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Hospitality organizations experience higher than average levels of employee turnover (Guilding, Lamminaki, & McManus, 2014). More than 600,000 employees annually voluntarily leave the hospitality industry; industry managers agree that employee retention is challenging (Cutler, 2013). Staff turnover damages profits, reduces efficiency and results in customer dissatisfaction (Lu, Lu, Gursoy, & Neale, 2016). These reasons justified the need for a multiple qualitative case study to explore employee retention strategies that hotel general managers use to reduce voluntary employee turnover among frontline service employees.

Background of the Problem

Within the hospitality industry, employee turnover is a pressing issue (Boella & Goss-Turner, 2013). Among the major industries in January 2015, leisure and hospitality had the highest separations rate (5.6%), hires rate (5.9%), and job openings rate (4.8%) (U.S. Department of Labor, Bureau of Labor Statistics, 2014). General managers of hotels have become increasingly aware of and have acknowledged how expensive it is to replace an employee, rather than retain an employee (Guilding et al., 2014). As a result, managing voluntary employee turnover is a critical issue. Some managers have failed to address the problem or did not have strategies to reduce voluntary employee turnover (Kucukusta, Denizci Guillet, & Lau, 2014). Retention strategies might have reduced involuntary employee turnover (Robinson, Kralj, Solnet, Goh, & Callan, 2014).

Problem Statement

Voluntary employee turnover rates within the full-service hotel industry were twice the average rate of all other industries (Dusek, Ruppel, Yurova, & Clarke, 2014). Replacing a frontline employee costs between $12,000 and $31,000 (Arnaiz & Verseman-Morrison, 2014). The general business problem is that high rates of voluntary employee turnover damage profits, reduce efficiency, and result in customer dissatisfaction (Lu et al., 2016). The specific business problem is that some full-service hotel general managers lack strategies for reducing voluntary frontline employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies full-service hotel general managers use to reduce voluntary frontline employee turnover. The target population included general managers from three different full-service, three-star hotels located in a five-county area in the midwestern region of the United States who had experienced successfully reducing voluntary frontline employee turnover. The data from this study might contribute to social change by providing additional strategies to full-service hotel managers searching for ways to reduce voluntary employee turnover.

Nature of the Study

I used the qualitative research method for this study. Through this method, I was able to explore the participants' insights, views, and experiences (Montero-Marín et al., 2013). Qualitative researchers use interview questions to provide participants with the ability to offer in-depth responses (Frels & Onwuegbuzie, 2013). In qualitative studies, researchers conduct data analysis of responses to open-ended questions, leading to the discovery of common emerging patterns and themes (Bishop & Lexchin, 2013; Frels & Onwuegbuzie, 2013). With quantitative studies, researchers test hypotheses (Bishop & Lexchin, 2013; Frels & Onwuegbuzie, 2013), which did not meet the needs of this study. Quantitative research involves collection of statistical data, (Lunde, Heggen, & Strand, 2013), which was not applicable to this study. A mixed method combines qualitative and quantitative approaches for a broader perspective; however, integration of mixed methods data is often complex (Mertens, 2014; Sparkes, 2014). I did not use measurement of variables or test objective theories. Qualitative research method was the best approach for this study. Therefore, using a quantitative or mixed method would not have achieved the goal.

I selected a case study design for this study. Case studies are the preferred strategy used by researchers when asking *how* or *why* questions, using observations, interviews, and archival data (Yin, 2014). Before selecting the case study approach, I considered several other qualitative designs including ethnography, phenomenology, and narrative designs. Ethnography research design is a form of inquiry targeted toward a specific cultural group, over an extended period, using primarily observational and interview data (Wagar, 2012). Guenther, Stiles, and Champion (2012) explained that researchers base phenomenological research on lived experiences. Phenomenological design was not an appropriate fit because my intention in this study was to focus on the adverse effect employee turnover has on an organization and not the lived experiences of particular individuals. Narrative methods emphasize the use of collected stories and group conversations (Potter, 2013). Narrative design did not apply to this study because stories about a small number of participants would not address the research question. Case study was the best research design for this study.

Research Question

The research question for this study was the following: What strategies do full-service hotel managers use to reduce voluntary frontline employee turnover?

Participant Interview Questions

1. What strategies have you used to reduce voluntary employee turnover?
2. Of these strategies, which ones helped to reduce voluntary employee turnover?

   Follow up question: Why do these strategies help to reduce voluntary employee turnover?
3. Describe barriers you encountered when you first attempted to reduce voluntary employee turnover.

   Follow up question: How did you overcome those barriers?
4. Are there strategies you have implemented that seem to be less effective in reducing voluntary employee turnover?
5. Which strategies do you find are the most effective in reducing voluntary employee turnover?
6. Explain what you think are the strengths and weaknesses of the strategies you have used to reduce voluntary turnover in your organization?

7. Of the strategies you mentioned, which ones would you recommend to hotel managers use first when attempting to reduce voluntary frontline employee turnover?

Conceptual Framework

The conceptual framework for this research consisted of Herzberg’s (1959) two-factor theory. One conceptual model, which related to employee turnover from March and Simon (1958) contained the notion that satisfaction would decrease employee turnover. I used Herzberg’s two-factor theory along with March and Simon’s conceptual model in collaboration to explore how hotel general managers develop strategies for reducing voluntary frontline employee turnover.

Herzberg’s two-factor theory consists of factors that increase satisfaction for the job and a separate set of factors that contribute to employee dissatisfaction (Herzberg, Mausner, & Snyderman, 1959). Herzberg identified two factors that account for employee satisfaction or dissatisfaction in the workplace (Herzberg et al., 1959). Herzberg suggested that factors such as achievement, recognition, advancement, and growth were motivational factors, which provided a sense of fulfillment (Herzberg et al., 1959). Hygiene factors refer to the causes that might have led to frontline hotel employee turnover such as employee well-being (Sears, Shi, Coberly, & Pope, 2013) and unrealistic job characteristics (Campbell, Im, & Jisu, 2014).

A process model of employee turnover that suggested job satisfaction decreases employee turnover was identified by March and Simon (1958). The research by March and Simon focused on demand created by the availability of jobs in the market (Gamage

& Buddhika, 2013). Findings from other studies indicated that frontline hotel employees left due to dissatisfaction (Rahman & Nas, 2013), conflicts between coworkers or management (Gialuisi & Coetzer, 2013), and organizational performance (Christian & Ellis, 2014). Herzberg's (1966) motivation-hygiene theory and March and Simon's process model of turnover were relevant and appropriate for laying the groundwork for exploring retention strategies in this study.

Operational Definitions

Employee retention: An organization's ability to keep its employees (Tornack, Pilarski, & Schumann, 2015).

Employee turnover: A reduction in the number of employees who plan to leave their job (Katsikea, Theodosiou, & Morgan, 2015).

Employee turnover intention: An employee's consideration to leave an organization (Cohen, Blake, & Goodman, 2016).

Frontline employees: Full-time employees of the full-service hotels that provide face-to-face or face-to-voice interaction with guests (Babakus, Yavas, & Karatepe, 2017).

General managers: Individuals responsible for all aspects of operations at the full-service hotels, including to day-to-day staff management and guest satisfaction (Tavitiyaman, Weerakit, & Ryan, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions in research are items beyond the control of the researcher believed to be true before the actual or supporting facts are certain (Irwin, 2013). One assumption

I made was that suitable participants would be available for interviews. Given the confidential nature of the study, I expected that all participants would answer honestly. Another assumption I made was that the qualitative method was appropriate. The final assumption I made was that each interview would offer opportunities to explore common themes regarding strategies hotel managers use to reduce voluntary employee turnover.

Limitations

Limitations are potential weaknesses beyond the control of the researcher (Leedy & Ormrod, 2013). The first limitation of this study was that the research was specific to selection of managers working in the hospitality industry. Second, the study limited participants to managers from three separate hotels within a five-county area in the midwestern region of the United States. The results of the study may have been different if the study was expanded or changed to another geographical area. A final limitation considered was the voluntary status of participants. Because participants may withdraw or change employers at any time, participants who finished the study might not be truly representative of the complete population.

Delimitations

Delimitations include definable research boundaries controlled by the researcher (Meivert & Klevensparr, 2014). The delimitations of this study included general managers from three separate hotels located in the midwestern United States and the findings might not have been applicable outside of this area. I restricted the scope of this study to managerial perspectives of hotel general managers to determine what strategies have been useful to reduce voluntary employee turnover.

Significance of the Study

Contribution to Business Practice

Turnover is a key challenge facing the hospitality industry (U.S. Department of Labor, Bureau of Labor Statistics, 2014). Previous scholars explored and examined employee retention (Davis, 2013; Thomas, 2015). Results from this study provided a comprehensive overview of findings and included discussion about reducing turnover in the hospitality industry. The research and findings should be valuable to hospitality managers by providing insights for developing strategies to reduce voluntary employee turnover. Study results might be beneficial to managers in other industry segments by providing strategies they could use to reduce voluntary employee turnover.

Implications for Social Change

The implications for positive social change include the potential to decrease voluntary employee turnover in the hospitality industry. Positive results of decreasing voluntary employee turnover include increased success within the hospitality industry, which might positively influence productivity, raise customer satisfaction, and ultimately increase organizational profits. The information from this study might contribute to positive social change by modifying the employer's view of employees, which might increase the quality of employee work life (Watty-Benjamin & Udechukwu, 2014). Scholars might be able to use the results of this study to gain a broader perspective and gain a better understanding of the research topic.

A Review of the Professional and Academic Literature

The literature review is an evaluation of a collection of research that addresses the research question (Rowe, 2014). Literature reviews are helpful in adding topic support, identifying literature that contributed to the research, building an understating of the conceptual framework, establishing a bibliography of sources and analyzing the results (Rowe, 2014). The purpose of this literature review is to present a synthesis of historic and current research related to the conceptual frameworks, the hospitality sector, employee motivation, and employee retention strategies. The Walden University Library and Google Scholar databases provided valuable information for the literature review. The strategy used to gather the most recent and reflective studies involved peer-reviewed searches in ABI/INFORM Complete, SAGE Journals, ProQuest, Academic Search Complete/Premier, and the Business Source Complete/Premier Database. The search words included *employee retention, job satisfaction*, *motivation strategies*, *motivation theory, employee morale, hotel management, hospitality industry*, *turnover, voluntary employee turnover*, and *employee turnover reduction strategies*. The literature gathering process included the use of peer-reviewed journals, seminal books, and relevant governmental websites. The use of multiple resources ensured scholarship, rigor, and depth. Of the total 281 of sources, 170 are current, peer-reviewed research articles published in the last 5 years. The literature review consists of 195 peer-reviewed journal articles, seminal books, and relevant governmental websites. Of the 195 unique sources referenced in the literature review, 92% are peer reviewed, and 65% were published between 2014 and 2018.

The peer-reviewed articles included both quantitative and qualitative studies to investigate common themes among researchers. I used a concept map to organize the literature. Concept maps help researchers determine connections and highlight research gaps between topics (Rahmandoust et al., 2011). The concept map for this study contained six topics including the conceptual frameworks, the U.S. hotel industry sector, employee motivation, current information on employee retention within the limitations of this phenomenon, and the need for employee retention strategies in the hotel industry.

Conceptual Framework

In the two-factor theory, Herzberg (1959) identified a separate set of factors that contribute to employee satisfaction or dissatisfaction in the workplace. Herzberg identified five stages of psychological growth: knowing more, understanding, effectiveness in ambiguity, real growth, and creativity. Herzberg's two-factor theory entailed two elements—intrinsic and extrinsic motivation—that affect employees' productivity because of their satisfaction (Damij, Levnajic, Rejec, & Sukland, 2015). Additionally, Kulchmanov and Kaliannan, (2014) shared six factors that can lead to job dissatisfaction: job security, the status of an employee, procedures, regulations, salary, and working conditions.

Motivation and hygiene are key factors in how an employee views work (Herzberg, 1974). Hygiene factors include those that are external to the employee's viewpoint of the job such as organizational culture, salary, supervision, company policies, working conditions, and job structure (Smith & Shields, 2013). Motivation and hygiene are two major factors affecting employee dissatisfaction and satisfaction (Islam

& Ali, 2013). Herzberg encouraged organization leaders to enrich employees' jobs to enhance job satisfaction (Islam & Ali, 2013).

Using hygiene factors as a motivator might be counterproductive (Ngima & Kyongo, 2013). Leaders who use hygiene factors should prepare for the potential of employee boredom at work (Ngima & Kyongo, 2013). Additionally, when hygiene factors are inadequate, employees feel dissatisfied; however, when hygiene factors are sufficient, they might appease but not necessarily satisfy employees (Lacey, Kennett-Hensel, & Manolis, 2015).

Motivational Theories

The theoretical framework of Alderfer's (1969) existence, relatedness, and growth (ERG) theory; Maslow's (1943) motivation theory; and Vroom's (1964) expectancy theory were applicable to this study. Each of these theories contain emphasis on the importance of management support, retention through motivation, and workplace fulfillment. The use of each of these factors still affects hotel industry retention globally (Ramlall, 2012).

ERG theory. Alderfer (1969) identified human needs as having three forms: existence, relatedness, and growth. Alderfer's ERG theory enhanced understanding of potential employee retention strategies. Existence needs include physiological and safety needs, which employers can meet by providing earnings and safe working conditions (Alderfer, 1969; Steidle, Gockel, & Werth, 2013). Relatedness needs involve a person's actions to have meaningful interpersonal relationships that include co-workers and managers (Alderfer, 1969; Steidle et al., 2013). Growth needs consist of a personal desire for self-fulfillment by finding ways to be creative, work on meaningful tasks, and remain productive (Alderfer, 1969; Steidle et al., 2013).

Maslow's hierarchy of needs. Maslow (1943) categorized basic human needs into five areas in order of importance: physiological, security, social, self-esteem, and self-actualization. Maslow stated that an individual must strive to fulfill their basic physiological needs before attaining higher needs such as self-esteem, which leads to self-actualization. These five categories of needs directly relate to an employee's decision to stay with an organization or seek new opportunities (Maslow, 1943). Employee motivations are important for managers to understand because employee turnover can have a negative effect on employee morale, organization effectiveness, and profitability (Dong, Mitchell, Lee, Holtom, & Hinkin, 2012; Gialuisi & Coetzer, 2013).

Expectancy theory. Vroom (1964) introduced the expectancy theory. The expectancy theory focused on the performance-reward relationship and effort-performance relationship. Unlike Alderfer (1969) and Maslow (1943), who focused on human needs, Vroom's expectancy theory stressed the importance of outcomes. Vroom explained how individuals make decisions to achieve a desired outcome, rather than explaining what motivated individuals (Purvis, Zagenczyk, & McCray, 2015).

Social equity theory. The theory of social equity (Adams, 1963), states that individuals expect social equity from different rewards for high performance. Some rewards include promotion, pay, and recognition (Adams, 1963). Individuals provide various inputs like education, time, experience and loyalty to earn rewards. Adams (1963) explained a ratio output where individuals view their input and output with other employees. Employees with a higher ratio than their colleagues are further motivated (Adams, 1963).

Theory X and Y. In Theory X and Y, McGregor (1960) identified two types of employees: those who are lazy and those who are ambitious. Theory X represents the set of lazy employees, and Theory Y represents the ambitious employees (McGregor, 1960). The premise of Theory Y is that humans take an active role when shaping themselves or their environment and they seek responsibilities to grow (McGregor, 1960). Additionally, Theory X contains the premise that lazy employees must be motivated to perform better (McGregor, 1960). In the following sections, I present a conceptual framework synthesis for employee motivations, leadership, and employee retention strategies. These constructs contain understandings of employee behaviors and how to motivate them.

Motivations of an Employee

Understanding what drives employee turnover can mitigate the amount of turnover organizations experience (Jain, 2013). Employee motivations are important for managers to understand because employee turnover can have a negative effect on employee morale, organization effectiveness, and profitability (Dong et al., 2012; Gialuisi & Coetzer, 2013). The cost of replacing a single employee often exceeds one and a half times the employee's annual salary, which makes retaining talent and understanding the reasons why employees voluntarily leave essential (Palanski, Avey, & Jiraporn, 2014). When managers develop an understanding of employee needs, they will develop effective retention strategies (Gouveia, Milfont, & Guerra, 2014). Furthermore, employee retention strategies could improve the odds of retaining employees by creating strategies to recognize and meet the employees' needs. (Gouveia et al., 2014).

Understanding employee needs. Maslow (1943) identified individuals' needs as physiological, safety, social, esteem, and self-actualization. Maslow discovered an important limitation to self-actualization in that the fulfillment of personal needs should follow a fixed hierarchy without variations. Neglecting the needs of external and internal stakeholders can be fatal for organizational success (Blower & Mahajan, 2013; Boyd, 2014). An employee's unmet needs and external values might hinder the employee's achievement of self-actualization within a work setting (Boyd, 2014). Recognizing self-actualization is excellent management technique; with self-actualization, employees are motivated to do their best work and thus fulfill their psychological and physical needs (Gouveia et al., 2014; Vroom, 2013).

Maslow (1943) stated that a person's needs will not only provide personal drive but also satisfy personal needs. When employees use self-actualization in the workforce, the motivation to do their best work increases, which in turn takes care of their physical and physiological needs (Gouveia et al., 2014; Vroom, 2013). Maslow proposed that the basic need for belonging precedes motivation and self-esteem. Managers can create a sense of belonging by encouraging the creation of and attendance at company-sponsored team-building events and social activities (Vroom, 2013). An employee who realizes a sense of belonging achieves fulfillment from the success of the company (Vroom, 2013).

Employee turnover intentions. Turnover intentions have a high level of influence on organizations (Feng-Hua, You-Shiun, & Kun-Chih, 2014). No one exact theory explains behavior of employee turnover (Shin, Koh, & Shim, 2015). However, researchers who study the reasons for turnover and employee intentions evaluate the process some individuals use to decide to leave (Shipp, Furst-Holloway, Harris, & Rosen, 2014). Understanding what drives turnover and employee intentions can mitigate the amount of turnover organizations experience (Jain, 2013).

Employee's intentions to quit. Employee turnover intention is the process of thinking about quitting a job, planning to leave, or feeling a desire to leave (Campbell et al., 2014). Some employee turnover is normal or expected and considered important for the long-term health and viability of an organization (Wynen & de Beeck, 2014). However, losing employees to voluntary turnover can result in significant costs and negative consequences as the recruiting and training of new employees is an up-front investment for organizations (Campbell et al., 2014). While an employee's intention to quit grows, organizations may also have to incur costs related to the employee's deviant behavior and sub-optimal work performance (Sharma & Nambudiri, 2015). It is essential for organizations to understand the factors that prompt employees to think about quitting (Sharma & Nambudiri, 2015). The human capital theory states that if employees who have specific knowledge quit, loss of that specific knowledge may result in specific costs (Yongbeom, 2013).

There are numerous influences affecting an employee's intention to leave, including job satisfaction and management (Rahman & Nas, 2013). Other reasons employees give for turnover intentions include an unrealistic expectation of the characteristics of a job, personal characteristics and organizational culture and performance (Campbell et al., 2014; Christian & Ellis, 2014; Dusterhoff, Cunningham, & MacGregor, 2014; Gialuisi & Coetzer, 2013). Voluntary employee turnover increases when the job requirements do not match the employee's skills (Campbell et al., 2014).

Employees desire a work-life balance to be able to attain a satisfying mix of non-work and work responsibilities (Scanlan, Meredith, & Poulsen, 2013). Employees may voluntarily resign for personal reasons (Prottas, 2013). Personal reasons might include the employee's perceptions of organizational culture, family conflicts, future growth or personal development plans (Prottas, 2013). Additionally, there are a few reasons for employee turnover outside of the organization's control. These uncontrollable reasons include employee retirement, illness, advancement to other parts of the organization, and changes in the employee's personal circumstances (Jain, 2013).

Reasons for voluntary turnover vary by employee (Campbell & Goritz, 2014). In addition, Rahman and Nas (2013) identified three stages in the turnover retention process: thoughts of quitting, plan to explore alternate jobs, and intention to resign. When an employee is in the process of making a turnover decision, the employee considers changes in available alternatives, organizational situations, and demographic characteristics (Shin et al., 2015).

Increased intentions to quit are associated with various work stress dimensions (Gray & Muramatsu, 2013). Occupational stress can have a tremendous impact on employee turnover (Hwang, Lee, Park, Chang, & Kim, 2014). Stress is an individual's physical or psychological response to unusual situations and is a common element of life (Hwang et al., 2014). Stress accompanies employment because employees spend a considerable amount of time subjected to occupational stress (Hwang et al., 2014). When working in highly stressful environments and with expectations to take on additional responsibilities without pay increases, frontline employees demonstrate the lowest levels of engagement compared to all other work groups in the hotel industry (Babakus et al., 2017).

Organizational culture has an influence on employee engagement (Campbell & Goritz, 2014). If employees are not engaged and do not adapt to organizational culture, turnover intentions and voluntary turnover increase (Campbell & Goritz, 2014). Employee disengagement is associated with higher costs and reduced productivity (Suk Bong, Thi Bich Hanh, & Byung II, 2015). In addition, when an employee does not understand the organizational culture, the effectiveness of the organization performance will decline (Warren, Gaspar, & Laufer, 2014). Managers who develop strategies that match the organization’s culture might decrease voluntary employee turnover (Campbell & Goritz, 2014).

When managers understand and concentrate on employee motives and expectations, they are in a better position to assist their employees (Vroom, 1964; Vroom, 2013). Exit interviews or annual reviews can give managers insights into employees’ motives and expectations (Ghosh, Satyawadi, Joshi, & Shadman, 2013). As a result, managers who can identify what motivates employees may be able to reduce turnover and absenteeism, which would have a positive effect on the overall organization’s productivity (Bareket-Bojmel, Hochman, & Ariely, 2014).

Strategies to Reduce Employee Turnover

High employee turnover rates are costly and disruptive, Bryant and Allen’s (2013) and Hurley’s (2015) studies contain ideas to reduce employee turnover rates. Bryant and Allen suggested a range of possible strategies to reduce employee turnover including compensation and benefits solutions and providing employee assistance beyond their material needs. Researchers Deery and Jago (2015) explored strategies hospitality industry managers could use to reduce employee turnover. Deery and Jago reviewed organizational, and industry attributes including work-life balance, organizational strategies, organizational commitments, and employee retention. One finding Deery and Jago reported was that one of the most effective methods to improve retention rates was to ensure work-life balance. Additionally, any changes to work-life balance could affect stress, organizational commitment and job satisfaction (Deery & Jago, 2015).

The findings of research completed by Gellatly, Cowden, and Cummings (2014) explored the relationship between staff nurses level of commitment and turnover intentions. Staff nurses who retained high levels of affective and normative commitment expressed quality work relations and were less likely to leave their organization when compared to other nurses with lower affective and normative commitment (Gellatly et al., 2014). Retention strategies that increase employee level of continuance commitment like higher salaries or better benefits could lead to perceptions of poor work relations (Gellatly et al., 2014). One of the most basic strategies to lower turnover rates is to increase managerial support, which could also decrease risks of employee turnover due to work-life balance (Karatepe & Kilic, 2015).

Leadership

Leadership is the capability to motivate employees to use their skills and resources to execute tasks (Peachey, Zhou, Damon, & Burton, 2015). Leadership skills are both fundamental and necessary for any organization to succeed (Bruyere, 2015). However, Graybill (2014) found that regardless of how important the topic of leadership is, there is no steady and persistent definition. Determining how leadership strategies influence employee engagement may provide an understanding that managers need to focus on creating a work environment that increases employee engagement and retention rates (Yun-Hee, Simpson, Chenoweth, Cunich, & Kendig, 2013).

Leadership behavior. Organizations need managers that lead and motivate with the purpose of effective change management (Dan-Shang & Chia-Chun, 2013; Sullivan, Rothwell, & Balasi, 2013). One basic sign of a quality leader is their ability to motivate followers to do great things (Grant, 2012). Good leaders are able to foster motivation through the engagement of inspirational behaviors including communicating a clear vision, expressing optimism and focusing on core values (Grant, 2012).

Ethical leadership such as the fair and ethical treatment of employees can be beneficial to the organization when demonstrated by managers (Palanski et al., 2014). Positive ethical leadership influences job satisfaction and contributes to improved employee performance (Lin, Yu, & Yi, 2014). Ethical leadership is expected and beneficial for the organization. Expectations of ethical leadership might force organizational leaders to reinforce perceptions of ethical leadership, in an effort to maintain a high level of job satisfaction, thus alleviating voluntary turnover (Palanski et al., 2014).

Leadership challenges. Employee turnover and retention adversely affect many aspects of managers' work including costs, ensuring service quality, and maintaining the productive morale of remaining employees (Chauhan, Goel, & Arora, 2014). Leadership behavioral traits assist in the creation of processes for successful organizations (Shen, Li, & Yang, 2015). Leaders display common behaviors including being strategic and providing vision, clearly communicating information, having a position of authoring and responsibility, sharing and cultivating cultures, and having trust (Shen et al., 2015). Despite the importance of leadership, no clear and consistent definition exists (Graybill, 2014).

Leadership styles. Leadership styles affect employee's self-perception (Liu, Cai, Li, Shi, & Yongqing, 2013). The style of leadership a manager implements can affect the overall work environment and how the vision of the business is executed (Sawa & Swift, 2013). Dinh et al. (2014) identified various leadership styles including authentic, servant and transformational leadership.

Authentic leaders have characteristics that are similar to transformational and servant leaders (Wong & Laschinger, 2013). Leaders who are authentic, have a positive impact on employee engagement (Nicholas & Erakovic, 2013). Managers that use authentic style leadership characteristics are more likely to create a positive and empowering work environment (Wong & Laschinger, 2013). Transparency, balanced processing, high ethical standards are characteristics authentic leaders can use to increase employee performance and job satisfaction (Wong & Laschinger, 2013).

Servant leadership style promotes a caring and healthy working environment where employees feel like valued members of the organization (Beck, 2014; Chen, Zhu, & Zhou, 2014; Kermond, Liao, & Wang, 2015). The personal and professional well-being of followers is a primary focus of servant leaders (Chen et al., 2014). Servant leaders encourage professional growth by focusing on employee development, listening, awareness, persuasion, and commitment to followers. Leaders who focus on employees' performance, organizational citizenship, job attitudes, and employee interactions demonstrate servant leadership qualities (Noland & Richards, 2015; Wang, 2015).

Servant leaders have a genuine concern for employees and consider meeting subordinates' needs a top priority (Chen et al., 2014). Servant leadership theory demonstrates a human approach where leaders do not dominate followers; instead, servant leaders share power and enable subordinates to grow by providing support (Thompson, 2014). Amid researching the relationship between employee and servant leadership, Benawa, 2015, and Davenport, 2014, found that servant leaders' behaviors positively affected employee loyalty. When leaders demonstrate caring toward subordinates, the subordinates reciprocate with increased organizational commitment (Davenport, 2014).

Transformational leadership styles have a positive effect on employees and organizational performance (Epitropaki & Martin, 2013; Sahin, Cubuk, & Uslu, 2014). Transformational leaders provide followers with a clear sense of guidance and aspiration

(Liang & Chi, 2013). In addition, Bayram and Dinç (2015) agreed that the transformational leadership builds commitment and trust because transformational leaders can provide employees with an understanding of how daily activities support the overall success of the organization. Transformational leadership inspires employees to support the goals of the leader (Mahdinezhad, Suandi, Bin-Silong, & Omar, 2013). Organizational performance can improve through transformational leadership characteristics including the encouragement and support of employees (Tavitiyaman et al., 2014).

Employee Retention Strategies

One of the ultimate challenges managers in the hospitality industry face is a high turnover rate (U.S. Department of Labor, Bureau of Labor Statistics, 2014). High turnover rates are an indication of managers' challenges in retaining employees (Shahid & Azhar, 2013). Organizational managers must create organizational Human Resource policies and business strategies with the goal of key employee retention (Ghosh et al., 2013). In addition, organizational managers must create an environment that encourages employee allegiance to the company by implementing employee retention strategies (Strom, Sears, & Kelly 2014).

Employee retention strategies are essential to long-term organizational success (Ghosh et al., 2013). When an employee leaves, they take with them key knowledge, relationships and investments (Ghosh et al., 2013). Every time an employee leaves, organizational productivity decreases because of the learning curve involved in understanding specific tasks the employee performed (Ghosh et al., 2013). In addition, organizations lose intellectual, human and relational capital, which poses a competitive threat if the employee leaves to work for a competitor (Ghosh et al., 2013). Retention strategies are essential in the hospitality industry because many job skills are transferable to competing organizations (Strom et al., 2014). For these reasons, retention strategies should be an integral part of an organization’s business strategy (Ghosh et al., 2013). Understanding retention strategies may enhance productivity and social responsibility as well as improve company morale, job satisfaction, and retention of an organization’s employees (Khalili, 2014). Managers who take a proactive interest in being knowledgeable about employee retention factors boost retention metrics in their organization (Kim, Egan, Kim, & Kim, 2013).

Creating an employee-centric workplace. The concept of creating an employee-centric workplace revolves around strategies managers can implement. An examination of the literature focused on managerial strategies needed to improve employee retention revealed six common themes: positive exchanges in the workplace between managers and employees, organizational culture, work-life balance, employee empowerment, training and mentoring, compensation and rewards.

Positive relationship exchanges in the workplace. Within any organization, human capital is the most important strategic factor and asset (Talachi, Gorji, & Boerhannoeddin, 2014). An important element of an organization’s human capital strategy should be managing employee job motivation and reducing turnover rates (Campbell et al., 2014). Therefore, managers play a vital role in the success of an organization (Rafiee, Bahrami, & Entezarian, 2015). Within the hotel industry, voluntary employee turnover occurs for many reasons; however, relationship conflict between employees and management is the reason most often noted (Gialuisi & Coetzer, 2013). Management practices influence employee attitudes and behavior, and in turn affect the degree of job performance (Samnani & Singh, 2014). Improved relationships between managers and employees result in increased employee engagement (Samnani & Singh, 2014), which also yields enthusiastic employees who are focused on their work (Babakus et al., 2017).

Positive work environment. Humane and caring treatment of employees is an important factor in employee retention (Milman & Dickson, 2014). Employees who perceive support from their organization strongly believe that increased efforts will produce superior rewards (Chao-Chan & Na-Ting, 2014). Perceived organizational support refers to global opinions assumed by employees regarding the extent to which their organization values their contribution and cares about their wellbeing (Chao-Chan & Na-Ting, 2014). This social exchange theory is a good example as it includes perceived organizational support (Chao-Chan & Na-Ting, 2014).

Employees, who possess high levels of perceived organizational support trust that the organization cares about them and will value their contributions (Chao-Chan & Na-Ting, 2014). Most hourly employees become upset when their managers do not seem to care about them or when their daily tasks do not align with the organization’s vision and mission statement (Milman & Dickson, 2014). Researchers have found that a lack of alignment demonstrated by a company makes employees feel that the company does not care about them and produces disengaged employees (Milman & Dickson, 2014).

Perceived organizational support will become a larger issue for management as the millennial generation becomes one of the largest segments of the workforce (Milman & Dickson, 2014).

One important concept companies must understand and embrace, is care for the workforce (Hersey, Blanchard & Johnson, 2013). Managers should focus on providing a caring and nurturing environment for frontline employees and encourage disengaged employees to become more engaged (Milman & Dickson, 2014). Methods such as seeking input from employees regarding constructive suggestions for the organization encourages engagement (Xu, Bei, & Min, 2014). Frontline employees with positive psychology promote constructive emotions to others in the workplace (Jung & Yoon, 2015). Thus, guiding and encouraging frontline employees who have high customer service skills can result in greater employee retention (Babakus et al., 2017)

Suitable work-life balance. In developing strategies to increase employee retention, an important factor organizations must consider is the quality of work-life (Campbell et al., 2014). If an organization invests in generating leisure and recreation opportunity for employees, the employees might invest their time and relationship in reciprocation (Sharma & Nambudiri, 2015). Organizations that place a priority on work-life balance will notice an increase in employee morale, which will create higher job satisfaction rates (Deery & Jago, 2015).

One important factor organizations should consider while developing strategies to increase employee retention is work-value related to the quality of work-life (Campbell et al., 2014). Overall employee well-being is a multi-dimensional construct that is a wide range of life domains including work, emotional health, physical health, finances, the quality of personal social connections and community (Sears et al., 2013). Strong evidence exists that suggests the personal elements of well-being are in direct correlation with a range of lost human capital costs to employers' outcomes (Sears et al., 2013).

Empowerment and autonomy. Empowerment is one of the most important high-performance work practices enhancing frontline employee's motivation and influencing their job outcomes in hospitality services (Joung, Goh, Huffman, Yan, & Surles, 2015; Karatepe, 2013; Lee, Back & Chan, 2015; Rahimi & Gunlu, 2016). Empowerment practices give frontline employees the ability to make immediate decisions (Babakus, Yavas, Karatepe, & Avci, 2003). Organizations with empowerment policies show employees that they are a strategic partner and hold an essential role in the development and success of the organization (Babakus et al., 2017).

Autonomy is one important factor; employees consider when making decisions to stay with an organization (Ghosh et al., 2013). Most employees value the opportunity to make decisions and perform tasks as they see fit to serve their customers and benefit the organization (Ghosh et al., 2013). Organizations that provide job autonomy not only allow employees flexibility to manage their work tasks and time but is also a benefit to the organization and employees by allowing an increased level of work-life balance (Deery & Jago, 2015). If work meets management's satisfaction, managers should allow employees to create their level of job demands (Babakus et al., 2017). Workers are more likely to stay in positions where they have some level of autonomy and freedom to create their own job demands (George, 2015).

Training and mentoring. Managers should look for opportunities to allow workers to challenge themselves in situations where their skills and competencies can grow (Beattie et al., 2014). Career development opportunities and coaching can enhance employee retention (Kim et al., 2013b). Presenting development opportunities can include a combination of managerial coaching and an individual employee development plan (Kandampully, Keating, Kim, Mattila, & Solnet, 2014).

Opportunities for advancement are one of the top three motivators for employees; therefore, when an employee knows that there are opportunities to advance, they are more likely to be engaged (Secara, 2014). Hotel employees regarded advancement opportunities as very significant (Milman & Dickson, 2014). In order to retain best-performing employees, organizations need to establish processes that encourage internal promotion and that these processes are clear throughout the organization (Milman & Dickson, 2014).

Employees value the opportunity to develop skills and the opportunity to perform at their best (Ghosh et al., 2013). Organizations with little or no formal training program in place will have frontline employees that are unsure of their responsibilities, or worse, unsure of how to service customers effectively (Kokt & Ramarumo, 2015). Along with reducing employee intentions to quit (Kampkotter & Marggraf, 2015), an effective trainer also boosts employee morale (Karatepe, 2013). Rewards, training, and empowerment are effective in addressing the hospitality industry’s image of adverse working conditions (Deery & Jago, 2015). Thus, it is important for managers to develop training programs that focus on improving frontline employees’ skills (Babakus et al., 2017).

Compensation and rewards. Rewards, compensation, and recognition are an essential practice which mitigates frontline employee's turnover intention (Babakus et al., 2017). Compensation and rewards could affect employee turnover in the hospitality industry (AlBattat, Som & Halalat, 2014). Organizations must encourage the development and management of a performance system that avoids favoritism (Babakus et al., 2017). If frontline employees feel that what they contribute to the organization is valued, they will develop an emotional bond with the organization and remain (Babakus et al., 2017). Since frontline employees serve as a critical link between an organization's internal operations and external customers, they are crucial in implementing strategies of the organization (Babakus et al., 2017).

Staff in the hotel industry may only work to sustain a living and motivation may be low because the pay is not enough (Korzynski, 2013). Many participants in the study indicated that material reward is the only factor affecting employee's motivation (Facer Jr., Galloway, Inoue, & Zigarm, 2014). Researchers Ineson, Benke, and László (2013) and Jung and Yoon (2015) posited that pay was the most important factor contributing to job satisfaction. Fair pay has the ability to enhance employee work engagement and reduce withdrawal behaviors (Jung & Yoon, 2015). Compensation procedures including salary structure and perceived fairness are aspects that can influence turnover (Bryant & Allen, 2013). Therefore, in order to retain employees, managers should create lucrative reward structures (Mohanty & Mohanty, 2014). Competitive pay and rewards would not only attract talented people to join the organization but would also ensure that key performers stay with the organization (Ghosh et al., 2013).

Agency and equity theory was used by Pohler and Schmidt (2015) to evaluate the effect of pay for performance on non-management employee turnover used agency and equity theory. Pay for performance strains the relationship between the manager and employee (Pohler & Schmidt, 2015). Reversing high turnover related to perceptions of pay for performance depends upon training managers to treat employees well (Pohler & Schmidt, 2015).

In addition to treating employees well, perceptions of compensation practices could affect frontline employee turnover intentions (Santhanam, Kamalanabhan, & Dyaram, 2015). Santhanam et al. evaluated the effects human resource policies had on frontline employee's intentions to leave. The human resource policies studied included training, advancement opportunities, reviews and compensation. The results from Santhanam, Kamalanabhan, and Dyaram indicated that frontline employee's perceptions about compensation practices could significantly influence turnover intentions. Additionally, Santhanam et al. reported that organizational identification could moderate the effects of perceptions on employee turnover intentions.

Organizational commitment. Organizational commitment has been a topic of interest since the 1970s (Rafiee et al., 2015). However, organizational commitment did not have a clear definition until the 1990s (Laflamme, Beaudtry, & Aguar, 2014). Laflamme et al. (2014) defined organizational commitment as employee' attachment to their organization. During the 21st century, organizations realized the importance of having a committed, satisfied, and cooperative workforce (Pradhan & Pradhan, 2015).

This is evident with Celik, Dedeoglu, and Inanir (2015) who posited organizational commitment and job satisfaction are essential for all industries.

The goal of organizational commitment is to retain employees because they want to stay (In-Jo & Heajung, 2015; Zhang, Ling, Zhang, & Xie, 2015). Loss of any talented and highly skilled employees is expensive for the organization (Guha & Chakrabarti, 2014). Organizational success depends on maximizing and unleashing the talents of the workforce (Lakshman & Rai, 2014). Loss of any talented and highly skilled employees comes at an enormous cost to the organization (Guha & Chakrabarti, 2014). Organizations need the energy, knowledge, thought, support, and commitment from employees to maintain success and a competitive edge in today’s business environment (Farzanjoo, 2015). Martin and Bartscher-Finzer (2014) defined success as motivating, and motivated work will generate success. Committed employees have a positive performance influence which results in increased organizational performance (Shrestha & Mishra, 2015).

Commitment can be broken down into several dimensions. The two most significant dimensions are continuance and affective (Laflamme et al., 2014). Continuance commitment includes the attractiveness and a limited number of employment alternatives (Laflamme et al., 2014). Affective commitment by employees is a sense of belonging to the organization through shared values with the organization. Any organization would consider a committed workforce a blessing (Lissy & Venkatesh, 2014).

Commitment factors. Different factors can influence organizational commitment: work-life experiences, structural characteristics such as organization size, job characteristics such as job ambiguity, role conflict, and individualistic characteristics such as age, service, and education gender, etc. (Nabizadeh, Atashzadeh, Khazai, & Majd, 2014). Employee commitment also contributes to six factors of organizational culture including collaboration, experimentation, authenticity, trust, confrontation, and production (Dwivedi, Kaushik, & Luxmi, 2014).

Major, Morganson, and Bolen (2013) studied predictors of organizational and occupational commitment outcomes and concluded that job security, work-family culture, job stress, and satisfaction directly related to commitment outcomes. In addition, Major et al. (2013) discovered that men rated job security more heavily than women and that women rated work-family culture and growth satisfaction more heavily than men did. Levels of organizational commitment may be predictable by understanding the personality characteristics and individualistic differences of employees (Rafiee et al., 2015). Organizations expect commitment because of its impact on citizenship and performance (Leite, de Aguiar Rodrigues, & De Albuquerque, 2014).

Employee engagement. One of the most critical drivers of organizational success is employee work engagement (Strom et al., 2014). Employee engagement aligns with increased managerial effectiveness, improved productivity, and improved organizational citizenship behaviors (Blomme, Kodden, & Beasley-Suffolk, 2015). When employee engagement is optimum, employees possess high levels of energy, are enthusiastic and fully focus on their work (Babakus et al., 2017). Organizations must provide an atmosphere that stimulates employee engagement in order for employees to find meaning at work (Radda, Majidadi, & Akanno, 2015).

Organizations should measure employee engagement, because high levels of employee engagement improve customer loyalty, promote retention of talent, and improve organizational performance (Gill, Dugger III, & Norton, 2014). Retaining talented employees is essential not only because of the costs of turnover but also due to loss of organizational performance (Haider et al., 2015). Employees who are engaged in their work beyond their primary obligations contribute to the success of the organization and often have a goal to be a leader within the organization (Datt & Washington, 2015; Sharma & Sharma, 2015).

Job satisfaction. One predictor of an employee's turnover intention is job satisfaction (Regts & Molleman, 2013). Employee satisfaction with their jobs is vital to the success of any business (Karatepe, 2013). Walsh and Bartikowski (2013) found that strong employee satisfaction scores correlated with a lower intention to terminate employment. In addition, employees who received continuous management and co-worker support experienced a high level of attachment and satisfaction with their jobs (Karatepe, 2013). One way managers can improve productivity in Human Resources is to recognize the employee's job satisfaction (Talachi et al., 2014).

Employees who have higher job satisfaction have positive feelings about their job, can satisfy their needs, and are more loyal to their employer (Talachi et al., 2014). Job satisfaction is an effective predictor of voluntary employee turnover (Diestel, Wegge, & Schmidt, 2014). Examining job satisfaction predicts ways to deter voluntary employee turnover (Diestel et al., 2014; Nobuo, 2014). Organizational leaders should implement retention strategies to decrease voluntary employee turnover (Heavey, Holwerda, & Hausknecht, 2013).

One common theme that emerged from studies related to job satisfaction and retention is how to maintain a high level of job satisfaction for employees (Yirik & Ören, 2014). Job satisfaction increases when feelings of belonging to an efficient, functioning work community occur, and enhanced through achieving desired results at work (Kvist, Voutilainen, Mantynen, & Vehvilainen-Julkunen, 2014). Job satisfaction is one of the most discussed issues in organizational management (Yirik & Ören, 2014). Environmental and individual factors affect job satisfaction (Yildirim, 2015). When given more control of their work through participation in the decision-making process, employees experience an increase in job satisfaction (Wang & Yang, 2015).

A direct relationship exists between trust and job satisfaction (Pomirleanu & John-Mariadoss, 2015). Job satisfaction can mediate the effects of role conflict, job-induced tension and intent to leave (Chomal & Baruah, 2014). Job satisfaction can improve if organizations implement mechanisms that enhance the level of trust toward the firm or management (Pomirleanu & John-Mariadoss, 2015). An employee's job satisfaction may increase employee retention (Tews, Michel, & Stafford, 2013).

Family and work inference can have an impact on job satisfaction (Lu & Kao, 2013). Lu and Kao (2013) studied the relationship of job satisfaction to family and work inference. Employees achieved job satisfaction when employers create, nurture and employ supportive family resources for employees (Lu & Kao, 2013).

Exploring the ethical behavior of employees in relation to job satisfaction, Fu and Deshpande (2014) considered promotion, coworkers, and supervisors and found that age of employees had an effect on ethical behavior. Specifically, young employees demonstrated better ethical behavior than older employees (Fu & Deshpande, 2014). Bianchi (2013) studied the current economy in relation to job satisfaction. Graduates show more job satisfaction when compared to other workers who entered the workforce during better economic times (Bianchi, 2013).

Job satisfaction traditionally links with economic conditions (Bianchi, 2013). Job satisfaction includes participation by employees in ways that foster innovation and trust between managers and employees (Kuo-Chih, Tsung-Cheng, & Nien-Su, 2014). Abusive supervision encourages employees to search for other opportunities (Palanski et al., 2014).

Job satisfaction is a factor that would encourage an employee to remain in a long-term position (Ijigu, 2015). Employees who feel they have more choice with the internal opportunities they wish to peruse might be more satisfied with work (Duffy, Autin, & Bott, 2015). The perception rather than the simple existence of career barriers may compel individual career decisions (Duffy et al., 2015; Tejeda, 2015).

Performance. Managers should understand how to motivate employees to optimize human capital (Netke, 2013). Factors such as pay, leadership, environment, self-efficacy, reward, and recognition can all increase or decrease employee job performance (Lin, Yu, & Yi, 2014). External factors such as culture, co-workers, and ethical leadership also affect employee performance and retention (Kozak, 2014). Factors such as pay, leadership, environment, rewards, self-efficacy, and recognition can increase or decrease employee job performance (Lin et al., 2014). Positive ethical behavior influences job satisfaction, which contributes to employee performance (Lin et al., 2014). Bourne, Pavlov, Franco-Santos, Lucianetti, and Mura (2013) suggested the factors mentioned could only affect employee motivation as it relates to their current circumstances. Job satisfaction may lead to a successful working environment because job satisfaction promotes commitment to the organization and productivity (Rahman, Raja, Shaari, Panatik, Shah, & Hamid, 2012).

Several opinions regarding primary factors for improving the organization's effectiveness exist. Job performance is the fundamental motivational factor which affects both individual and organizational levels of performance (Carmeli, Ben-Hador, Waldman, & Rupp, 2009; Chinomona & Moloi, 2014; Korzynski, 2013). Huang and Ning (2013) suggested that employee engagement is a significant factor in affecting organizational performance. However, Ford, Myrden, and Jones (2015) did not locate enough research to determine if employee job performance related to engagement impacts an organization. Employee engagement is parallel to employee job performance and is motivational (Ford et al., 2015). There is a lack of academic research on the antecedents required for high employee engagement (AbuKhalifeh & Som, 2013). When employee turnover increases, employee engagement becomes more critical for organizational success (AbuKhalifeh & Som, 2013).

Vigor is an employee's energy in the workplace and contributes to increased job performance (Carmeli et al., 2009). Vigor is a basic motivational factor that affects individual and organizational performance levels (Chinomona & Moloi, 2014). Vigor encourages individuals to make an increased effort to accomplish goals, which in turn increases job performance (Carmeli et al., 2009). Carmeli et al. (2009) conducted a study testing the leader's relational behavior model (LRB). The LRB model allows leaders to nurture employee vigor through social bonding among leaders and subordinates (Carmeli et al., 2009). Carmeli et al. added that vigor depends on more than just bonding with leadership. Although researchers suggested that vigor derives from bonding between leaders and subordinates, external factors such as pay and rewards also ignite vigor.

Employee perception of the organization can depend on the person-environment fit (PE fit; Sun, Peng, & Pandey, 2014). Researchers have investigated PE fit and the connection to performance (Oh et al., 2014). An integral part of employee performance is PE fit, and improved PE fit reduces organizational ambiguity (Sun et al., 2014). PE fit is the compatibility of similar characteristics between an individual and their environment. PE fit determines how employees perceive organizational goals and influences employee behavior in the work environment (Sun et al., 2014).

Leadership strategies may respond to influences by performance management systems (Samnani & Singh, 2014). Performance management is a means of obtaining better results from the entire organization (Samnani & Singh, 2014). Performance management theory involves active management of the organizations' employees in an effort to focus on employee development to motivate behavior for meeting organizational goals (Haustein, Luther, & Schuster, 2014).

Developing retention strategies. Managers who have a set of effective retention strategies can make more efficient use of time, energy, and resources (Kandampully et al., 2014; Ryu & Lee, 2013). An employer retention strategy is a description of how a manager plans to achieve the improved employee retention results (Shahid & Azhar, 2013). As organizations' leaders strive for a deeper understanding of effective employee retention strategies, it is crucial to understand the processes that create an effective strategy (Park & Levy, 2014).

Learning the strategies that managers use to retain employees is a more proactive approach than studying why an employee terminates employment (Milman & Dickson, 2014). Through the proactive implementation of retention strategies, managers will reduce the amount of time and costs associated with replacing and retraining workers. Kandampully et al. (2014) recommended that researchers seek to understand how hospitality service managers develop retention strategies over time to retain employees.

One strategy organizations can use to increase commitment and retention is job crafting (Jipeng, Jie, & Qiusheng, 2014). Job crafting allows employees to redesign or change their jobs (Jipeng et al., 2014). Researchers give job crafting an increasing amount of attention; however, existing research has primarily focused on employees' perceptions regarding opportunities to craft their jobs (Jipeng et al., 2014). An essential factor in predicting job crafting is emotional attachment to the organization (Jipeng et al., 2014).

Training and motivation have a significant effect on job performance (Holden & Overmier, 2014; Madukoma, Akpa, & Okafor, 2014). Motivation might influence employee performance, therefore; hospitality managers should be familiar with strategies on how to motivate employees and maintain motivation (Strizhova & Gusev, 2013). Management style and employee acceptance of motivation techniques vary (Strizhova & Gusev, 2013). Differential outcomes (DO) are tools used by managers to study employee performance (Holden & Overmier, 2014; Madukoma, Akpa, & Okafor, 2014). Under DO, the incentive of a reward motivates an employee's decisions and behaviors which positively impacts performance (MacDonald, Sulsky, Spence, & Brown, 2013). Furthermore, when an employee requests a performance evaluation, managers have an opportunity to provide further motivation (MacDonald, Sulsky, Spence, & Brown, 2013).

By setting individual goals for employees and showing employees how to achieve them, managers can motivate employees (Rodrigues, Guest, & Budjanovcanin, 2013). Employees require other needs such as goals and values and may place a higher value on those factors than salary or promotion opportunities when making career decisions (Rodrigues et al., 2013). If an employee has a set of defined goals and a plan for achieving those goals, the employee will excel in the workplace. Motivation is an energizing force that drives people to perform. Motivation comes from either inside an employee or their environment (Karahanna, Xu, & Zhang, 2015). Employees guided by goal achievement tend to outperform their job descriptions (Karahanna, Xu, & Zhang, 2015). Motivation levels may vary among employees concerning job descriptions and responsibilities (Strizhova & Gusev, 2013). Human behavior dictates that work motivation may not differ significantly between generations (Strizhova & Gusev, 2013). The connection between employee motivation and performance could affect organizational effectiveness. To optimize human capital, leaders should understand how to motivate employees (Netke, 2013).

Employee motivation in the hotel industry. An important element of an organization's human capital strategy should be managing employee job motivation and reducing turnover rates (Campbell et al., 2014). The hotel industry includes a unique challenge of catering to the needs of a diverse customer group with frequent guest-employee interactions (Teng, 2013). Motivation is a leading factor within the hotel industry because motivation guarantees a high quality of customer service. Motivation is the individual's willingness to increase energy and effort to satisfy requirements (Facer Jr. et al., 2014). When employees develop their own objectives, managers can accomplish the goal of motivating employees. Motivation is the eagerness to put forth the effort to achieve organizational goals (DeCenzo, Robins, & Verhulst, 2013).

Two processes must be in place for good workplace management to be in place: allocating rewards for implementing decisions in a fair manner and providing training for employees regarding how to cope with work stress (Tayfur, Bayhan Karapinar & Metin Camgoz, 2013). For a rewards-based system to be effective, rewards must link to performance (Chomal & Baruah, 2014). Managers should engage in ongoing performance rewards and not just perform an annual pay-linked ritual (Chomal & Baruah, 2014).

Scholars Marshall et al., (2016) and Milman & Dickson (2014) encourage additional research on ways to decrease employee turnover in the hospitality industry. The hotel industry has a few unique factors, which add a level of complexity to employee retention including employees being prone to boredom and being able to find jobs at other organizations (Kim, 2014).

Retention Strategy Needs

Mitchell, Burch, and Lee (2014) studied the past, present, and future of employee retention strategies and found there is still a need to research retention strategies. Organizational stakeholders hold human capital in high regard (Gounaris & Boukis, 2013). Because of this, managers who successfully retain employees can consider successful employee retention a competitive advantage (Gounaris & Boukis, 2013). Managers with the ability to understand how to retain employees may have a better opportunity to influence employees to remain with their organization (Bareket-Bojmel et al., 2014).

Increased employee turnover has an adverse effect on profitability and productivity (Khoele & Daya, 2014). Organizations lost over $11 billion in tangible and intangible assets in 2014 because of employee turnover (McManus & Mosca, 2015). Therefore, in order for organizations to be successful, a skilled and knowledgeable workforce is essential (Khoele & Daya, 2014). High employee turnover should be a warning sign for organizations, not only because of the costs related to recruiting, interviewing and training but also because of the increasing scarcity of experienced talent (Khoele & Daya, 2014). Voluntary employee turnover is a problem facing companies (Haar & White, 2013). Turnover can have a negative effect on employee morale and organizational effectiveness and profitability (Dong et al., 2012; Gialuisi & Coetzer, 2013). Consistent intention to quit over a longer time period may also be disadvantageous to the organization, as negativity will influence other employees work performance and anxiety levels (Sharma & Nambudiri, 2015).

The estimated cost of employee turnover is 50% to 200% of an employee's first-year salary (Bryant & Allen, 2013). Withdrawal behaviors can cost U.S.-based companies over 100 billion dollars each year (Ghadi, Fernando, & Caputi, 2013). Understanding what drives employee turnover can mitigate the amount of employee turnover organizations experience (Jain, 2013).

Managers must implement effective strategies to reduce employee turnover or risk sustainability of their business (Butali, Wesang'ula, & Mamuli, 2014). Some consequences which increase employee turnover include: reduced customer satisfaction, declined financial performance, reduced profitability, lower retention of knowledge, decreased resources, reduced proficiency, decreased employee engagement, and increased employee dissatisfaction. Employee turnover increases other employee's job dissatisfaction and has a negative impact on customer satisfaction (Butali et al., 2014).

If an organization does not have, adequate staff to provide satisfactory service that will lead to decreasing performance and loss of competitiveness (Wang et al., 2015). The loss of talented workers is detrimental to the sustainability of the business because of decreased productivity and increased difficulty managers face scheduling remaining resources, which will result in reduced customer satisfaction (Wahyuningtyas et al., 2015). New hires need up to 90 days of training and experience to reach a 75 to 100% proficiency level (Wang et al., 2015).

Failure to retain employees results in a loss of productivity (Leon, Bellairs, & Halbesleben, 2015). Organizations that experience high employee turnover are less productive than businesses that have a high employee retention rate (Prasannakumar, 2015). Employee turnover affects more than productivity; organizations with high turnover are less profitable (Leon et al., 2015). High employee turnover rates result in loss of knowledge, which creates an unsustainable training program (Ahmed, Phulpoto, Umrani, & Abbas, 2015).

When an employee quits, other workers are required to take on additional job activities left by the vacancy until a manager can hire a replacement employee. The additional workload can upset the remaining employees, increase their job dissatisfaction and turnover intentions (Butali et al., 2014; McManus & Mosca, 2015). This produces a negative effect on customer satisfaction (Butali et al., 2014). Failure to retain key employees results in a loss of productivity (Leon et al., 2015). A study by Hausknecht and Holwerda (2013) examined the consequences of employee turnover on organizational performance. Employee turnover creates the following consequences: decreased proficiency, lower positional distribution, increased difficulty in time dispersion and reduced productivity and performance (Hausknecht & Holwerda, 2013).

If leaders implement effective employee retention strategies, their organizations become more effective than competitors who do not have an employee retention plan (Alshanbri et al., 2015). When business leaders understand the consequences of employee turnover, they may be more inclined to implement effective strategies to reduce the effects (Leon et al., 2015). Hospitality and tourism provides several jobs around the world and contributes to several countries' gross domestic product (Vasquez, 2014). Additional research may help leaders retain employees, therefore, enabling their organization to compete more effectively in the hospitality industry (Verbos, Miller, & Goswami, 2014). There is a significant need for managers to learn better employee retention techniques that would help in retaining the

best employees and help the industry compete in the competitive hospitality market with ease (Brown, Thomas, & Bosselman, 2015). Further studies should be completed on the human element of high employee turnover and the dynamic conditions in which the hospitality industry must operate (AlBattat, Som, & Halalat, 2014).

Transition

The amount of time, cost, and loss of productivity involved in replacing and retraining workers decreases customer satisfaction and organizational profits. Hospitality industry managers must understand this challenge and implement strategies to decrease voluntary employee turnover. The purpose of this study was to explore strategies hospitality industry leaders can implement to decrease voluntary employee turnover. The findings may assist hospitality organizations in developing strategies to increase employee retention. Creating retention strategies reduces costs associated with employee turnover and improves employee retention. Section 2 presents the methodology clarifying the focus of this qualitative study and contains the research design used to understand employee turnover and retention.

Section 2: The Project

The purpose of this qualitative multiple case study was to explore strategies that managers of three-star, full-service hotels use to reduce voluntary employee turnover. Section 2 includes the methodology, clarifying the focus of this qualitative study, and contains the research design used to understand employee turnover and retention. Section 2 also includes explanation of the role of the researcher, participants, research method and design, population sampling, ethical research, data collection instruments and technique, data organization techniques, data analysis, and the reliability and validity of the study.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that managers of three-star, full-service hotels use to reduce voluntary employee turnover. The target population consisted of general managers of three different branded, three-star hotels located in a five-county area of the midwestern United States that has a reduced voluntary employee turnover rate. The data from this study might contribute to social change by providing additional strategies to full-service hotel managers searching for ways to reduce voluntary employee turnover.

Role of the Researcher

The role of the researcher includes the selection of participants, data collection, data interpretation, data analysis, facilitation, and the guiding of participants through questions that will provide expository results (Rubin & Rubin, 2012). Similarly, as the researcher, my role included several responsibilities such as recruiting participants, collecting data in an unbiased manner, and exploring the industry role as the researcher. Qualitative researchers tend to have sensitivity toward their social identities (Marshall & Rossman, 2016). To remove bias when viewing the data through a personal lens, I remained open to contrary evidence. Yin (2014) suggested testing knowledge, analyzing results, and interpreting all of the data. The researcher's role in a qualitative study is to explore experiences of participants, analyze results, and collate data in an unbiased manner (Rubin & Rubin, 2012). Moustakas (1994) recommended setting aside any personal experiences, beliefs, attitudes, culture, and generational views that might influence personal judgment of a researcher's personal tolerance to contrary findings. During the data collection phase, I mitigated bias by assessing my tolerance, reviewing document sources, and applying member checking to ensure accurate interpretations.

I followed the Walden University Institutional Review Board (IRB) requirements, IRB approval #5-09-18-0505380. All participants in the study received assurance of the protection of their rights. I used a participant consent form to explain the process, and I had each participant sign before the interview process began. The Belmont Report (U.S. Department of Health and Human Services, 1979) contains a description of the ethical principles and guidelines for the protection of human subjects. The ethical principles include respect of persons, beneficence, and justice. Prior to conducting participant interviews, I followed the following protocol: provide a consent form to ensure participants are well informed of the purpose of the study, provide an assessment of the potential risks and benefits of participating in this study, and include a selection process for participants (HHS, 1979). To maintain an objective population, I selected participants that I did not know personally or professionally.

Participants

Careful consideration during the participant selection process ensures that selected participants are capable of providing appropriate data for the study (Patton, 2015). I used the purposive sampling strategy for this study. This strategy involves the screening and selection of participants for the study (Ando, Cousings, & Young, 2014; Leahy, 2013). Participants selected for this study needed to meet the following criteria: be the general manager of a three-star hotel located in a five-county area of the midwestern United States, have 5 years of experience, have 25 or more employees, and have experience with successful strategies to reduce voluntary employee turnover. Establishing criteria ensured participants were suitable based on experience and background to support the design and purpose of the research and to answer the questions for the case study (see Yin, 2014).

I used names from Chamber of Commerce member lists and Convention and Visitors Bureau directories to identify participants. Participants consisted of managers of hotel facilities who manage the workforce and were selected irrespective of gender. Dworkin (2012) suggested that an adequate sample size for a qualitative research study is between five and 50. Sandelowski (1995) suggested a minimum of one participant when conducting a case study. This study included three hotel managers, working in three different full-service hotels located in a five-county area of the midwestern United States.

One-on-one semistructured interviews occurred with the individuals from the participating organizations. All participants signed a consent form before the interview process. Prospective participants received a phone call invitation to participate with a follow-up email before the interviews were scheduled.

All data collected from the interviews will remain secured in a personal combination safe for 5 years. All digital data collected will remain locked in a combination safe for 5 years. After this period expires, I will shred all paper documents and delete all electronic files.

Research Method and Design

There are three common methodologies researchers use to conduct research: qualitative, quantitative, and mixed method (Fassinger & Morrow, 2013). Researchers must select a research method and design that is suitable for answering their research questions (Hayes, Bonner, & Douglas, 2013; Marshall & Rossman, 2016). The purpose of this study was to explore strategies full-service hotel managers use to reduce voluntary frontline employee turnover. I used the qualitative research method with a case study design to explore and provide information about the participants' real work settings over a specified period. In a similar study, Major (2016) justified the use of a qualitative method, with a case study research design, to explore strategies for reducing voluntary employee turnover in small businesses.

Research Method

Researchers use a qualitative research method to seek a comprehensive viewpoint of participants' lived experiences and perspectives (Sargeant, 2012; Sirichoti & Wall, 2013). The qualitative research method was appropriate for this study because the goal was to obtain in-depth information and analysis to understand the problem of turnover in the full-service hotel frontline employees in the midwestern region of the United States. A qualitative research method was beneficial to build rapport with hotel managers, ask open-ended questions, and observe the hotel managers in their working environment.

Quantitative research studies involve testing hypotheses, analyzing numbers, and examining relationships between dependent and independent variables (Smith, 2014). Quantitative research uses common constructivists and interpretive data collection (Nelson, 2013). The quantitative research approach was not appropriate for this study because my goal was to understand what strategies full-service convention center hotel managers use to reduce voluntary frontline employee turnover and not analyze numbers.

Mixed method research is a combination of qualitative and quantitative information (Fetters, Curry, & Creswell, 2013). Mixed method studies are appropriate when a researcher wants to answer both qualitative and quantitative questions (Maxwell, 2016). Mixed method research was not applicable for this study because of the need to observe participants in their natural settings.

Research Design

I used multiple case study research design for this study. Case studies may be multiples cases with similar time and place or a single case (Yin, 2014). Qualitative research method includes five areas of design: case study, ethnography, grounded theory, phenomenology, and narrative (Aborisade, 2013).

Ethnographic study is useful when researchers need to closely review human culture and immerse themselves in the real world of the phenomenon (Cibangu, 2013). An abundance of time is required for ethnographic research, which can be expensive and time-consuming (Cunliffe & Karunanayake, 2013). Ethnography was not a good choice for this study because this study was not about interactions between people, but instead about strategies full-service hotel managers use to reduce voluntary frontline employee turnover.

Phenomenological studies involve lived or shared experiences among groups or individuals (Gill, 2014). The phenomenological approach was not applicable to this study because the population for this study is hotel general managers only. The study relates to their strategies for retention in the hotel industry and not the general lived experiences of a population.

Narrative design was not applicable for this study because the narrative design involves storytelling, field notes, autobiographies, and art (Scutt & Hobson, 2013). Narrative design involves gathering and analyzing stories, and experiences surrounding a phenomenon to create themes to compare (Jhatial, Mangi, & Ghumro, 2012). I did not collect data through storytelling, field notes, autobiographies or notes. Instead, I interviewed participants using open-ended questions to develop a deeper understanding of the strategies full-service hotel managers use to reduce voluntary frontline employee turnover.

Population and Sampling

The population of this study consisted of general managers from three full-service, commercially branded hotels located in a five-county area of the midwestern United States. The hotels have a guest capacity of 149 to 500. The hotel also offers a cocktail lounge, restaurant, room service, and laundry, along with access to a business center equipped with computers and fax.

In qualitative studies, the researcher determines the population and number of participants, the topic of the study, and what is credible (Cleary, Horsfall, & Hayter, 2014). Census sampling was the method used for selecting the units to study to yield the most relevant information and ensure 100% participation. I used purposive sampling to ensure participants met the selection criteria needed to answer the research question. Also, participants met the following criteria: be the general manager of a three-star hotel located in a five-county area of the midwestern United States, have 5 years of experience, have 25 or more employees, and have experience with successful strategies to reduce voluntary employee turnover.

Participant interviews occurred at their convenience, and I gathered as much information as possible through personal interviews. Interviews took place in a private, secure and non-threatening environment where participants felt comfortable providing candid responses to each interview question. Each participant received verbal appreciation for participating in the study and received a copy of the findings via email or other communication method of their choice.

A population size of two to three is suggested when conducting a case study (Yin, 2014). Researchers achieve data saturation when no new data, no new themes, no new coding emerges, and the results can be replicated (Davis, 2013; Fusch & Ness, 2015; Houghton, Casey, Shaw & Murphy, 2013). Researchers may use member checking to aid in data saturation.

Saturation in qualitative research means giving full expression to participants desiring to communicate through research (Gergen, Josselson, & Freeman, 2015). The interview process continued until data saturation occurred. If data saturation had not been attainable within the proposed sample size, using the census sampling technique, I would have used snowball sampling. Snowballing is a technique qualitative researchers can use to identify other candidates. Snowballing works when participants provide contact information for other candidates they think would be willing to participate in the study (Ventura & Soyuer, 2017).

I used member checking to verify accuracy and ensure data saturation. When sample sizes are small in case study research, researchers may use member checking to aid in data saturation (Houghton et al., 2013). Member checking is a process by which the researcher has participants verify the synthesis of the information to ensure accuracy (Hudson et al., 2014). Member checking allows participants to review, approve, amend or add to the transcribed interview (Perkins, Columna, Lieberman, & Bailey, 2013).

I used triangulation of company documents to ensure data saturation. Triangulation involves using a secondary source of data to gather supporting information and to ensure saturation (Fusch & Ness, 2015). Data saturation will ensure that no new information or themes emerge and that the results can be replicated (Anyan, 2013). One advantage of using a case study is a complete representation of a phenomenon demonstrated through methodological triangulation of diverse data sources (Houghton et al., 2013).

Ethical Research

Ethical research practices, such as protecting human subjects, are important in all case studies (Yin, 2014). Protection of participants includes obtaining informed consent from participants, protecting participants from harm, protecting participant privacy and confidentiality, protecting especially vulnerable groups, and selecting participants equitably (Yin, 2014). To ensure my understanding of the ethical requirements encompassing the protection of human subjects, I successfully completed the web-based training course “Protecting Human Research Participants” with the National Institute of Health (NIH) Office of Extramural Research. My certification number is 1552773. I completed this training on September 14, 2014.

Obtaining permission from an individual to participate in a research project is a process researchers must use called informed consent (Schrems, 2014). The informed consent form includes detailed information describing the study. Each potential participant received a consent letter with details of the research by e-mail. Potential participants had the opportunity to review the informed consent letter and asked questions by e-mail or telephone before deciding to participate. The letter includes the goal of the research, the benefits, the extent of my role in the research, and the role of the participant in helping to answer the overarching research question. The letter included assurance of the absence of foreseeable risks or harm to human participants, and that the nature and quality of participants' responses are strictly confidential.

Participants could withdraw from the study at any time before the data analysis stage by notifying me via telephone, email, or in person. Participants should have the option to withdraw from research as a participant at any time (Drake, 2013). Participation in this study was voluntary, and I did not award or provide any financial incentives to participants. I will provide each participant with a copy of the summary of findings by sending a PDF copy via email following the conclusion of the study.

Confidentiality and privacy of participants occurred through the use of unique identifiers (for example, P1, P2, P3, P4) instead of listing the participant's name. The use of unique identifiers to protect the confidentiality of participants is encouraged (Welsh, Nelson, Walsh, Palmer, & Vos, 2014). Ensuring the protection of participants is imperative. I stored all written records, audio recordings and data for 5 years on my password-protected computer. After 5 years, I will destroy all data to protect the confidentiality of participants.

Data Collection Instruments

I was the primary research instrument to collect and analyze data in this qualitative case study. I collected data from semistructured, face-to-face interviews. The interview was the primary data source, which allowed exploration of the perceptions and allow flexibility for follow up questions if additional themes emerge. I used a digital audio recorder to record interviews with participant approval. The interview questions aligned with the overarching research question: what strategies do some hospitality industry managers use to reduce voluntary employee turnover. Using NVivo11™ software for Windows, enhanced my ability to code and identify themes and patterns during the analysis of the data. I will triangulate data with the businesses' established written policies, procedures, and personnel manuals.

To assist with reliability, I used a case study interview protocol (see Appendix B). A case study protocol includes an overview of the case study, data collection procedures, the data collection questions, and a guide for the case study report (Yin, 2014). A combination of interviews and the documentation of the organizations' policies, procedures, and personnel manuals will triangulate the sources to facilitate the validation. An interview protocol (see Appendix B) includes a script to aid in successful data collection and member checking. Interview data will prevent disclosure of any information such as participants' names or companies. With member checking and follow-up interviews, I was able to ensure the transcript was an accurate representation of the participants' experiences and perceptions. The member checking process included taking my analysis and interpretation back to the participants from the interview to request participant's review of the results. Using member checking enhanced the validity of the study (Anyan, 2013; Goldblatt, Karnieli-Miller, & Neumann, 2011; Onwuegbuzie & Byers, 2014).

Data Collection Technique

The primary data collection method consisted of semistructured interviews. Face-to-face interviews occurred at the participant's office. The researcher will use the interview as an opportunity to observe what an interviewee says, and to observe behavior

(Marshall & Rossman, 2016). One weakness of semistructured interviews is the potential risk of asking leading questions, which may encourage bias responses from participants (Yin, 2014). One advantage to semistructured interviews, when compared to mailed questionnaires, is the participant’s ability to ask clarifying questions.

The data collection device for the semistructured interviews was an iPhone6™, equipped with digital recording software to record memos. Notebooks and digital recording devices are useful for data collection (Patton, 2015). The iPhone6™ is an unobtrusive and reliable recording device. An iPad was available for backup to prepare for the possibility of technical equipment errors or operator error. I used a notebook to document the interview activities. The use of a notebook was helpful to document an accurate audit trail of interview activities (Houghton et al., 2013). Taking notes allows for non-auditory data collection and the recording of observations such as body language and facial reactions (Rubin & Rubin, 2012).

To ensure confidentiality, I labeled each participant interview by a letter and number code (for example, P1, P2, P3). I used an interview protocol script (see Appendix B) during the interview process to facilitate an introduction to the participant. Following introductions, the interview began by asking the pre-determined interview questions (see Appendix A).

I used member checking. Member checking was an essential activity in the data collection process. The process of member checking ensured respondent validation through the sharing of responses and findings with the study participants, which may enhance the validity of the study (Andraski, Chandler, Powell, Humes, & Wakefield, 2014). Using member checking in the data collection process is recommended (Price, 2014) and (Richardson, 2014). Peer debriefing is an alternative to member checking. Peer debriefing involves having an expert in the field evaluate the findings (Houghton et al., 2013). A debriefing technique will not be necessary for this study as the research question is simply identifying strategies that leaders used and not evaluating the specific strategies. Other documents I reviewed included business policy and procedure manuals. I triangulated the results of the interviews with those documents. I did not conduct a pilot study.

Selecting themes is an essential step case study researchers must complete while analyzing the data (Emmel, 2015). Researchers may use the following steps when selecting themes: discover common words used by participants as main themes, ensure the number of themes is a manageable quantity, locate any subthemes if required, organize themes in a hierarchical level based on importance, finally, correlate themes to the research question and conceptual framework. I used the theme selection process Emmel (2015) recommended to improve the selection of themes and subthemes for this study.

Another important responsibility of the researcher is to stay current on the research topic (Yin, 2014). Notifications is an alert tool researchers can use to receive communication when new articles that match a set search criteria are available (Wray, 2016). To stay informed with articles published during and after the proposal process, I will sign up for search alerts from the Walden Library to receive notifications of any publications on my conceptual framework and research topic.

Data Organization Technique

I used NVivo11™ software to ensure the systematic organization of data. Anyan (2013) suggested that using proper data organization techniques maintain the integrity of transcribed interviews as part of proper data storage and organization processes. Yin (2014) recommended that case study researchers store all case study documents electronically and establish a categorization system that includes cross-referencing capability. Gibson, Benson, and Brand (2013) suggest the use of generic codes to protect the anonymity and confidentiality of each participant. To protect participant identity, I assigned each participant a random number.

I will store the data for 5 years on my password-protected computer. To protect the data from technical malfunctions, I also will store the data on a password protected USB drive. Written consent forms are in a locked safe. Data storage includes audio recordings, interview transcripts, and consent forms. After 5 years, I will delete the electronic and shred the written consent forms to protect the confidentiality of participants.

Data Analysis

Interview questions designated for this study are to explore the central research question for this qualitative case study: What strategies do hospitality industry managers use to reduce voluntary employee turnover? Semistructured interview questions were one part of the methodological triangulation for this proposed qualitative case study. Methodological triangulation involved using contrasting methods of data collection to strengthen and corroborate study findings (Denzin, 1978; Patton, 2015).

Qualitative research consists of data analysis through preparation and organization of raw data converted into codes and themes (Yin, 2014). Methodological triangulation uses more than one data source. Data sources include interpreted interview and member checking follow-up interviews, corporate documentation, journal notes, and annual reports. The raw data were input into a database software program. NVivo11™ software helped create a mind map of raw data, which determined the common themes and categories. Researchers Richardson (2014) and Price (2014) used comparable coding strategies to analyze qualitative data. Synthesizing data added credibility to the findings (Patton, 2015).

Reliability and Validity

Reliability

Reliability means the data is consistent and trustworthy. Dependability of the data must take into account personal and research method biases that may have influence on the findings (Noble & Smith, 2015). Reliability allows the study participant and researcher an opportunity to gain rapport (Kim & Li, 2013a).

If findings are replicable with similar participants under similar conditions, a study is dependable (Elo et al., 2014; Polit & Beck, 2013). To ensure dependability, I provided details of the characteristics of participants as well as organizations under study. Following the interview process, the interviewee answers were transcribed and interpreted. I provided a copy of the interpreted interview analysis data to each of the participants. Each participant reviewed my interpretation of their responses to ensure the information was not misinterpreted or altered in any way. When study participants undergo the process of member checking, replicability occurs (Fey, Scrandis, Daniels, & Haut, 2014).

Validity

Validity refers to the study's product correctly portrays the intended emphasis (Grossoehme, 2014). Validation is the development of a sound argument to support findings (Govaerts & van der Vleuten, 2013). Validation of the study took place with these measures.

Credibility refers to the establishment of believability in qualitative research (Cope, 2014). The analysis included participant member checking and triangulation to achieve credibility. Triangulation was useful for establishing consistency, though the practice may not yield the same results (Patton, 2015). Supporting data collected from a variety of sources provides corroborative evidence, which lent credibility to the study (Yin, 2014).

It is the responsibility of the researcher to establish transferability. Transferability means being able to transfer findings to another setting or population in future research (Elo et al., 2014; Polit & Beck, 2013). Transferability of the study ensured a high-quality detail when reporting and analyzing results. Such information included details of the site and the characteristics of the study's participants. One key concern in social science research is the furthering of knowledge regarding the constructs under examination, which further established the need for transferability (Sousa, 2014).

Confirmability in qualitative research is providing an audit trail of all decision and directions decided throughout the study (Houghton et al., 2013). Yin (2014) suggested keeping an organized database of all case study documents, which may be useful for future retrieval. I kept an organized database of all case study documents. Confirmability provides a way to replicate prior studies activities (Poortman & Schildkamp, 2012). Future researchers may re-analyze the same transcripts; however, draw different conclusions (Marshall & Rossman, 2016).

Transition and Summary

The purpose of this qualitative case study was to explore strategies full-service hotel managers used to reduce voluntary frontline employee turnover. Section 2 has a detailed description regarding the purpose of the study, the role of the researcher, participants of the study, the research method and design, population and sampling methods and ethical research. Section 2 also included the plan for data collection, organization and analysis followed by an explanation of reliability and validity concerns relating to this study.

Section 3 included seven essential areas: introduction, presentation of the findings, application to professional practice, implication for social change, recommendations for action, recommendations for further study, and reflections. The majority of section 3 was committed to discussion of the findings of the study. An overview of the study will be in the introduction. Survey responses and analysis of each question is in the previously presented literature to show new knowledge. The final portions of Section 3 linked study findings to current professional practice, provided potential implications for social change, reviewed recommendations for further study opportunities and personal reflections. The last section includes transition and reflection.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies that general managers of full-service hotels use to reduce voluntary frontline employee turnover. I conducted interviews with three general managers of three-star hotels located in a five-county area of the midwestern United States. Each participant had at least 5 years of experience, and 25 or more frontline employees. Participants provided their personal, real-life experiences with strategies to reduce voluntary employee turnover in their organizations.

Along with semistructured interviews, I also reviewed my reflective journal, employee handbooks, and newsletters to triangulate and validate the interview data. The duration of each semistructured interview was 60 minutes and took place at the participant's location in a private meeting room. The findings revealed methods hotel general managers use to reduce voluntary frontline employee turnover.

I analyzed all of the data and identified the emergent themes. Each of the emergent themes showed the strategies noted in the participants' experiences and company documents. I identified four primary themes: (a) motivational outcome, (b) leadership characteristics, (c) the most effective strategies for employee retention, and (d) least effective strategies for employee retention. The conceptual summary of employee motivational outcome included (a) full-time compensation and benefits, (b) clear job description and expectations, and (c) recognition and rewards. Essential leadership characteristics included (a) effective communication, (b) employee empowerment, (c) promoting a service culture, and (d) participatory management style. The most effective strategies for employee retention included (a) employee development and cross-training, (b) recruiting, (c) peer-to-peer recognition, and (d) full-time pay and benefits. The least effective strategies for employee retention included (a) compensation, (b) inconsistent policies, and (c) forced events.

Presentation of the Findings

The overarching research question for this study was the following: What strategies do full-service hotel managers use to reduce voluntary frontline employee turnover? Three general managers of separate three-star hotels located in a five-county area of the midwestern United States that had experience reducing voluntary employee turnover rate participated in the study. Participant interviews took place in a private meeting room at each hotel facility where participants felt comfortable providing detailed responses to each of the semistructured interview questions (see Appendix A). In addition to conducting semistructured interviews, I reviewed employee handbooks and employee newsletters to triangulate and confirm the interview data.

The conceptual frameworks for this research were Herzberg's (1954) two-factor theory, and March and Simon's (1958) conceptual model of turnover. Within this study, I reviewed each framework as they related to the findings of my study to gain a better understanding of the strategies hotel managers use to reduce voluntary employee turnover. Several of the participant responses supported both Herzberg's and March and Simon's theories.

Emergent Theme 1: Employee Motivation for Retention in the Hotel Industry

Compensation and benefits. Participants mentioned the role of full-time compensation and benefits in motivating employees to remain with the company. P2 said, “Competitive, consistent, fair pay helps keep employees in our organization. If we offered lower than industry average, our employees would likely move on to another opportunity to make more money.” P3 posited, “Offering full-time pay and benefits is a differentiator in our market. We are the only hotel I know locally that provides full-time pay and benefits to all positions.”

The full-time compensation and benefits theme aligned with the research of other scholars who have suggested a need to offer employees’ wages and benefits that are in line with performance and industry expectations. Gupta and Shaw (2014) emphasized that employers run the risk of losing trained workers that voluntarily leave to accept higher pay or better benefits at other organizations. Green (2016) posited that managers should create pay and benefit options that fairly compensate employees and motivate retention. Lack of fairness in compensation can demotivate employees (Pouramini & Fayyazi, 2015).

Clear job description and expectations. P1 said, “Employee retention starts with setting expectations early, having a clear job description and making sure they understand their role.” P3 stated, “We have open interviews and allow applicants to meet with team members in the department where they will be working. This allows the applicant to observe the job and ask questions before deciding to work for us.”

The expectations theme corresponds with the findings of Mohsin, Lengler, and Aguzzoli (2015), who explained that employees who do not clearly understand expectations from management or who find their job unchallenging are more likely to lose interest in their jobs and are more likely to quit. As businesses change, management needs to articulate their optimism and vision to employees while providing meaningful tasks and considering individual needs (Panagiotakopoulos, 2014).

Recognition and rewards. P1 said, “We have a peer-to-peer recognition program in place which allows employees to recognize their co-workers anytime they notice the person is going above and beyond.” P2 said,

> We offer an associate of the month program where managers and supervisors have the opportunity to nominate and then vote on the individual that will be recognized. The recipient receives a gift worth $50-$75. We have an additional reward and recognition program where employees that go above and beyond providing stellar guest service are eligible to earn rewards points for free stays. Our leadership team also provides monthly recognition for all employees at a fun, theme event.

P3 mentioned, “We have a ‘catch me at my best’ program that anyone can put a little note in for anyone and we draw multiple winners and read off some of the comments.” Peer recognition programs are excellent strategies that allows employees to have a voice.

The theme of recognition and rewards concurs with other scholars’ findings that support the need for managers to recognize and reward employees. When employees exceed management expectations, they want to receive recognition (Bussin & Van Rooy, 2014). Receiving acknowledgment and positive feedback motivates employees (Hicks & McCracken, 2014). To promote employee retention, managers should establish a recognition strategy (Kim, 2014).

Emergent Theme 2: Leadership Characteristics

The emerged subthemes related to leadership characteristics were (a) effective communication, (b) employee empowerment, (c) promoting a service culture, and (d) participatory management style.

Effective communication. P1 said, “We hold daily huddles, we want to make sure everyone is comfortable and understands their role.” P2 related, “Transparency in communication is important; employees need to know they are a part of something bigger and reinforcing the culture and service expectations is important.” P3 said, “We have weekly team meetings and try to communicate with everyone; we have a closed Facebook page that allows employees to communicate with each other.”

The effective communication theme aligned with the conclusions of Iyer and Israel (2012), who expressed the importance of clear communication from management. Managers who effectively communicate with employees encourage achievement of organizational goals (Madera, Dawson, & Neal, 2014). Lack of effective communication may limit the ability of workers to complete tasks to their full potential (Van De Voorde & Beijer, 2014).

Effective communication aligned with Herzberg’s (1959) two-factor theory. Managers that implemented effective communication motivated employees to remain with the organization (Herzberg et al., 1959). Promoting effective communication in the workplace encourages better interactions among all employees and enhances teamwork.

Employee empowerment. P1 stated, “We empower all staff to provide the best guest service possible; we want each team member to have a strong comfort level when making our guests happy.” P2 said, “We want our employees to understand they are part of a team, and we trust them and have full confidence they will do whatever it takes to deliver the best guest service experience!” P3 shared, “Our staff is empowered to make things right on the spot. We provide extensive training in customer service and provide options for our staff to use depending on the level of guest discontent.”

The employee empowerment theme aligned with Gill et al.’s (2012) conclusion that employee empowerment strengthens an organization’s operations and encourages employee retention. Employees seek empowerment for personal fulfillment through the achievement of goals and recognition of success (Sanyal & Biswas, 2014). Empowered employees are more motivated to strengthen their performance by gaining a sense of authority (Sauerland & Soyeaux, 2015).

Promoting a service culture. P2 declared, “Service culture has become a large part of our onboarding training process. The service culture discussion is important because it builds a foundation and reasons why employees should strive to provide the best possible guest service.” P3 said, “We want our employees to feel like part of the family that each plays an essential role in fulfilling guest expectations.”

The promotion of service culture theme coincided with other scholars who supported the need for policies that fostered a culture of service. Management should introduce policies in the workplace that employees strongly endorsed (Deery & Jago, 2015). Creating a culture of service engagement required employees to feel respected, encouraged and inspired to work together to achieve a common vision for the future of the organization (Adkins, 2016).

Participatory management. The participatory management style theme aligned with Herzberg et al.'s (1959) two-factor theory which supported the need for managers to provide employee training and expertise. Managers need to motivate their employees and guide and direct them on how to perform their tasks (Asar-ul-haq & Huchinke, 2016). Managers should provide educational and training programs to employees with the goal of cultivating the skills workers need to perform their jobs effectively (Felfe & Schyns, 2014).

Emergent Theme 3: Most Effective Strategies for Retention

The emerged themes were (a) employee development, (b) talent management, (c) recognition, and (d) full-time pay and benefits.

Employee development. P1 said, "All new employees start with a peer-to-peer training program. We observe and test certain skills as part of our 90-day probationary timeframe. We also provide cross-training programs; our cross-training programs provide additional opportunities for hours and career advancement within the company which is one way we keep employees motivated and employed here." P2 stated, "We provide extensive onboarding training and have recently introduced an online training segment for some of our departments which extends the learning process." P3 described, "Each department has created their training programs, most are hands-on by learning and observing, shadowing, and cross-training has become an important part of our employee retention programs."

The employee development theme aligned with Kandampully et al. (2014) whom emphasized that providing career development opportunities to employees can be valued by those who seek to grow professionally. When managers provide an atmosphere that stimulates employee engagement, employees will find more meaning at work (Radda, Majidadi, & Akanno, 2015). Employee job satisfaction and intent to stay with the organization can be affected by the training and development programs the organization provides (Thomas, Thomas, Brown, & Kim, 2014).

Talent management. P1 said, "Good retention starts with great recruiting; we have a solid 30 and 90-day review process that encourages shadowing and mentorship which streamlines the new employee's progress." P2 said, "We focus on hiring the right candidates by matching their skill sets to the position. In the past, some department managers were hiring primarily to fill the position and move on which was not very effective." P3 stated, "It is very easy to lose focus and just hire a warm body because you need staff. Recently we have focused on open interviews which allows future employees to stop by in person, meet the department staff, and ask questions; we have our staff explain what a typical day is like and in some cases, we offer a shadowing opportunity." P1 said, "Stay interviews have allowed us to understand what our employees need to do their jobs better. Our stay interviews allow managers to solicit direct feedback from employees. It is the employee's chance to review the organization rather than the manager evaluating the employee's performance."

The talent management theme aligned with other scholars who supported the need for employee retention. When employers implement various strategies, they work toward hiring and retaining the best talent, a process known as talent management (Saddozai, Hui, Akram, Khan, & Memon, 2017). Needs of employees vary from one department to another; managers should engage with staff to understand the policies that will be most effective (Deery & Jago, 2015).

Recognition. P1 stated, “We have a software program that allows employees to recognize peers that offer superior guest service; this has been a great morale booster. Managers also have an opportunity to recognize an employee anytime they see someone going above and beyond.” P3 said, “We have a peer recognition program that anyone can put a little note in for anyone, and we draw winners and will read off some of the comments and, we'll do prizes and so forth for those things, and we can get big winners and big recognition for that.” “P3 continued, “Each department manager can recognize employees on the spot when they witness someone providing extra effort; those individuals are placed in a larger company drawing for a special prize awarded to one associate a month.”

The recognition theme aligned with other scholars who supported the need for employee recognition. Employees want recognition from management for their performance and dedication to the organization (Facer Jr. et al., 2014). Verbal recognition and positive feedback motivate employees (Hicks & McCracken, 2014).

Full-time pay and benefits. Participants agreed that offering full-time pay and benefits is an effective strategy for employee retention. P2 stated, “We start by making sure that we are competitive in the marketplace with fair and consistent pay and benefits.” P3 said, “We offer full-time employment and benefits to all staff, even hourly workers, and that is a big differentiator for us.”

The full-time pay and benefits theme aligned with other scholars who suggested that offering competitive full-time pay and benefits is an effective strategy for employee retention. Gupta and Shaw (2014) warned that under compensating employee’s risks, an increased employee turnover rate as workers are more inclined to seek better wages and benefits at another organization. Green (2016) posited that managers should create pay and benefit options that fairly compensated employees and motivated retention. Managers should ensure the level of pay and benefits aligned with industry standards and that employees received a fair level of compensation was adjusted based on their contributions to the organization’s success.

Emergent Theme 4: Least Effective Strategies for Retention

The emerged themes were (a) compensation, (b) inconsistent enforcement of policies, and (c) forced events.

Compensation. P2 said, “Compensation can be troublesome for employee retention as well. We are as transparent as possible during review processes; however, we need to maintain confidentiality. One of our employees recently applied to several open supervisor positions, we sat down with him, reviewed his strengths, shared the compensation levels of the positions he had applied for, and he was shocked to learn he was only earning a few cents less per hour than the supervisory positions he was applying for.”

Scholars agreed that compensation procedures including salary structure and perceived fairness were aspects that can influence turnover (Bryant & Allen, 2013). To retain employees, managers should create lucrative reward structures (Mohanty & Mohanty, 2014). Competitive pay and rewards would not only attract talented people to join the organization but also ensured that key performers stay with the organization (Ghosh et al., 2013).

Inconsistent enforcement of recognition policies. P2 said, “We struggle with getting managers to implement employee recognition programs at times. Managers often say ‘I'm too busy to do that’; we do not provide an incentive for the managers to recognize employees. However, they need to understand the impact it can have.”

Other scholars agreed that the theme of inconsistent enforcement of recognition policies is important. Management practices influenced employee attitudes and behavior, and in turn affected the degree of job performance (Samnani & Singh, 2014). Managers should be engaged in ongoing performance rewards and not just perform an annual pay-linked ritual (Chomal & Baruah, 2014).

Forced events. P3 said, “It is difficult to require employees to attend a social or team building event on their day off. We have tried a variety of events, we held several different social and team building events on different dates and times, attendance was very low, it came to a point where we needed to start paying employees to attend lunch meetings.” P3 continued, “It is also very difficult to find social or team building event that appeals to a majority, for example, some employees want family-focused social events while others prefer the adult only functions.”

Scholars agreed that requiring attendance at social or team-building events is challenging. Teams and events needed to be assembled and agreed upon by using a consensus approach instead of a traditional top-down approach (Ciasullo, Cosimato, Gaeta, & Palumbo, 2017). Relationship conflicts could have emerged from forced events. Employees may withdraw from events or group activities, which could have affected team processes and organizational performance (Thiel, Griffith, Hardy, Peterson, & Connelly, 2018).

Applications to Professional Practice

The objective of this study was to explore the strategies hotel general managers use to reduce voluntary employee turnover. The findings from this study had applicability to hospitality industry managers who struggled with employee turnover. Managers who implement the findings from this study may reduce employee turnover costs; maintain customer service and organizational profitability.

Predicting and controlling employee turnover is an essential practice in most businesses (Hongvichit, 2015). Alshanbri et al., (2015) indicated that employee turnover created a devastating impact on organizations by reducing capacity and efficacy, which could lead to the loss of a competitive edge and increased vulnerability. Employee retention in the hospitality industry remained low and persisted as one of the toughest problems managers in the industry face (Kim, 2014). Costs related to replacing knowledgeable workers could reach up to 100% of the employee’s yearly salary (Jennex, 2014). One challenge some managers face was uncertainty related to which employee retention strategies were most effective (Wiesek, Alavi, & Habel, 2014). These costs and challenges are reasons why employee retention strategies are imperative to success in the hotel industry.

Voluntary employee departures were unavoidable (Shipp et al., 2014; Zopiatis, Constanti, & Theocharous,2014). Managers that had employee retention strategies in place reduced the intention of voluntary departure and mitigated the costs associated with those departures (Deery & Jago, 2015). The results from this study will be helpful to managers that have struggled with employee retention. Findings from this study indicated strategies general managers could have used to implement effective employee retention practices.

Implications for Social Change

The implications for positive social change include the potential to decrease voluntary employee turnover in the hospitality industry. Positive results of decreasing voluntary employee turnover may include increased success within the hospitality industry. This may positively influence productivity, raise customer satisfaction, and ultimately increase organizational profits. When managers reduce voluntary employee turnover, organizations are sustainable, and the U.S. economy strengthens (Harhara, Singh & Hussain, 2015).

The information from this study may contribute to positive social change by modifying the employer's view of employees that may increase the quality of employee work life (Watty-Benjamin & Udechukwu, 2014). Also, reducing unemployment is essential as unemployed individuals have higher rates of mental, physical health problems and experience detrimental changes in family relationships (Toleikyte, Kranzl,

& Muller, 2018). Scholars may be able to use the results of this study to gain a broader perspective and a better understanding of the research topic.

Recommendations for Action

Implementing effective employee retention strategies are important for hotel general managers who want to reduce voluntary employee turnover. The challenge of attracting and retaining employees will continue to grow as the hotel industry expands (Brien, Thomas, & Brown, 2017). The participants in this study were successful in lowering employee turnover rates by using some of the strategies. Hotel managers who struggle with high employee turnover could benefit from adopting some of the strategies recommended in this study.

The purpose of this qualitative multiple case study was to explore strategies three-star, full-service hotel managers use to reduce voluntary employee turnover. Hospitality organizational managers should implement strategies that will foster a community of employee retention. Managers who act to implement employee retention strategies will be more likely to retain their employees and reduce their turnover costs. The results of this study are relevant to business leaders, hospitality managers, and human resource managers.

First, I recommend that managers review compensation and benefit structures. Managers should ensure employee compensation and benefits offerings align with or exceed local industry offerings. Compensation levels should be commensurate with each employee's work performance. Managers should also ensure that clear job descriptions and expectations are communicated and understood by employees. Good employee retention starts with hiring the right individuals whose skills and interests match the job description and requirements.

Second, managers should review employee reward and recognition policies. Not all forms of recognition are budget busters. Sending a quick congratulatory email or directly offering a few words of thanks or praise to an employee for a job well done will go a long way. Peer recognition programs can be an effective employee retention tool. When a co-worker recognizes a peer for a job well done in front of other employees that can have a powerful impact.

Third, consider effective and frequent employee communication. During each communication, managers should reinforce the hospitality service culture, so every employee understands how their role influences guest satisfaction. Employees should also be empowered to make decisions that affect guest satisfaction.

Finally, consider ongoing employee training opportunities to support employee development. Providing training ensures employees understand their responsibilities and reinforces the importance of offering the best customer experience. Effective training programs can also be an effective way to boost employee morale and reduce employee intentions to quit.

Through the adoption of some of these recommendations, hospitality managers may experience a decrease in employee turnover and increase organizational productivity. The results of this study will be dispersed in various ways. Participants will receive a copy of the results of this study as stated in the invitation to participate. This study will also be published in the ProQuest Dissertations and Theses Database. I also plan to seek opportunities to present the research findings at hospitality conferences and business-related events. My goal will be to help organizational leaders improve employee retention in their organizations.

Recommendations for Further Research

The focus of this qualitative multiple case study was to explore strategies full-service hotel general managers use to reduce voluntary frontline employee turnover. I selected three hotel general managers to represent the sample to provide perspectives on effective employee retention strategies. Three hotel general managers do not represent the overall population of hotel general managers within the midwest. A recommendation for further research is to use a larger sample size within the population, which include other hotel general managers within the midwest or other geographic areas, to understand the similarities and differences between strategies used to engage employees.

Future researchers could also gather data from employees in the hotel industry to determine connections between employee commitment and the strategies hotel general managers use to reduce voluntary employee turnover. Additionally, future researchers could conduct studies to explore employee retention strategies not identified in this study. This would help to address the limitations identified in this study.

Reflections

The Walden University Doctor of Business Administrations (DBA) doctoral study experience was intense and complex but very rewarding. Balancing work, family, and academic obligations were challenging. During each residency experience, I felt overwhelmed by the quantity of information and the magnitude of the doctoral study task.

The support and encouragement I received from my family, friends, colleagues, mentors, and chairpersons helped me to remain focused.

The doctoral study process challenged me to learn the intricacies of the qualitative case study process. I have never held a professional project manager role, however, I learned quickly that project management skills are essential to the completion of the doctoral journey. One major challenge I encountered was during the data collection process. Immediately following IRB approval, I contacted several hotel managers attempting to schedule data collection interviews. My original expectations were to be able to arrange data collection meetings quickly; however, working professionals are very busy. I was able to overcome the challenge by using the snowball effect in which existing participants referred other management colleagues who have experience with employee retention strategies.

Employee retention emerged as one of the primary business problems organizations face during my search for topics of interest. The study of employee retention strategies has been a professional interest of mine since I completed my undergraduate degree and began working in the services industry. Experience as a past employee and consultant of the hospitality industry, provided some preconceived notions of strategies to reduce employee turnover. Acting as the primary data collection instrument, I had to prevent my personal biases from affecting the results of the study. During the data collection process, I maintained an open awareness of my personal biases and asked the approved interview questions, ensuring the results of the study were the perspectives of the participants. Each participant showed interest, open willingness to share their perspectives, and provided sufficient data.

Conclusion

The study contained research that explored effective employee retention strategies within the hospitality industry. What strategies do full-service hotel managers use to reduce voluntary frontline employee turnover, was the central research question. General managers that participated in this study had successful employee retention strategies in place. I found that hotel general managers could improve employee retention by implementing effective employee retention strategies and providing competitive compensation and benefits packages. In addition, I found that by applying the retention strategies that the participants shared, hotel general managers can improve employee retention by providing training programs, promoting a service culture, increasing the quality of communication and offering employees recognition. Hotel general managers should implement these recommendations into their organizational employee retention efforts. I linked the results of this study to existing literature related to employee retention. The results of this study aligned with Herzberg’s (1954) motivation theory, and March and Simon’s (1958) conceptual model of turnover.

Effective implementation of employee retention strategies is essential to success. Strategies presented may be helpful for organizational leaders to reduce voluntary employee turnover. In conclusion, I recommend hotel managers, business leaders, and scholars use the results and recommendations of this study to understand and gain new insights into strategies for effective employee retention.

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Appendix A: Participant Interview Questions

1. What strategies have you used to reduce voluntary employee turnover?
2. Of these strategies, which ones helped to reduce voluntary employee turnover?

   Follow up question: Why do these strategies help to reduce voluntary employee turnover?
3. Describe barriers you encountered when you first attempted to reduce voluntary employee turnover.

   Follow up question: How did you overcome those barriers?
4. Are there strategies you have implemented that seem to be less effective in reducing voluntary employee turnover?
5. Which strategies do you find are the most effective in reducing voluntary employee turnover?
6. Explain what you think are the strengths and weaknesses of the strategies you have used to reduce voluntary turnover in your organization?
7. Of the strategies you mentioned, which ones would you recommend to hotel managers use first when attempting to reduce voluntary frontline employee turnover?

Appendix B: Interview Protocol

Interview: Hotel General Managers' strategies to reduce voluntary frontline employee turnover

1. The face-to-face interview session will begin with greetings, a brief personal introduction, and an overview of the research topic
2. The participant will be thanked for volunteering to participate in the study and I will acknowledge that I am sensitive to their time.
3. A brief review of the signed consent form will occur to ensure participant's understanding.
4. The participant will be reminded that the interview is recorded and our conversation will remain confidential.
5. The recorder will be turned on and I will announce the participant's identification code.
6. The interview will begin.
7. The interview will last about 60 minutes to obtain responses to the seven interview questions and allow time for follow-up questions.
8. During the interview, I will watch for any non-verbal cues and ask probing follow-up questions to gain a deeper understanding.
9. Following a verification of responses from the participant, the interview will conclude.

10. The member checking process will be explained to the participant. An email copy of the transcription will be provided via email to the participant to verify the accuracy of the collected information.
11. After study conclusion, I will share a synthesis of the individual questions.
12. Additional probing questions related to any new information that I may have found will be added to the follow-up interviews.
13. A thorough review of each of the questions will be conducted. I will ask the participant: Did I miss anything? Or, what would you like to add?
14. At the conclusion of the study, a synopsis of the findings will be provided to the participant.