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Strategies to Reduce Employee Turnover to Increase Profitability in a College Workplace

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Walden University

College of Management and Technology

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Cremaya Pariscene Lewis-Wilson

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2019

Abstract

Strategies to Reduce Employee Turnover to Increase Profitability in a College Workplace

by

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MS, Delta State University, 2006

BS, LeMoyne-Owen College, 2002

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2019

Abstract

Employee turnover disrupts organizational functioning, service delivery, and administration. The purpose of this qualitative single case study was to explore strategies that some college administrators used to reduce employee turnover in the workplace to increase profitability. The population for the study included 3 administrators in a senior (4-year) college in the southeastern region of the United States who developed and implemented successful strategies to reduce employee turnover. Data were collected from semistructured interviews with college administrators and from publicly available organizational documents. Transformational leadership was the conceptual framework for this study. Data analysis included inductive analysis guided by transformational leadership theory and member checking. Five themes emerged from data analysis including transformational leadership, incentives and rewards, training/career development, establishing trust/employee empowerment, and effective communication. The implications of these findings for social change may benefit students, faculty, and administrators of educational institutions. The findings may enhance consistent and superior educational course delivery to students, improve collaboration between educators and administrators through effective hiring practices to raise the caliber of educator skillsets, and reduce the percent of unemployed as a result of students succeeding in higher education and gaining meaningful employment. The findings may help reduce financial insecurity and improve the living standards of people in the community, while encouraging prospective learners to attain a postsecondary education.

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Dedication

I dedicate this doctoral study to my husband Willie, my children Ajasiz, Sonya, Shermeta, Yolanda, Willie, Jr., Makeba and Amelia for their love, and support during this doctoral journey. My grandchildren, Carvis, James, III., Amber, Skylar, Brittany, Cortney, Ethan, Alexis, Alshajuan, Amiraacle, Albert, Jr., Anthony, Willie Dee, Ahjani, Nailah, Desmond, Makia, Chyenne, Larry, III, Emmanuel, and great grands, Kaleb, Alaysia, Aiden, Kairus, Khalil, Harmony, Melondy, and Ivory Michelle. Also, to my dearest friend and adopted son Emmanuel Motari for his prayers, compassion, words of consolation, love and support during my studies. As well to my eldest brother, Moses Isaac Lewis, Jr. that offered me so much support and love during my educational journey.

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Section 1: Foundation of the Study

Profitability is the primary objective of business undertakings. In the absence of profitability, companies may not survive the turbulent economic conditions of modern times (Alhmwan & Mat, 2015). Employee turnover negatively affects the competitive advantage, productivity, and profitability of business organizations because employees provide labor, which is an essential factor of production (Vnoučková & Urbancová, 2016). Colleges are critical institutions for socioeconomic advancement among enthusiastic individuals and are a primary driver of economic mobility in society (Stephens, Hamedani, & Destin, 2014). The profitability of most colleges may require effective strategies to reduce employee turnover.

Background of the Problem

The ability to retain employees in the workplace is a critical indicator of success for organizations. When organizations are not effective in maintaining their employees, they are unlikely to prosper financially (A'yuninnisa & Saptoto, 2015). The cost associated with employee turnover in the workplace may be a direct cost involving recruiting, training, and nurturing new hires or an indirect cost like the loss of corporate knowledge and skills (Al-Hussami, Darawad, Saleh, & Hayajneh, 2014). When employees leave, organizations often experience high losses, which are usually because of a decline in the quality of products and services (Kadiresan, Kamil, Mazlan, Musah, & Selamat, 2016). Retaining the appropriate employees is essential to business operations and sustainability since these factors have a significant influence on profitability (Vnoučková & Urbancová, 2016). Researchers focused on establishing the factors that

cause employees to leave and failed to offer a clear method for developing effective strategies to reduce employee turnover (Alhmwan & Mat, 2015). Researchers studying employee turnover have concentrated on business organizations; very little is known about a college workplace as pertains to the strategies to reduce employee turnover. As a result of high employee turnover costs, college administrators may be under increasing pressure to develop strategies to reduce employee turnover to increase profitability.

Problem Statement

Employee turnover disrupts organizational functioning, service delivery, and administration (Karahisar, 2014). When adding the cost of locating an employee, teaching the new employee, lost production, and filling in for the worker who leaves, the price of employee turnover can equal 150% of the base wages of the person who left (Vnoučková & Urbancová, 2016). The general business problem is that employee turnover results in a loss of profits (Alkahtani, 2015). The specific business problem is that some college administrators lack strategies to reduce employee turnover in the workplace to increase profitability.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies that some college administrators use to reduce employee turnover in the workplace to increase profitability. The population for this study included three administrators in a senior (4-year) college in the southeastern region of the United States who had evidence of increased profits through developing and implementing successful strategies to reduce

employee turnover. College administrators were appropriate for this study because they identified the strategies college leaders needed to reduce employee turnover in the workplace. The results of the study may increase community-wide employment ratios, which may reduce poverty among families thereby improving family relationships and enabling families to live with dignity rather than despair. An increase in the community-wide employment ratios may also reduce insecurity and improve the living standards of people and contribute to positive social change (Dyllick & Muff, 2015).

Nature of the Study

I considered qualitative, quantitative, and mixed-method approaches for this study. The quantitative researcher defines existing variables using numerical measures to determine relationships (Kawabata & Gastaldo, 2015). Employing the quantitative approach incorporates closed-ended questions and information that relates to the use of numerical data (Roberts, 2015). I did not choose the quantitative approach because I was not testing a hypothesis. Using the mixed method approach requires the researcher to obtain both qualitative and quantitative data, increasing the breadth and depth of the entire study (Lloyd, Mills, & Walker, 2014). The disadvantage of the mixed-method approach is that the approach is inappropriate because of the inclusion of quantitative inquiry for the research (Cameron, Sankaran, & Scales, 2015); therefore, I did not select a mixed method approach. A qualitative researcher is flexible and responsive to respond to information arising during the study (Kawabata & Gastaldo, 2015). Qualitative information refers to the views, outcomes, approaches, and objective evidence that help develop creativity in problem-solving (Singh, 2014). I selected the qualitative

methodology for this study because of the narrative component used in the inquiry process.

I considered four qualitative designs for appropriateness for this study: (a) narrative, (b) phenomenology, (c) ethnography, and (d) case study. Narrative researchers report on stories about the experiences of an individual or a group of people (Wolgemuth, 2014). The narrative design was not my preferred selection because I sought to explore strategies that some college administrators use to reduce employee turnover in the workplace to increase profitability. Phenomenology researchers focus only on the lived experiences to explain a phenomenon (Lien, Pauleen, Kuo, & Wang, 2014). I did not select the phenomenological design because I was interested in identifying and exploring strategies that some college administrators use to reduce employee turnover in the workplace to increase profitability and not on the meanings of collective lived experiences. Ethnographic researchers analyze human behaviors within a given culture or social group (Rashid, Caine, & Goetz, 2015). I did not select the ethnography design because I sought to explore strategies that some college administrators use to reduce employee turnover in the workplace to increase profitability and I was not exploring the organizational culture. Researchers use a case study design to provide an in-depth understanding of complex social as well as technical phenomena associated with the improved practice of an organization or business (Yin, 2017). A case study is a useful design to evaluate the real-world phenomena (Yin, 2017). The research design I selected was a case study. Assessing the complexity of leadership in the workplace using a

qualitative case study design enabled the exploration of innovative strategies to reduce employee turnover.

Research Question

The central research question for this study was: What strategies do some college administrators use to reduce employee turnover in the workplace to increase profitability?

Interview Questions

1. What strategies do you use to reduce employee turnover in the workplace?
2. How did your employees respond to your different strategies to reduce turnover?
3. What strategies did you find worked best to reduce employee turnover?
4. What challenges did you have when implementing strategies to reduce employee turnover?
5. How did you address the challenges for successful implementation of these strategies?
6. What steps, if any, did you take to improve on the strategies that were least effective in reducing employee turnover?
7. How does your leadership style influence employee retention?
8. What else would you like to share with regard to strategies to reduce employee turnover?

Conceptual Framework

The conceptual framework for this qualitative case study was the transformational leadership theory. Burns (1978) used the theory to provide an account of leaders who have the capacity to inspire followers into changing their perceptions, expectations, and

motivations, in working toward common organizational goals and objectives. Burns (1978) developed transformational leadership theory, while Bass and Avolio (1993) further developed the fundamental tenets of the theory to include: idealized attributes, idealized behaviors, intellectual stimulation, inspirational motivation, and individualized consideration (Northouse, 2016).

In this study, I explored the effective strategies that some college administrators use to reduce employee turnover in the workplace to increase profitability. I used the transformational leadership theory to analyze the strategies used to reduce employee turnover in the workplace. Transformational leaders master the organizational rules and norms and then create new visions and strategies to improve and transform the organization (Burns, 1978). The transformational leadership theory provided a lens for exploring the solutions to the business problem. In this case, the specific business problem is some college administrators lack strategies to reduce employee turnover in the workplace to increase profitability. Using transformational leadership theory can change an organization's culture and inspire employees to stay in the organization while embracing a shared vision (Burns, 1978).

Operational Definitions

College administrator. College administrator is a senior college employee responsible for the maintenance and supervision of a college (Bateh & Heyliger, 2014).

Idealized influence. Idealized influence encompasses the leader's ability to act as a role model by providing a sense of mission as well as upholding high standards (Northouse, 2016).

Individualized consideration. Individualized consideration implies that each member of the team is accorded different but equal treatment like others, and the leader performs an advisory role entailing coaching, mentoring, and teaching (Park, 2016).

Inspirational motivation. Inspirational motivation necessitates the leader's ability to instill faith and respect among followers, which also includes the leader's ability to excite and offer a shared vision (Northouse, 2016).

Intellectual stimulation. Intellectual stimulation encourages team members to think in new perspectives, develop feasible solutions, and adopt new ideas, wherein the leader permits followers to approach issues from a new outlook (Park, 2016).

Senior college. A senior college is a learning institution offering the regular four-year course requirements for a bachelor's degree program (Stephens et al., 2014).

Transformational leadership. Transformational leadership primary tenets include an individualized consideration, inspirational motivation, intellectual stimulation, and idealized influences (Northouse, 2016).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are details a researcher considers to be factual but are not verifiable (Yin, 2017). This case study was affected by two assumptions. I assumed the participants were knowledgeable about effective strategies to reduce employee turnover. I established criteria to narrow my participants to include those who provided ample information to saturate the data collection process. Also, participants would answer honestly. To promote honesty in responses, I provided participants with a consent informing

participants of their right to answer any, some, or all questions without consequence and provided each with assurances of confidentiality to reduce the likelihood of biased responses to enhance honest dialogue.

Limitations

Limitations are the potential weaknesses of the study (Yin, 2017). The primary limitation of the study was the inability to generalize findings from a small sample in one geographic location. The findings might be unique to the setting and may expose varied outcomes targeting a different population or setting.

Delimitations

Delimitations involve the bounds or scope of the study (Yin, 2017). The case study had one delimitation. The target population included administrators in one senior college in the southeastern region of the United States.

Significance of the Study

Contribution to Business Practice

The findings will contribute to business practice by identifying effective strategies that some college administrators use to decrease employee turnover in the workplace. The retention strategies may help create a positive work environment and strengthen the employee's commitment to the organization. The application of the findings from this study could enable organizational leaders to implement employee retention strategies in an efficient manner, so employees will stay with the organization and continue to contribute and produce the desired results and sustainable development.

Implications for Social Change

The findings may increase community-wide employment ratios, which may reduce poverty among families thereby improving family relationships and enabling families to live harmoniously. High employment ratios may lead to higher investment levels in the community, which would stop both generational and situational poverty. The application of the findings from this study may also reduce unemployment, which may reduce insecurity and improve the living standards of the people in the community, contributing to positive social change.

A Review of the Professional and Academic Literature

My goal for this literature review was to review and understand the research topic. I explored databases to formulate an in-depth understanding of the business problem. I used the ProQuest Database, Crossref.org, EBSCO Online Research Database, Google Scholar, Science Direct Database and Walden Library for this review. There are 136 sources in the literature review. I reviewed 131 peer-review articles dated 2014 to 2018, and one 2013 peer-review article. References in this review published before 2014 were relevant as they contribute directly to the research study by providing a background and foundation of the study. Significant words and expressions that guided the literature review were *poor leadership*, *communication*, *employee turnover*, *employee retention*, and *transformational leadership*. In addition to the conceptual framework literature, in the literature review, I emphasized the following: determinants of employee turnover intentions; leadership styles and employee behavior; transformational leadership and employee turnover; organizational culture and employee turnover; factors influencing

internal communication; linking transformational leadership and effective communication, and the role of effective communication on employee retention; and, communication as the most significant part of good leadership. I gained a rich understanding of the importance of leadership on organizational performance, by engaging in the review of literature.

Transformational Leadership Theory

I used transformational leadership as the conceptual framework for this study. Burns (1978) developed the transformational leadership theory, while Bass and Avolio (1993) further developed the fundamental tenets of the theory to include: idealized attributes, idealized behaviors, intellectual stimulation, inspirational motivation, and individualized consideration (Northouse, 2016). Transformational leaders often work toward changing the organizational culture through the implementation of new ideas. Northouse (2016) stated the transformational leader motivates the employees by encouraging them to meet corporate objectives through innovative ideas along with creative solutions to the current issues. Transformational leadership was an appropriate framework for this study because the theory emphasizes the importance of leadership style in shaping employee behavior and stabilizing a healthy organizational culture.

Transformational leadership is a popular business model adopted by business leaders in multiple industries. Northouse (2016) indicated transformational leaders demonstrate behaviors that enhance trust and organizational views, challenge the status quo, and empower followers to meet their goals. Northouse stated that transformational leaders can implement significant changes in an organization primarily by motivating

employees to achieve results for the good of the entire organization. Transformational leaders can improve organizational performance by influencing the organization's culture.

Managers who employ the transformational leadership style generate an emotional connection between managers and employees. Park (2016) embraced the transformational leadership theory, determining the leadership dimensions that have a direct bearing on followers. The findings of the Park (2016) study exposed intellectual stimulation, individual considerations, and charisma includes the primary facets of transformational leadership theory as possessing a positive influence on the employees. Park maintained that improved employee satisfaction leads to enhancement of organizational performance. Amankwaa and Anku-Tsede (2015) indicated transformational leaders provide the existence of shared responsibilities that can facilitate innovative ways of leadership. Transformational leaders motivate their followers by appealing to higher moral values and ideals.

Transformational leaders focus on employee commitment. Porter (2015) examined the relationship between transformational leadership and organizational commitment in a nonprofit long-term care organization. Transformational leadership is a method in which leaders take conscious actions to develop followers into leaders by exhibiting behaviors that prompt trust, portray self-sacrifice perspectives to develop commitment and influence, and demonstrate a moral compass toward mission as well as purpose. Porter suggested that transformational leadership has a solid relationship with organizational commitment. Men (2014) examined the effects of transformational

leadership on a well-formed internal communication within the organization along with the employee outcomes. Transformational leaders motivate the employees by appealing to their needs and persuading them to rise above personal interests for the sake of the organization.

Employees respond to work environments characterized by both professional and interpersonal relationships. Men and Stacks (2014) asserted transformational leaders are relationship-oriented and offer individual support to their followers. Celik, Akgemci, and Akyazi (2016) disclosed that transformational leadership is associated with job satisfaction, culture, and the organizational structure. Transformational leaders are optimistic, positive, developmental, and have high ethical characteristics (Celik et al., 2016). Leaders should adopt sound leadership strategies to attract and retain effective leaders. The primary focus of transformational leaders is to bring a positive change among the subordinates with the interest of individuals and the group at heart (Lanaj, Johnson, & Lee, 2016). The transformational leader inspires the employees to make positive changes for the benefit of the organization.

In preparation to lead others, self-evaluation enhances a leader's ability to identify leadership attributes and shortcomings with the intent of establishing a collaborative work environment. Lanaj et al. (2016) indicated transformational leadership begins with the leader's self-development and progresses to coaching and developing others. Mittal (2015) stated a transformational leader is open minded, sets a clear vision, makes the concept appealing and achievable, and conveys the vision effectively to the followers with the aim of gaining their full commitment toward organizational change. Mittal

contended for change to take place, some requirements need to be met, which include the ability to mobilize support, effectively communication, ability to listen attentively, and the capability to take a supportive stance. Asrar-UI-Haq, and Kuchinke (2016) stated the transformational leadership style is the most effective leadership style for an organization. Transformational leaders motivate employees to carry out duties beyond pre-conceived levels of performance.

Transformational leaders encourage followers to accomplish the objectives of the organization. Leaders who use the transformational leadership style create an ideal attachment between leaders and their supporters providing the leader is trustworthy. The transformational leadership theory has four forms highlighting the importance of motivation to support employees (Asrar-UI-Haq & Luchinke, 2016). Forms of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation and individualized motivation (Asrar-UI-Haq & Kuchinke, 2016). The inspirational motivation leaders set high standards for followers while idealized influence leaders act as role models to their followers. Intellectual stimulation ensures employees are well informed about their problems and ensures the employees are capable of thinking creatively about themselves. Individualized means each employee obtains separate consideration built on individual needs. The leaders listen to the employees' advice and coach employees on an individual basis.

The application of transformational leadership style has global reach. Lin, MacLennan, Hunt, and Cox (2015) indicated Taiwan's National Health Insurance is among the most successful health care systems in most countries across the world. Lin et

al. focused on the understanding of the implications of the nursing transformational leadership style on the work-life quality of the nurses working in Taiwan.

Transformational leadership styles will have positive effects on the work-life quality of nurses. Transformational leadership style contributes considerably to manager support (Lin et al., 2015). The company leader's commitment is the strongest factor relevant to the health and well-being within Taiwanese nurses. Lin et al. (2015) suggested their findings have important implications for organizational health. The lead nurses apply the transformational leadership model, demonstrating ideal work relationships and work-life balance for the nurses (Lin et al., 2015). In this sense, the findings offer information regarding perceptions of the subordinates on the transformational nursing leadership styles as well as the mental health outcomes in various hospital environments. The focus on providing support to subordinates is fundamental to transformational leaders.

The nursing environment provides an example of the effectiveness of transformational leadership in establishing a cohesive workplace. Nwigboji (2014) explored transformational leadership in nursing through a case study in Ebonyi State in Nigeria. The State experienced a transition from trait-based leadership style to transformational leadership, and before this development, nurses lacked a means of exposing their grievances, which resulted in their needs not being communicated well to relevant authorities. The majority of nurses' promotions were approved once the transition was complete.

Transformational leaders work to enhance employee engagement, productivity, and harmony. Newland, Newton, Podlog, Legg, and Tranner (2015) specified the nature

of transformational leadership in sports by conducting a phenomenological exploration with female athletes. Newland et al. addressed this issue of improved interpersonal relations between leaders and followers by conducting an interview involving 11 female collegiate athletes regarding transformational leadership experiences with their previous coaches. The thematic analysis of transcribed interview text exposed four main themes: caring, motivating, teaching life lessons, and trusting. Newland et al. explained caring was manifested by the coach taking adequate time and energy to build a personal and individual attachment with athletes. Providing the athletes with high expectations of success and high-quality mentoring sessions was important to motivate them. Trust was developed between the athletes and the transformational coaches when the athletes perceived that the coaches cared. The coaches were willing to relinquish some power, and as such acted in the best interest of the team. Trust, sincerity, guidance, structure, and forward-thinking are characteristics of a transformational leader.

Transformational leaders motivate employees to strengthen performance. Smith, Young, Figgins, and Arthur (2016) affirmed transformational leaders often lift and inspire followers to reach performance beyond expectations and achieve their full potential. Transformational leadership fosters performance and increases positive results in a wide range of domains including businesses, the military, and education. To implement transformational leadership skills, a leader requires training in how to guide, communicate, and provide feedback to employees to enhance engagement and workplace performance. Sucozhañay et al. (2014) analyzed the role played by library managers as change agents as a result of transformational leadership and stakeholder management.

Sucozhañay et al analyzed qualitative data from interviews, documents, and observations for the change process. The findings revealed a lack of transformational leadership and stakeholder management lead to delayed implementation as well as the limited adoption of innovations. Managers need training as change agents, with a particular focus on transformational leadership skills (Sucozhañay et al., 2014).

Transformational leaders do not sustain the status quo but intend to offer constant improvement at both the personal and organizational levels. Steinwart and Ziegler (2014) argued that former Apple Chief Executive Officer Steve Jobs was a transformational leader. Steinwart and Ziegler indicated people remember Jobs as a leader, and as one who manifested three fundamental personal characteristics of a transformational leader: he was creative, passionate, and a visionary. Men (2014) highlighted for one to become a transformational leader, he or she should create an inspiring vision of the future. They must motivate individuals to buy into as well as deliver the vision. The transformational leader must manage the concept delivery and develop a trust-based relationship with the employees and improve job performance as well as retention.

Performance efficiencies leading to increased profits are vital to business sustainability. Transformational leaders encourage employees to perform duties efficiently. Transformational leaders provide employees with a vision and assist their followers in achieving the objectives of the vision. According to the transformational theory, managers who employ transformational leadership style generate an emotional connection between them and their group (Northouse, 2016). Employees are eager to go further to accomplish the leaders' anticipation providing the transformation leader is

dependable (Wang, Tsai, & Tsai, 2014). A growing body of literature focuses on the preventive effect of transformational leadership on turnover intention.

Organizational trust is fundamental to a healthy organizational culture. Katou (2015) studied the mechanisms of organizational justice, organizational trust, and employee reactions in the relationship between transformational leadership and organizational performance. The study was based on a national sample comprising of 133 organizations from the public and private sectors in Greece, whereby, 1,250 employees took part in the study. The statistical method adopted in the study is structural equation modeling in which the findings revealed responsive and supportive transformational leadership behaviors have a positive effect on organizational growth. The effect facilitates dependability, trust, integrity, and organizational commitment. The focus of the article to decision makers and practitioners is leaders need to work at promoting the organizational commitment to enhancing perceptions of trust and fairness. The researchers provided a link between features of transformational leadership and organizational growth. Katou used a large sample size, which increased the degree of precision of the study; however, the study failed to permit dynamic causal inferences considering the data was gathered using a questionnaire. The main limitation of Katou's study is the findings may not be generalizable across borders because the research was applied within the Greek setup, a country facing severe financial and economic crisis.

Job satisfaction may reflect good leadership and the approach taken to appreciate employee performance. Long, Yusof, Kowang, and Heng (2015) studied the relationship between transformational leadership style and employee job satisfaction. Long et al.

emphasized employees' job satisfaction is important toward keeping hold of a productive and efficient workforce. Through an experimental study surrounding 378 employees from six different departments of a Government-linked company, situated in Malaysia, the findings of the study revealed among the four transformational leadership characteristics (idealized influence, inspiration motivation, individualized consideration, and intellectual stimulation), individualized consideration had the highest contribution toward job satisfaction. One aspect of determining the employees' turnover intentions is job satisfaction. In this case, employees satisfied with their job tend to have low turnover intentions.

The adoption of transformational leadership style may enable leaders to increase the job satisfaction among employees. Long et al. (2015) showed transformational leadership characteristic contributes the most toward employee job satisfaction. Long et al. indicated leaders should consider the individual differences of their employees and work toward creating an environment favorable to all. To gain a robust understanding of job satisfaction, proposed future research should involve more variables like turnover intention, organizational commitment, and job performance.

Transformational leaders access organizational resources to optimize the management-employee relationship. Shaukat, Ashraf, and Ghafoor (2015) evaluated the contribution of human resource management practices, which includes training, compensation, selection, career planning, performance appraisal, employee participation, and job definition on the staff performance. Shaukat et al. affirmed human resource is an important asset of any firm, and as such, is the primary resource for attaining competitive

advantage. Based on a national sample of 70 firms, Skaukat et al. revealed human resource practices have an economically and significant effect on the employees' performance; thereby, in the long run, may aid in unraveling effective strategies organizations can adopt to address employee turnover. Employee performance links with profitability because of increased employee productivity, and these practices may reduce turnover and improve the organization's profitability.

Good business leaders seek to understand and prevent employee turnover intentions. Factors related to the supportive management of employees link negatively to the turnover intention through the mediating effect of job satisfaction (Amankwaa & Anku-Tsede, 2015). Brandt and Uusi-Kakkuri (2016) deliberated employees' discernment on the administration apprehension for both staff and clients has a considerable influence on the employee turnover intention. Henriksen (2015) asserted organizations should develop cultures consistent with high performance to improve the organizational effectiveness. Within the school setting, the school managers and leaders should create an environment meeting the needs of teachers.

The fundamental aspect of motivation, interpersonal communication and the type of leadership is identifiable as the fundamental drivers of effective ways leading to employee satisfaction. In this regard, Henriksen (2015) found some leaders prevent creativity by hindering communication channels from junior staff to senior management; therefore, minimizing the flow of information which can be beneficial to the organization. Brandt and Uusi-Kakkuri stated culture is retrogressive and in the long run can influence the team negatively. Measures should aim toward improving the

relationship as the flow of information is significant and essential to promote cohesiveness among employees who can positively translate into increased performance. Each person within the organization should have a chance to vent their thoughts and ideas (Rajesh & Suganthi, 2014). In contrast, Men and Stacks (2014) suggested this type of culture is regressive and should not thrive within an organization. A proper culture prioritizes the customers and fosters a stable relationship between the firm and the traditional clients.

Leaders should consider initiating a culture that recognizes and establishes an efficient communication process. A healthy organizational culture facilitates effective communication, which results to organizational success. Rajesh and Suganthi (2014) described the importance of interpersonal communication as an integral factor of a better work environment. A well-organized communication channel enhances the development of trusting employees as well as positive management relationships. Supervisory support, autonomy, and respect promotes high commitment levels among the employees (Shin, Seo, Shapiro, & Taylor, 2015). Dawson, Stasa, Roche, Homer, and Duffield (2014) examined the perceptions and experiences of nurses within the Australian hospitals and as such identifying the best strategies for improving the nurses' retention rate, job performance, and satisfaction. Dawson et al. used a qualitative design to determine the responses from nurses. Dawson et al. suggested the nursing turnover rate is an issue compromising the patient's safety, affecting the staff morale and increasing the costs of health care.

The nursing turnover is affected by a variety of factors. Comparing and contrasting the existing literature reviews with employees' turnover rate; for instance, Kelly and MacDonald (2016) suggested the importance of highlighting the specific factors contributing to the phenomenon. Some factors affecting the nursing turnover includes limited career opportunities; lack of employee recognition; reduced employee support; and negative staff attitudes. Amankwaa and Anku-Tsedde (2015) found the working environment of nurses is made up of a skill mix that is not appropriate as well as inadequate to staff-patient ratios; increased patient demands; lack of qualified nurses with core competencies; and little participation in decision-making processes.

Factors contributing to the nursing turnover, such as limited career opportunities, affect heavy workloads as well as the level of stress with the nurses developing disempowerment and diminished self-image. Nurses also describe some supportive strategies, which include flexible employment alternatives, improving the performance appraisal and a responsive preceptor-ship. Effective leadership of nursing unit managers may improve staff retention, minimize the employee turnover rate, and improve the nurses' satisfaction by enhancing a positive working environment. Men (2014) proposed effective communication is a means to reduce some issues within an organization; as a result, Men suggested a lack of communication decreases the employee's self-esteem and increases employee turnover. Managers can solve conflicts within their organizations by involving quality communication. A well-organized communication channel enhances the development of employees as well as management relationships. For that reason, effective communication will enhance management to handle the problems of employee

turnover rates efficiently. Men suggested some positive methods were sufficient whereby the nurses will participate in designing, deploying and evaluating the methods to reduce the nursing staff turnover rate. Strategies to collaborate with employees enhance the interpersonal relationships in the workplace.

Employees often desire recognition, respect, empowerment, rewards, as well as inclusion in decision-making. Spell, Eby, and Vandenberg (2014) confirmed leadership at different levels of the organization directly or indirectly influences the nature of the structural forms, organizational culture, climate, power distribution, as well as communication. Various types of leaders seek for different styles of communication to influence the employees and include a critical element of the internal communication system.

In healthcare institutions, transformational leadership influences employee's motivation and satisfaction. Hussein and Wahidi (2018) administered questionnaires to a sample of 455 healthcare employees in Lebanon and found a positive correlation between employee's job satisfaction and the two tenets of transformational leadership, which involved inspirational motivation (such as training) and individualized consideration (such as active listening to employee's work issues). The influence of idealized influence (such as optimistic communication) and intellectual stimulation (such as challenge stimulation) on job satisfaction was moderate (Hussein & Wahid, 2018). Organizational leaders should lead using the transformational leadership style to increase the employees' job satisfaction and motivate them into committing their efforts on the organization, which could reduce turnover.

Transformational leadership positively influences employee job satisfaction and can be enhanced through contingent reward. Puni, Mohammed, and Asamoah (2018) investigated the mechanisms linking transformational leadership to employee job satisfaction by examining the moderating effect of contingent reward on the relationships. Puni et al. collected data from 315 bank employees and analyzed the data by means of correlational and multiple regression techniques. The findings revealed a positive correlation between the tenets of transformational leadership and job satisfaction, which are enhanced by contingent reward. The relationships of intellectual stimulation and idealized influence to job satisfaction are moderated by contingent reward, which implies that in the banking sector, the positive influence of the transformational leadership tenets on employee job satisfaction can be augmented through contingent reward (Puni et al., 2018). To enhance job satisfaction and improve employee retention, transformational leaders should motivate their employees' through rewards.

Transformational leadership reduces employee burnout and creates a favorable working environment. Hildenbrand, Sacramento, and Binnewies (2018) considered both thriving at work, a personal resource, and employees' openness to experience (OTE), a key resource, to unravel whether all employees benefit equally from transformational leadership (a contextual resource). Hildenbrand et al. collected data from 148 employees from a mid-sized German manufacturing company and the results supported the hypothesis that employees' thriving at work mediated the link between transformational leadership and reduced burnout. Transformational leadership acts as a resource that safeguards employees from burning out (Hildenbrand et al, 2018). To ensure a healthy

workplace and reduce burnout, transformational leaders should consider employees' personality in perceptions of as well as reactions to leadership. By reducing employee burnout, transformational leaders might enhance job satisfaction leading to improved employee retention.

Poor change management is associated with increased employee turnover. Transformational leadership style influences organizational and individual change outcomes to attain competitive advantage. Alqatawenah (2018) investigated the influence of transformational leadership tenets of idealized influence, inspirational motivation, intellectual stimulation, and empowerment on change management in Jordanian insurance companies. Using questionnaires distributed to 500 respondents, Alqatawenah collected quantitative data and analyzed the data using the SPSS package. Alqatawenah found that the transformational leadership tenets positively influence organizational change management. Transformational leaders provide training opportunities to the workforce to enhance the capability of the employees. Transformational leaders empower the employees and take into account the individual differences between the employees to ensure each individual need is met (Alqatawenah, 2018). Through individualized consideration, transformational leaders attend to the specific needs of the employees leading to increased satisfaction and reduced turnover.

Transformational leadership generates intrinsic motivation among employees, which influences employees to endeavor to benefit their organization by engaging in voice behavior. Chen, Wang, and Lee (2018) collected data from 172 employees from 40 companies using questionnaires to ascertain the influence of transformational leadership

on employees' voice behaviors. Perceiving work as meaningful is positively related, through a direct effect, to promotive as well as prohibitive voice behaviors (Chen et al., 2018). Employees who perceive their work as meaningful fully mediate the relationship between transformational leadership and promotive voice behavior, but not prohibitive voice behavior (Chen et al., 2018). Employees under the transformational leadership who regard their jobs to be meaningful participate in more voice behaviors that could benefit their organizations (Chen et al., 2018). The findings of the study demonstrate that meaningful work is a considerable predictor of voice behavior. When the employees experience transformational leadership, leaders create a positive perception on the employees toward their work, which encourages the employees to take part in voice behavior that could benefit the organization (Chen et al., 2018). Organizational leaders can create win-win situations between the organization and the employees through the transformational leadership style.

Transformational leadership enhances employees' wellbeing.

Khan, Hasnain, Ullah, and Khalid (2018) examined the psychological mechanism that links with transformational leadership behaviors to employees' job satisfaction and well-being. Khan et al. used survey questionnaire to collect data from 200 staff of the Punjab Model Bazaar management Company (PMBMC). Khan et al. required every participant to rate their line manager's leadership style with team efficacy as the mediator. The findings of the study demonstrated that transformational leadership influences employee's job satisfaction and enhances positive state of mind in terms of employees' well-being. A transformational leader should possess effective leadership capabilities

such as, active listening abilities, quick feedback, questionnaire skill, directness of new thoughts, reasoning, multiple viewpoints in decision making, flexibility, logical skills, open communication, teamwork, clarification of goals and strategies, creating a helpful atmosphere, and interviewing skills (Khan et al., 2018). Transformational leaders provide clear objectives, communicate a shared vision, provide in instant feedback for performance improvement, exhibit role modeling and provide useful instructions, offer on-the-job training opportunities to enhance the employees learning and development, and appreciate the employees through appropriate compensation. Transformational leadership positively influences the employees' job satisfaction and well-being, and has the potential to reduce turnover.

Transformational leadership influences organizational culture and enhances work satisfaction. Dewi, Holis, Tobing, and Hana (2018) sought to establish the influence of transformational leadership, organizational culture, and organizational commitment on performance through work satisfaction of Mandiri Bank employees of Jember Area. Dewi et al. used a sample of 70 employees and conducted quantitative research method with exploratory research approach. Dewi et al. established that transformational leadership has a positive influence on work satisfaction of the employees.

Transformational leadership positively influences performance through work satisfaction (Dewi et al., 2018). Transformational leadership enhances organizational culture and influences organizational commitment (Dewi et al., 2018). Organizational leaders can influence organizational culture and enhance job satisfaction as well as employees' commitment through the transformational leadership style.

Unsatisfied employees prevent the company from achieving its target. Employee motivation can be enhanced through leaders who devote their attention to issues that followers face by supporting followers to achieve their goals (Susilo, 2018).

Transformational leadership has four functions in employee motivation that include the dimensions of inspiration motivation, intellectual stimulation, idealized influence, and individualized consideration (Susilo, 2018). Through the transformational leadership tenets, organizational leaders can motivate their followers and encourage them to continue contributing positively to the organization's growth.

Transformational leaders motivate their followers through incentives. Campbell (2018) argued that participant attitudes are fundamental determinants of success in any organizational initiative. Campbell examined the influence of transformational leadership through the performance orientation of the organizational context in which it is enacted. Campbell tested the theoretical model empirically using survey data collected from public employees in South Korea along with regression-based Monte Carlo simulation. Campbell found that the effect of transformational leadership is amplified by an organization's focus on internal efficiency as well as the organization's use of performance-based incentives. Transformational leadership is a necessary process in the public sector to enhance employee performance (Campbell, 2018). Through performance-based incentives, transformational leaders encourage the employees to work hard and achieve their career goals.

Theories Not Considered

In this study, I applied the transformational leadership theory. Leadership is a diverse phenomenon including a variety of leadership theories. Other theories of leadership could be considered but were not appropriate for the study. Additional leadership theories, even with their attractiveness, not considered included transactional theory, situational theory, and the contingency theory. Transactional leadership places emphasis on the exchanges that happen between leaders and their followers (Burns, 1978). These exchanges enable leaders to attain their performance objectives, fulfill the required tasks, sustain the existing organizational situation, motivate their followers with the aid of contractual agreement, direct the behaviors of followers toward the attainment of set goals, avoid unnecessary risks, focus on extrinsic rewards and emphasize on the improvement of organizational efficiency. Burns argued transactional leadership practices often lead followers to short-term relationships of exchange with the leader. Transactional leadership applies a one-size-fits-all universal approach, which often disregards situational along with contextual factors associated with organizational challenges (Burns, 1978). Transactional leadership was not chosen because transactional leaders tend to promote practiced exchanges of rewards for productive performance by employees.

Another theory considered and not selected was situational leadership theory. Situational leadership theory indicated effective leadership needs a rational understanding of the situation as well as a suitable response, rather than a charismatic leader with a large number of dedicated followers (Amanchukwu, Stanley, & Ololube, 2015). The theory

shifts from task-oriented leadership to relation-oriented leadership. In this case, task-oriented leaders often define the followers' roles as, provide precise instructions, develop organizational patterns, and create formal communication channels (Bass, 2008).

Relation-oriented leaders usually practice concern for followers, try to minimize emotional conflicts, pursue harmonious relations, and regulate equal participation (Bass, 2008). As Bass noted, situational leadership lacks internal consistency, resulting in conceptual contradictions, coupled with uncertainties. I did not choose situational leadership because of its flaws associated with consistency, continuity, and conformity.

Contingency theory has value in explaining leadership behaviors. According to the contingency theory, no one leadership style suits situations, and success originates from various factors of which leadership is one of them (Amanchukwu et al., 2015). Amanchukwu et al. argued contingency theory is stationary and fails to deal with organizational change as well as adaptation. Also, contingency leaders might have to be transferred or replaced to meet the needs of employees' contingent on the leadership needs prevalent at the time. The contingency theory was not chosen as the conceptual framework of this study.

Determinants of Employee Turnover Intentions

Forces affect staff turnover in higher education. Fugueroa (2015) revealed multiple effects related to administrative turnover. Takawira, Coetzee, and Schreuder (2014) determined turnover rates within institutions of higher learning are disturbing and costly, and leaders should enhance strategies to increase employee retention. With reduced turnover, leaders can channel their resources in accomplishing primary

objectives instead of spending time, labor, and finances in the hiring process (Takawira et al., 2014). Turnover is costly; turnover is more expensive in replacing an individual within a given firm as compared to the salary; some of the expenses will be through the recruitment process, lost productivity, missed opportunity, and severance (Kawabata & Gastaldo, 2015). Organizational commitment is an essential ingredient in employee retention (Amankwaa & Anku-Tsede, 2015). For the organization to retain employees depends on its structural features, prior experiences, expectations of role and self-development, as well as human resource practices.

Many factors influence turnover intentions. The employee's intentions to leave their place of employment are influenced by the relationship with the supervisor, lack of recognition, limited advancement, job satisfaction, as well as the state of the economy (A'yuninnisa & Saptoto, 2015). Kadiresan et al. (2016) evaluated the human resource practices persuading employee retention by employing a case study of Albukhary International University (AIU). With the aid of a non-probability sampling technique, specifically, convenience sampling, Kadiresan et al. carried out six intensive individual depth interviews from the academics of AIU, Kedah, Malaysia. The findings indicated to encourage employee retention, are six recommendations, namely: organizational strategy, benefits (indirect and non-financial), career development, convenience, work experience, and organizational commitment. Tangthong, Trimetsoontorn, and Rojniruntikul (2014) revealed organizations should provide the best strategy for retaining employees, which includes career growth opportunities, working environment, supervisory support, and

rewards. Employees who perceive the organization offers them an environment conducive to working, often reduce turnover intention.

Transformational leaders identify and mitigate factors leading to turnover intentions. Suifan (2015) stated human resource practices enable organizations to retain employees. Suifan outlined strategies to help keep employees, such as: participating in the decision-making process, information sharing, a compensation system, career growth through training and development, as well as proper work indicators for the employees. Further, the human resource practices such as improvement of the internal communication system, employment security, along with training and development are critical practices in increasing staff retention. Kadiresan, Selamat, Selladurai, Ramendran, and Mohammed (2015) argued work environment contributes to the essential feature of determining the employee's decision whether to leave or stay in the workplace. Leaders must provide attractive jobs coupled with a suitable work environment in its quest to retain talent.

The central aspect of keeping employees is to create a workplace beneficial to all employees. Kadiresan et al. (2015) affirmed work environment divides into two types, physical and behavioral. The physical environment involves the elements that can physically connect the employees with the environment of the office. The behavioral environment includes the manner in which employees connect with each other, along with the effect of the office environment on the behaviors of the employees.

Employee retention associates with supervisor support, career development, rewards recognition, work environment, and job satisfaction. Further, the appropriate

strategy to retain employees is to understand their needs in the workplace and take appropriate interventions to meet those requirements (Nasir & Mahmood, 2016).

Albrecht, Bakker, Gruman, Macey and Saks (2015) indicated a need for continuous training and development for employees. Conversely, Nawaz, Pangil, and Bhatti (2015) affirmed managers should identify the needs of the employees and develop retention strategies. Managers face many challenges to retain employees. Employee compensation and supervisor support are major factors contributed to staff retention.

Some leadership styles enhance the employees' intentions to stay in an organization. Khaled, Ramudu, and Brian (2015) contended most organizations realize effective leadership has a positive influence on employees. Organizations enhance leadership skills and experience of their management team through a process subjecting them to regular training and development programs enabling managers to master the transformational leadership style. Khaled et al. also stated the adoption of efficient communication systems is a critical factor in reducing conflict of interests between management and the employees, and lessen employees' turnover intentions.

Retention issues effect global businesses. Umamaheswari and Krishnan (2015) identified the retention factors and their relative significance in ceramic manufacturing industries in India. Employee retention is a primary challenge for leaders. Umamaheswari and Krishnan considered four main factors associated with employee retention, which includes policies and procedures, supervisor support, organizational commitment, as well as training and development. Supervisor support also influences staff retention intentions. Employees' continuation in an organization relies on the existing relationship between

supervisors and the employees (Al-Damoe, Hamid, & Omar, 2015). Buzeti, Klun, and Stare (2016) affirmed employee turnover is associated with costs which include the dismissal or departure of an employee, most of which may threaten the existence of an organization. The cost of missed time until the new staff achieves full productivity and the cost of unused production capacity on the date of adjustment of the new employee is high, which becomes a severe drain on both productivity and profitability. Employee turnover is associated with indirect costs such as the costs of loss of business or clients, the loss of training an employee who is on the verge of terminating employment, and the costs of building new relationships between employees.

Innovation is a factor of sustainability that enables the 21st-century organization to prevail in contemporary economic times. The fundamental issues of employee turnover for the team are the loss of skills by the employee possessing the intentions to leave along with the associated financial costs. Koudelkova and Milichovsky (2015) further explained the loss of knowledge concerning the role played by the departed employee puts the organization at a significant risk of losing its competitive advantage; while preparing retention strategies, organizations should give particular attention to the development of a friendly relationship between the employees and their respective supervisors.

Weak leadership, which is in association with a lack of communication and poor values, represents a most severe example of managerial misconduct within an organizational setup. Lasakova and Remisova (2015) revealed a negative correlation exists between ineffective leadership and confident followers' outcomes as well as

behaviors such as employee well-being, and individual well-being. Also, effective leadership has a positive relationship with positive employee behavior such as turnover intentions along with other productive work practices. Rawat (2015) disclosed leaders with negative personality traits cause a detrimental effect on employees' behavior as well as their emotional stability. Negative personal traits may result in higher employee turnover.

Unethical leadership increases the employees' intentions to leave. Poor leadership harms both the employees and the organization (Khuong & Duc, 2015). In this regard, Khuong and Duc affirmed corrupt leadership causes worker anxieties, frustrations, loss of trust toward the management, feeling of helplessness, low job satisfaction, work separation, and other associated negative consequences in the individual and public lives of the employees. Amid growing uncertainties surrounding unethical leadership, the employees often degenerate into voluntarily terminating their employment.

Corrupt leadership concerns the reluctance of leaders to conform to appropriate human resource management (HRM) practices in the workplace. Park, Kim, and Song (2015) indicated leaders usually have decision power over a collection of HRM practices such as the selection of employees, career development, compensation, and retention. When leaders breach HRM ethical standards, employees' turnover intentions are most likely to result. Alhmwan and Mat detailed worker participation in decision making, job independence, and positive feedback aids in increasing the commitment of employees. Alhmwan and Mat confirmed innovation along with effective leadership has a positive relationship with employee commitment. Organizations offering employee-friendly work

environments create a sense of trust among the employees who perceive that the organization cares for them, which enhances their commitment to the organization and increases retention. Alkahtani detailed supervisors' support is essential to an organization and plays an important part in employee retention. Positive relationships between the supervisor and the employees increase employee's job satisfaction and commitment, as well as decreases stress, which in the end minimizes turnover.

Training accentuates employee skillsets, which improves business performance. Training is an essential element of the management of most organizations as the more knowledge the employees obtain, the more they are likely to perform efficiently (Ng, Choi, & Soehod, 2016). Khamisa, Oldenburg, Peltzer, and Ilic (2015) introduced three factors contributing to employee turnover, which are job stress, emotional exhaustion, and job contentment. Khamisa et al. indicated although employee turnover results from various factors, job stress is the most contributing factor. He et al. (2017) found high employee turnover contributes to a conflict between the employees and management, unsafe, unhealthy, and unhappy working conditions. He et al. discussed five main reasons for employee turnover, which are an unsatisfactory match between the person and the job; poor fit with the organizational climate culture; inadequate alignment among compensation and production; poor connections among the individual, their coworkers, and the supervisor; poor opportunities for growth and advancement. Supporting training initiatives, establishing pathways for advancement, and encouraging employee job satisfaction increases the retention of employees.

The significance of the employees to companies drives business managers to bring the best talents and to retain them for an extended period. Kossivi, Xu, and Kalgora (2016) placed emphasis on reviewing the results of prior studies conducted by various researchers with the aim of distinguishing the determining factors of employee retention. Development opportunities, compensation, work environment, leadership abilities, and social support, directly relates to employee retention. Naile and Selesho (2014) agreed employees who are highly motivated would have a reason to celebrate the achievements of an organization, but without motivation, workers will tend to move to other appealing positions or transfer to other professions with attractive features capable of retaining their workers. Most organizations will always attempt to initiate a healthy and positive relationship with their employees (Naile & Selesho, 2014). Employees have several competing demands, which are often driven by motivators. Some tend to be motivated by rewards, whereas, others depend on security or achievement. Organizational leaders must have a clear knowledge of the elements that will increase, motivate, or improve organizational performance. Motivation can serve as a way of retaining employees. Naile and Selsho asserted in most workplaces employees who are highly motivated are considered as playing an integral part in the survival and continuity of an organization.

In most workplaces, employees who are highly motivated are needed to play an essential part in the survival of an organization. To be effective, Zhavahera (2015) indicated that managers should understand factors encouraging employees to perform to the best of their abilities; the purpose of motivating employees is very critical to most managers as a result of constant changes in the elements motivating employees.

Zvavahera stated managers need to keep refreshing their knowledge on the ever-changing demands of employees to bypass stunted development and growth of the company.

Amankwaa and Anku-Tsede (2015) asserted leadership concept is essential to employees' work attitudes, which manipulate organizational performance, efficiency, and behavioral outcomes. The willingness as well as decision to remain within a particular organization contributes to workforce steadiness and organizational success. Wang et al. (2014) asserted leadership is an exceptional tool for supervision when appropriately used. Leadership can improve good relationships among employees, affect the organizational climate positively, increase service performance and modify behavioral outcomes.

Employee satisfaction and employee turnover closely relate. Ejimabo indicated dissatisfied employees will look for other positions. Ejimabo stated decision making in an organization is fundamental for the continuity of the organization. Emijimabo focused on finding out the primary factors influencing the employee turnover rate and as such, identified the decision making as one factor. To be effective, the leader must have self-confidence (Ejimabo, 2015). Also, employees often are neglected or ignored when management or leadership is making decisions on critical matters affecting the firm. Ejimabo highlighted that managers who demonstrate inconsistency in decision-making, create performance issues for the company. Inconsistencies in decision-making may cause employees to develop bad attitudes toward leadership. Poor communication skills is another reason for poor decision making within an organization (Ejimabo, 2015). A well-organized communication channel is essential for the development of confident

employees as well as management relationships that facilitate the success of an organization.

Leadership Styles and Employee Behavior

An effective leader has the drive and is capable of influencing followers to allow them to reach their goal successfully. Aneyaw, Theresa, and Offei (2016) indicated that weak leadership also has an influence on an organization. Yahaya and Ebrahim (2016) confirmed leadership is a systematic process, in which individuals influence others toward the achievement of anticipated goals, effects the employees' performance and voluntary turnover. Organizations require strong leadership foundations for ideal effectiveness because leadership is an important forerunner to employee behavior. Lorber, Treven, and Mumel (2016) identified teams and groups need an effective leader, regardless of culture, geography, or nationality. Leadership is a process of getting individuals together to accomplish the organization's goals.

Leadership has a positive influence toward employee performance. Khuong and Hoang (2015) evaluated the implications of various leadership styles on employee retention among auditing companies in the city of Ho Chi Minh in Vietnam. Khuong and Hoang found certain methods enhance and motivate employees' retention, and different styles cause the employee to leave the organization. Hayes, Caldwell, Licon, and Meyer (2015) specified positive leadership styles would enable an organization to build positive relationships with employees and influence employees to stay in the organization. Positive leadership styles allow the employees to make decisions in the best interest of

the organization. Unethical leadership creates negative relationships between the organization and the employees, and as such, boosts employee turnover intentions.

Effective leadership creates an innovative oriented enterprise, which promotes employee's readiness to adopt innovations. Kabasheva, Rudaleva, Bulnanina, and Askhatova (2015) discussed the organizational factors affecting innovative employee behavior. Kabasheva et al. concluded the system for the motivation of innovative activities and socio-economic personality type influences the employees' level of creative activity.

Transformational Leadership and Employee Turnover

High turnover rate among social workers is not a new phenomenon, and the turnover and retention of social workers has been a topic of discussion for years. Park (2016) highlighted reasons for turnover intentions among social workers are constantly on the increase. Park established a conceptual framework for the existing relationship between transformational leadership and turnover intentions. Rubel and Kee (2015) asserted employee turnover affects the proper running of the organization and leads to increase in costs. Human resource management practices have a positive effect on an organization, which leads to growth and development of an organization. Employee attitude is usually useful to understand the effects of human resource management practices. The perceptions of employees regarding their performance and the high commitment compensation practices have the potential to minimize turnover intention (Rubel & Kee, 2015). Ruben and Gigliotti (2015) detailed leadership plays a significant role in the establishment of a healthy organizational culture. A leader is an intermediate

element for job satisfaction. Famakin and Abisuga (2016) stated leadership has a positive effect on the corporate culture and employees. The quality of leadership determines the fate of the workers, which raises the question whether the employee will remain with the organization. Orabi (2016) asserted job satisfaction, job stress, and organizational commitment are primary factors directing influence on employee turnover.

Balancing diverse interests and values is challenging for leaders. Guan, Zhou, Ye, Jiang, and Zhou (2015) specified effective leaders understand how to efficiently balance feelings with reasoning and make decisions that effectively enhances the organization as well as employees. Ineffective leadership is an essential element that increases employees' reasons to leave the business.

Organizational Culture and Employee Turnover

Increasing the nursing value of work and normative organizational commitment are useful strategies for decreasing turnover intentions. Putthiwanit (2015) confirmed the manner in which the employees perceive organizational environment affects motivation, attitude, and performance. Putthiwanit explained a healthy corporate culture relates to the employees' tendency to remain with the organization, increased job satisfaction, and job commitment. Taneja, Sewell, and Odom (2015) asserted a positive organizational culture increases employees' engagement, which eventually, reduces staff absenteeism, increase retention and improves the organization's competitiveness. The act of approval or disapproval on employee attitude within the organization, and the existence of an agreement on shared organizational values among the employees determine the effectiveness of the firm's corporate culture (Manroop, Singh, & Ezzedeen, 2014).

Any company with the majority of employees failing to meet the criteria above exhibits a weak organizational culture, which paves the way for acceptance of poor leadership. Smith, Peters, and Caldwell (2016) explained organizations must develop a vision to be successful and organizational leaders should promote the idea. Huhtala, Tolvanen, Mauno, and Feldt (2015) argued for an organization to be efficient and productive, organizational leaders must share essential information, decrease status barriers and develop aligned human resource management systems that value employees and regard the employees with respect (Islam, Khan, & Bukhari, 2016). Leaders must trust their employees by providing them with the power to innovate, carry out personal initiatives, enable them to be creative and permit them to make effective decisions in obtaining organizational goals.

Stress may effect organizational culture. Olulana (2015) examined the effects of organizational culture and stress on employee commitment within the Test Development Division of the National Examination Council in Lagos Nigeria. The results showed each department gives the employees too many tasks to perform within a very short period. The findings also revealed intense stress among employees, which increases high turnover. Liedtke, Baedeker, and Borrelli (2015) stated effective leadership plays a significant role in the success of an organization. The turnover rate of employees is an element affecting most organizations; most employees may decide to change their working positions or shift to other agencies because of dissatisfaction (Munir & Rahman, 2016). Employees' turnover rate is considerable along with their attitudes and behaviors, which have to be at the center of each organization's management. Kelly and MacDonald

(2016) specified de-motivation might result to lower productivity, conflict, and stress within the workplace. Some workers who are not satisfied with management and working experiences may decide to quit, voicing out their feelings or emotions, or may remain loyal and neglect the issue. Leaders should make sure employees are satisfied with their jobs to benefit the organization and the individual as well.

Job satisfaction metrics are useful in strategizing approaches to employee engagement and retention. Munir and Rahman (2016) were concerned with identifying the validity, reliability and the normality of item measurement of some elements of job satisfaction. In contrast, Kelly and MacDonald (2016) identified factor analysis such as benefit, managerial support, co-workers' support as well as work conditions provide support toward career development. Results by Kelly and MacDonald are relevant to some organizations as they provide accurate and valid elements, which are known to influence job satisfaction among employees. Organizational leaders can use these factors to improve leadership and enhance employees' job satisfaction as well as increase staff motivation. Leaders of private healthcare companies need to formulate convenient as well as valuable rewards for employees to benefit and remain satisfied with the job. Puni, Ofei, and Okoe (2014) found a relationship between employee turnover intentions, and counterproductive work behaviors of employees. Puni et al. (2014) stated employee turnover intentions and counterproductive work behaviors are reducible by providing managers with training on team building and participatory decision-making.

Factors influencing Internal Communication

Communication is an important pillar of organizational realization and one most important aspect affecting employee retention. Chmielecki (2015) studied the issues that affect the effectiveness of internal communications in Polish organizations and found business leaders who place communication and collaboration as a priority in stakeholder relations, experience stable employee retention within the Polish organizations. Kostecka and Davidavičienė (2015) specified contemporary organizations lay more weight on retaining their workforce by ensuring to communicate with their employees in an efficient manner. The primary function of internal communication is different and problematic, demanding a collection of capabilities from management as well as employees. Obakpolo (2015) contended leaders often underestimate the influence of internal communication. Internal communication builds and nourishes employee relations; develops trust between the employees and the management; offers timely and reliable information; and contributes to employee motivation, especially during change initiatives and stress related issues.

Effective internal communication should possess the following objectives. Information communicated to the staff needs to be plainly understood and acknowledged by the target audience about its content, significance, intent, and the worth of the information. Vertino (2014) suggested the majority of internal issues within organizations are related to poor internal communication. Ineffective internal communication affects other areas of the organization and can lead to poor relationships between management and employees.

Linking Transformational Leadership and Effective Communication

Poor communication affects organizational culture, management-employee relations, and employee job satisfaction. Mishra, Boynton, and Mishra (2014) asserted that 1 in 3 employees (33%) often leave an organization because of issues related to poor communication. Penava and Sehic (2014) revealed organizations could improve the staff morale and increase retention through effective communication. Beck (2014) described a leader as an individual who leads a team effectively. Beukers, Bertolini, and Brommelstroet (2014) contended the main essence of leadership is not exclusively the responsibility of the leader, but the association between the leaders along with the subordinates. With effective leadership and supervision, the goals of the organization are achievable.

The mastery of communication had become a necessity for organizational leaders striving to obtain the best for the organization (Christensen, 2014). Engelbrecht, Heine, and Mahembe (2014) indicated ethical leadership brings about different qualities, which can be linked to work commitment. When an organizational leader gives the required information and teaching opportunities to employees, they obtain the chance to engage and perform well. Engelbrecht et al. suggested providing professional resources to employees is another quality of an ethical leader. These resources provide employees with the necessary information to carry out their functions, of which will lead to efficient performance. Engelbrecht et al. stated giving an employee the authority and freedom to complete job assignments without consulting the supervisor leads to work engagement. Ethical leaders are always willing to support and teach their employees and give them

freedom to demonstrate initiative through accountability and authority. Engelbrecht et al. added employees are likely to engage in work when made aware of the priorities of the organization and how the employees contribute to the objectives of the organization. Ethical leaders are often concerned about the employees and frequently communicate to make the goals of the organizations clear.

Role of Effective Communication on Employee Retention

Erickson (2015) examined the effects of communication on employee retention. Jaupi and Llaci (2015) revealed effective communication between management and the employees increases the performance of the employees and enhances employee retention. Four communication applications that enhance employee retention are meeting regularly with staff, offering consistent performance management feedback, committing to the ongoing learning as well as professional development, and conducting periodic interviews (Jiony, Tanakinjal, Gom, & Sigantul, 2015). Also, Jiony et al. contended effective communication creates a healthy organizational culture.

Effective communication is an end product of effective leadership. Also, open communication, trust, and regular feedback from management to the employees exemplify good workplace harmony (Aqbar, Anwar, & Haider, 2015). With effective communication at the heart of an organization's processes and functions, the employees stand a better chance of being in unison with the organization's expectations. Aqbar et al. indicated competent and influential leadership is fundamental in organizations. When business managers lack the ability to provide direction, coaching, training and motivation for employees, the organization's morale often suffers. Communication is an essential

element in agencies for success (Iqbal et al., 2015). Correct information is given out to promote rational decision making, innovativeness and collaboration, uncovering hidden talents and leadership qualities in an organization's staff and at the end, enhancing interpersonal dynamism and social growth in professional practices.

Literature Review Summary

In this section, I provided a review of the professional and academic literature about the strategies to reduce employee turnover in a college workplace to increase profitability. The discussion began with an overview of the background of the study, the general business problem, along with the specific business problem. The general business problem was that employee turnover results in a loss of profits (Alkahtani, 2015). The specific business problem was that some college administrators lack strategies to reduce employee turnover in the workplace to increase profitability. A discussion of the databases used in the study. The articles used in the review were found in the ProQuest Database, Crossref.org, EBSCOhost Online Research Data Base, Google Scholar, Science Direct Databases and Walden Library. The number of articles used in the study is 119 in which 115 of them were peer-reviewed articles published on or after 2014, and one 2013 peer-review article. The conceptual framework of the study adopted the transformational leadership theory owing to its fundamental principles which include idealized influence, inspirational motivation, intellectual stimulation and individualized motivation (Asrar-Ul-Haq & Kuchinke, 2016). I provided a thorough discussion of transformational leadership articles to create a firm foundation of the study. Fifth, I provided a summary of theories not considered in the study. The theories not found in the

study identities are the transactional theory, situational theory, and contingency theory.

Sixth, I provided a discussion of the causes of employee turnover intentions. Some of the factors influencing employee retention are organizational strategies, benefits, career development, convenience, work experience, organizational commitment, supervisory support, improved communication, job satisfaction, and leadership abilities. Seventh, I offered a discussion of the leadership styles and employee behavior whereby I established through the studies reviewed that leadership is a significant factor toward employee behavior.

Leadership has a positive influence toward employee performance, increases morale, creates positive relationships among employees, and enhances innovative employee behavior. Afterward, I offered an analysis of transformational leadership and employee turnover. Transformational leadership is found to increase employee retention. Also, I provided a discussion of the organizational culture and employee turnover whereby the existing literature affirmed a positive organizational culture increases the employees' engagement, which eventually, reduces staff absenteeism, increases retention and improves the organization's competitiveness.

I discussed factors influencing internal communication, after which I provided a link between transformational leadership and effective communication. Further, I explored the role of effective communication on employee retention. Effective communication is an end product of effective leadership, which requires open communication, trust, and regular feedback from management to the employees. Finally,

the review of the professional and academic literature ends with a summary as provided in this section.

Transition

In Section 1, I provided an outline of the study. The section consisted of foundations of the study, the problem and purpose statements, research questions, the conceptual framework, operational terms, the significance of the study, and review of the literature. I explored how the transformational leadership framework aided to understand the effect of leadership on employee retention. Section 2 includes the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instruments, data organization technique, data analysis, reliability and validity, and transition summary. In Section 3, I will present the findings of the study along with the application to professional study. Section 3 will also include the implications for social change and recommendations for action and future research. Finally, I will offer reflections about my experience, a summary of my study, and my research conclusions.

Section 2: The Project

For this qualitative case study, I explored strategies leaders in a senior college in the southeastern region of the United States use to reduce employee turnover in a college workplace to increase profitability. Section 2 includes information related to the participants of the study, research method and design, data organization techniques, population and sampling, ethical research, data collection instruments, data collection techniques, data analysis, and reliability and validity. The findings of this study may offer strategies organizational leaders can apply to increase employee retention in the workplace.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies that some college administrators use to reduce employee turnover in the workplace to increase profitability. The population for the study included three administrators in a senior (4-year) college in the southeastern region of the United States who had evidence of increased profits through developing and implementing successful strategies to reduce employee turnover. College administrators were appropriate for this study because they identified the strategies college leaders need to reduce employee turnover in the workplace. The results of the study may increase community-wide employment ratios, which may reduce poverty among families. An increase in the community-wide employment ratios may also reduce insecurity and improve the living standards of people to contribute to positive social change.

Role of the Researcher

A researcher's role is to gather and evaluate data, report the results correctly, uphold the privacy of the study participants, and carry out research within ethical limits. In qualitative research, the researcher acts as a tool in the data collection procedure (Roberts, 2015). The quality of data depends on my proficiency as a tool in collecting data.

My relationship with strategies to reduce employee turnover to increase profitability in a college workplace extends from the job from which I retired and within which I held a director's position for years before retirement. I held a preliminary conference with my participants to build a social rapport to gain trust, and make myself available to answer any questions, to enable the interviews and subsequent communications to go smoothly.

A researcher abides by strict rules, particularly when working with human subjects. Yin (2017) asserted a research study must adhere to the acceptable code of conduct and social adaptability, along with legal requirements. Subsequently, I conformed to the Walden University Institutional Review Board's (IRB) ethical and juridical requirement to limit potential risks to participants in the course of the study. I adhered to the Belmont Report's (1979) ethical framework guiding procedures on the use of humans to conduct experimental studies by upholding the core principles of respect for individuals, beneficence, and justice, which involve treating participants in an upright manner, valuing the results, and keeping participants from harm (Zucker, 2013).

A researcher needs to consider the existing boundaries between practice and research to avoid bias (Yin, 2017). Koelsch (2013) focused on member checking to assess the accuracy of data collected from interviews, in which participants review sections of the research and comment on the accuracy of the study. I used member checking to avoid bias. Member checking helped me to view data from the participant's personal perspective. Mitigating bias requires a few steps: (a) fully committing oneself to the project at hand; (b) remaining completely focused on that project; (c) delivering the interview questions in a consistent manner, and keeping detailed notes of related comments made by participants in answering those questions; and (d) keeping a single-minded track on progress made during procedures designed to develop data and facts underpinning research toward completion of the project. I used bracketing by taking notes throughout the data collection and analysis process to guarantee my personal bias does not affect the study. According to Koelsch (2013), bracketing is a method for mitigating the likely deleterious effects of unacknowledged preconceptions associated with the study, increasing the rigor of the research.

A fundamental requirement of the researcher is to protect the integrity of the study. Respect for individuals involves allowing participants to make independent decisions, providing them with protection when unable to make independent decisions, and ensuring justice by being impartial when dealing with the participants (Zucker, 2013). I ensured thoroughness in the research by gaining consent from the participants and selecting participants who had relevant knowledge about the strategies to reduce employee turnover in a college workplace to increase profitability.

Using an interview protocol ensures consistency in the interview process. Yin (2017) affirmed asking the same questions to every respondent in an interview minimizes response changes. The interview protocol for the face-to-face interviews began with a formal introduction, an outline of the research topic, and confirmation regarding the consent agreement. Above all, the responses were confidential. For every interview, I took note of the participant's identifying code and data. After that, I explained member checking and each respondent provided confirmation of the interview summary sent to them.

Participants

The participants in this qualitative case study were three leaders from a senior college in the southeastern region of the United States. I obtained the leaders' contact information through the website of the facility and acquired confirmation of interest to take part in the study from the institution. The administrators involved in the interviews had the authority to participate without requiring permission from any higher authorities. I only interviewed those administrators who constituted the senior leadership of the college. Yin (2017) specified developing a healthy relationship with participants is significant to gaining appropriate information during the face-to-face interviews. I developed a healthy relationship and a relaxed atmosphere with the participants by greeting and welcoming them to the interview process, providing them with the objectives and purpose of the research, and informing them to feel free to ask questions before beginning the interview process. I scheduled the interviews to permit ample time for the respondents to read, sign, and return the consent form.

Research Method and Design

Research Method

I considered the qualitative, quantitative, and mixed-method approaches for my research method. The quantitative researcher defines existing variables using numerical measures to determine relationships (Kawabata & Gastaldo, 2015). Employing the quantitative approach incorporates closed-ended questions and information relating to the use of numerical data (Roberts, 2015). I did not choose the quantitative approach because I was not testing a hypothesis or collecting numerical data. Using the mixed method approach requires a researcher to obtain both qualitative and quantitative data to increase the breadth and depth of the entire study (Lloyd et al., 2014). The mixed-method approach was inappropriate for this study because of the inclusion of quantitative inquiry; I did not select a mixed method approach. A qualitative researcher is flexible and responsive to information arising during the study (Kawabata & Gastaldo, 2015). Qualitative information refers to the views, outcomes, approaches, and ideas that help develop creativity in problem-solving (Singh, 2014). A qualitative researcher explores leaders' beliefs and how individuals make sense of the business problem (Koelsch, 2013). The qualitative method was appropriate for this study because it enabled me to explore the strategies that college administrators use to reduce employee turnover and increase profitability.

Research Design

I considered narrative, phenomenology, ethnography, and case study research designs for this study. Narrative researchers report on stories about the experiences of an

individual or a group of people (Wolgemuth, 2014). The narrative design was not my preferred selection because I was interested in exploring strategies that some college administrators use to reduce employee turnover in a college workplace to increase profitability. Phenomenology researchers focus on the consideration of lived experience as an approach to comprehend the importance and principle of lived experience in phenomenological research (Lien et al., 2014). I did not select the phenomenological design because I was interested in exploring strategies that some college administrators use to reduce employee turnover in the college workplace to increase profitability. Ethnographic researchers analyze human behaviors within a given culture or social group (Rashid et al., 2015). I did not select the ethnography design because I was interested in exploring strategies that some college administrators use to reduce employee turnover in a college workplace to increase profitability. Researchers who use a case study design might provide a full understanding of social viewpoints linked with the improved practice of an organization (Yin, 2017). I used the case study research design for this study because it enabled me to explore innovative strategies to reduce employee turnover.

Population and Sampling

The participant population for this study included leaders in a senior college in the southeastern region of the United States. I gained access to the leaders' contact information through the institution website and included only those with administrative authority to participate in the study, as these were candidates meeting the criteria for the interviews. The study participants included three administrators from the university.

A researcher must collect sufficient data to obtain an in-depth understanding of the research topic (Yin, 2017). Merriam (2014) advocated adjusting the size of the sample until reaching a point of data saturation. The sample size was appropriate to comprehend the strategies leaders use to increase employee retention. I interviewed the administrators who met the criteria for participation, which included (a) those with administrative authority to participate in the study, and (b) those who had evidence of increased profits through their retention strategies. The opinions of the leaders combined with secondary sources such as publicly available organizational documents from the college, along with my observations at the time of the interviews, provided a triangulation of data to acquire a deep understanding of innovative strategies to reduce employee turnover.

I conducted face-to-face interviews using Livescribe Echo pen, with authorization from participants, to recall information accurately. The advantage of the Livescribe Echo pen over other recording devices, such as tape recorders, is its ability to allow users to make notes during the audio recording process (Lumpkins, 2015). I also had the iTunes® SpeakEasy Voice Recorder as a backup. The iTunes SpeakEasy Voice Recorder was convenient as backup because of its simplicity. I used purposeful sampling to make certain that the interviewees had the required experience and understanding to offer appropriate feedback from the interview questions. A sample size of three administrators provided an appropriate scope of experiences and opinions, along with knowledge of the effective strategies to reduce employee turnover. I continued to interview participants

until the study reached saturation. Saturation occurs when the addition of new data provides no new information; at which time, the interview process ends (Yin, 2017).

Ethical Research

According to Yin (2017), a researcher must follow an appropriate code of conduct, as well as legal requirements. I conformed to the IRB ethical and legal standards to ensure no harm came to the participants during the study. I acquired authorization from the IRB and Walden University to ensure the data collection procedures and techniques that I used in the study were proper and did not violate any rights of the participants. Thereafter, I contacted the administrators at the senior college to introduce myself and the study. I identified successful administrators who had evidence of increased profits through their retention strategies. I requested the administrators supply me with public financial statements that show profitability as a result of the retention strategies.

I only interviewed the administrators in the college who had the authority to participate in the study. I gave participants a consent form requesting them to participate, which provided an explanation of the study's purpose and the role of the researcher. The consent form included the overarching research question, sample interview questions, and the research procedures, which included the requirement for participants to send a statement of consent through email, accepting to participate in the 30-minute interview. Participants consented to an audio recording of the interview. In the consent form I provided detailed information regarding the voluntary nature of the study and the right to withdraw from the process at any time. I notified the participants that no compensation would be provided for engaging in the interview process. I informed the participants of

their privacy rights by explaining my plan to protect their confidentiality. I made participants aware that the data would remain stored in a secure location to guarantee participant confidentiality, and I will demolish the data after 5 years by burning paper records and erasing data stored in my computer. I will physically destroy any USB drivers and CDs that I used to store data. The college will receive a copy of the study results. I will also publish the results to share the findings of the study. Walden University's IRB approval number for this study was 12-14-17-0631606.

Data Collection Instruments

The objective of this qualitative research was to explore strategies leaders use to reduce employee turnover. In qualitative research, the researcher works as an instrument in the collection of the data process (Lee, 2016). I used open-ended interviews in a semistructured form to collect data from participants. I used semistructured open-ended interviews to give room for the participants to express their views freely in regard to those effective strategies used to reduce employee turnover in the workplace.

Marshall and Rossman (2016) contended that semistructured interviews are a good approach for researchers to focus on the details that address the research question. My other data collection instruments included a Livescribe Echo pen and iTunes SpeakEasy Voice Recorder as backup, paper, and pen to note observed nuances. I used secondary sources such as publicly available organizational documents from the college to triangulate the data. I gained access to organizational documents by asking the participants to provide me with any public documents that described their organization's mission.

I used the data collection instruments as described in the interview protocol (see Appendix A) to ask eight interview questions (see Appendix B). In accordance with the interview protocol, I provided an introduction and summary of the study. Part of the process was to gain their approval to record the interview. The moment the participants provided authorization to participate in the study, I took an audio recording of the face-to-face interviews. As a requirement in the interview protocol, I adopted different identifiers to guarantee the participants are unidentifiable.

Also, I conducted member checking with each interviewee to verify the accuracy of their contribution. Lee (2014) affirmed checking the interview summaries adds validity and reliability to the information gathered. During the interviews, I also requested the participants to provide any publicly available strategic planning documents that expressed the organization's mission. I used interview transcripts, notes taken during the interview periods, and organizational documents, as well as my observations, to triangulate the data in the research study. According to Yin (2017), triangulation is a technique used to increase the validity of the study that involves collecting data from several sources.

Data Collection Technique

For my research, I followed an interview protocol (see Appendix A); I gathered data from face-to-face interviews by asking eight open-ended semistructured questions (see Appendix B). The process for the interview will took approximately 30 minutes and entailed equipment set-up and check, a brief introduction, followed by the interview. The interview comprised of eight questions alongside follow-up questions. I recorded the interview using the Livescribe Echo Pen or in case of failure, I used the iTunes®

SpeakEasy Voice Recorder and provided audio recordings of the interview, enabling me to confirm accuracy by means of member checking.

Also, I carefully observed the essential elements of physical setting, activities and interactions, subtle factors, participants, conversation, as well as my behavior. I gained access to the participants' contact information through the website of the institution and reached out to them by email, phone, or visiting in person. My data collection technique entailed face-to-face interviews off-campus, at a neutral public location, such as at a private room in a public library.

I emailed the interview questions and the consent form to every participant once they agreed to undertake the study. The process relieved participants concerns pertaining to the interview preparations. The semistructured interview format does not require pilot testing (Merriam, 2014); I did not conduct a pilot study. Instead, I encouraged the participants to ask clarification for any questions they thought were unclear.

The benefit of using open-ended questions is to reduce differences in the responses provided by the participants. Also, I asked the same questions to each research participant. Roberts (2015) indicated a semistructured interview approach has adequate flexibility to explore problems in depth to enhance the responses. The semistructured interview approach has a downside of being resource intensive and time-consuming (Roberts, 2015). I alleviated these downsides by preparing adequately and putting the necessary resources implemented before commencing the interview process. Further, the semistructured interview requires skills to efficiently analyze acquired data to reduce too much interpretation by the researcher (Lee, 2016).

I applied various methods to uphold the structure and emphasis of my qualitative research along with thematic analysis. A qualitative research interview is a scientific research method communicated in verbal means, which gathers documents regarding a particular purpose (Bredart, Marrel, Abetz-Webb, Lasch, & Acquadro, 2014). Yin (2017) also underscored the value of a researcher's listening skills influence the information presented by the interviewee. The collected data will remain in safekeeping in a secure place to guarantee confidentiality and demolished after 5 years.

I sought out the administrators with the authority to participate in the study to introduce myself and the study. The criteria used to select participants included interviewing only those administrators who made up the senior leadership of the college and who did not require permission from any higher authorities to take part in the study. Afterwards, I obtained the leaders' contact information through the website of the institution to acquire confirmation of interest to take part in the study. Through my initial contact, I identified successful administrators who had evidence of increased profits through their retention strategies. I requested the participants to explain the role played by their retention strategies on the institution's profitability, and chose only those with evidence of increased profits. I verified the candidates met the criteria to participate in the study. After obtaining approval from the IRB and Walden University to go forth with my research study, I scheduled the interviews with the study participants. I made contact with the participants at least 3 days in advance to verify the appointment of the meeting, explain the purpose of my research study and the interview process, along with the participants' right to confidentiality and the right to pull out from the process at any time.

Approaches to enhancing the validity of the research study's findings include member checking as well as triangulation of the data. Birt, Scott, Cavers, Campbell, and Walter (2016) explained member checking for qualitative is when the researcher paraphrases the participant's responses for each question into the researchers' own words. The researcher asks the participant to ensure that the research accurately interpreted his or her intended message for each question (Birt et al., 2016). Also, participants can examine segments of the research study and make remarks on the accuracy of the information. The interview included an introduction of the researcher – a reaffirmation that each participant meets criteria to participate, material concerning the study, the interview questions, the consent form, and information about the procedure for completing the interview. I recorded the participants' responses during the interviewing process. After the interview was complete, participants received transcripts of their interview to check for accuracy. I emailed the interview transcripts to the participants a week after the completion of the interviews, requesting them to review and return their feedback within the following week.

Data Organization Technique

The data organization technique is significant when multiple data techniques are in a study (Lee, 2014). My data collection consisted of a copy of the consent form, the interviewee's responses, and notes taken by the interviewer. I also gathered data using a voice recorder to record the answers to the interview questions. I kept the information gained from the study confidential by assigning identifying codes to represent names. I protected the identities of the participants by using pseudonyms such as P1, P2, and so

forth; whereby P1 will represent the first participant and P2 will represent the second participant.

Roberts (2015) emphasized qualitative researchers investigate the patterns, themes, and categories by organizing data into appropriately knowledgeable units of information. In this circumstance, I used Microsoft Word to interpret the qualitative data using a coding system with the help of color-coded text. I assigned each interview question a distinct code, and as a result created the coding categories. Next, I assigned code labels which were in the form of color to the categories. Afterward, the coded text revealed the major themes from the interview transcripts, making the study easy to understand. The data will remain in safekeeping to guarantee participant confidentiality, and data demolished after 5 years.

Data Analysis

Data analysis refers to the assessment of information gathered on any subject in a manner that provides facts and figures validating or invalidating one or more given postulates (Yin, 2014). Also, data analysis is the point after which dialogue begins in explanation of and conversation about whatever subject matter is of concern. Multiple sources of data and data analysis enhance the accuracy of the data interpretation process (Yin, 2017). I used multiple sources of data to include taking notes on interview questions in conjunction with a comprehensive review of publicly available organizational documents that expressed the organization's mission.

According to Stringer (2014), the data from interviews need analysis as well as coding to identify themes that may emerge from the participants' responses. The themes

may enhance the understanding of the strategies used by college administrators to reduce employee turnover. I used traditional text analysis, which did not require the use of specialized computer software thereby resulting in a human interpretation of the data. I assigned every participant a unique identifier to protect their confidentiality. I applied the color coding system to interpret the qualitative information. Colorafi and Evans (2016) successfully used the color coding system to explore the qualitative descriptive methods in health science research by highlighting the major themes in the participants' responses. I used the color coding system to highlight major themes, allowing easy interpretation of the qualitative information. As such, purple represented the participants' strategies to reduce employee turnover. Red represented the administrative staff responses to the different strategies. Blue represented the strategies that worked best in reducing employee turnover. Green described the challenges faced with the implementation of strategies to reduce employee turnover. Olive described the successful suggestions for strategy implementation. Yellow represented steps taken to improve on the strategies less efficient in reducing employee turnover. Pink symbolized how the participant's leadership style influences employee retention. Orange represented the participants' knowledge as well as experience in the working environment in the organization. I used thematic text analysis for interpretation of the data and triangulation of the data. The data analysis process necessitated first applying color coding to the participants' responses in order to gather together similar themes. After the coding process, I identified similar phrases that described the emerging themes. I developed themes by scanning the primary data for repetitious words and phrases. After examining the raw data for repetitious words and

phrases, I summarized the data by highlighting major themes within the findings.

Triangulation adds validity to the research study (Yin, 2017).

I grounded the transformational leadership theory accurately in the data by accurately adhering to the data analysis techniques chosen for the study and identifying themes without bias to provide credible results. The final process involved reviewing the themes according to the transformational leadership framework, the literature review, as well as organizational documents. Reviewing the findings through multiple sources of evidence supported the identification of themes that reflect on the participants' experiences in relation to the transformational leadership framework and the existing literature.

The transcription of information minimizes issues associated with accurateness and reliability, as well as interpretation (Yin, 2017). Singh (2014) asserted using multiple sources of data and data analysis enhances the accurateness of the data interpretation process. Singh (2014) argued data from the interviews need analysis and coding to ensure certain themes emerge from the experiences of the study participants.

Reliability and Validity

Yin (2017) proposed emphasis on reliability along with the validity of research studies. Reliability necessitates the ability of other researchers conducting the study obtaining the same results (Singh, 2014). Yin (2017) contended to obtain validity; the study must measure what is measurable.

Reliability

Reliability is the ability of the study to be repeated and still provide similar results (Singh, 2014). Yin (2017) concluded to reach reliability is to be undeniably dependable, beyond reproach or reprimand, and decisions made based on reliable data which can be globally generalized and permit consistency. Reliability has an understood definition and includes four distinct areas: equivalency, stability, internal, and inter-rater reliability (Singh, 2014). A combination of equivalency, stability, and internal reliability join to identify closely with the goals of a doctoral student (Yin, 2017). When a research measurement yields related results very similar in a variety of tests, the results are considered reliable (Yin, 2017). The design selected allowed me to enhance the dependability of repeating the findings. The design that I used in the study included outlining the purpose of the study, establishing the process involved in participant selection, illustrating the data collection process and tools, describing the means of data interpretation, articulating the research findings, and attending to the reliability and validity of the study. In this case, I ensured the reliability of the study by aligning questions used in the interview with the overarching research question, aligning questions used in the interview with the conceptual framework, avoiding speculative issues in the interviews, and using a standard process for qualitative case study design. Also, I enhanced the dependability of the study by member checking of data interpretation, expert validation of interview questions, and using interview protocol. Reaching data saturation guaranteed the dependability of the results. I ensured data saturation by continuing to interview participants until when the addition of new data provided no new

information. Other contributions to safeguard the reliability of the study involved storing and securing data in a safe place to guarantee participant confidentiality, after which I will demolish the data after 5 years by burning paper records and erasing all electronic data stored in my computer.

Validity

Yin (2017) suggested for validity to manifest in a study, a researcher must apply various constructs involving transferability, objective measures, and external applicability by way of saturation of the qualitative data, as well as consistency. In this instance, approaches to guarantee the validity of the study results will necessitate member checking along with triangulation of data. Triangulation is a joint strategy to guarantee confirmation of data outcomes (Singh, 2014). Member checking is conveyable from the interview in which the researcher provides a summary of the recorded data to the participants to confirm the accuracy of their contribution to the findings (Fusch & Ness, 2015). Singh (2014) termed member checking as a shared procedure involving the researcher and the participants with the intention of gaining a reasonably higher degree of correctness and agreement through reexamining details, values, and experiences. I enhanced member checking by ensuring that the participants of the study had a chance to review summaries of the data collected during the interviews. I used data gathered from the interviews, my observations, as well as the organizational website, along with publicly available documents to triangulate the study.

Yin (2017) identified four types of validity: face validity, criterion-related validity, formative validity, and sampling validity. Face validity is the extent at which the

test appears effective regarding its stated goals. Criterion-related validity is the degree to which a measure is related to an outcome. Formative validity is the degree at which a measure is able to provide information to help improve the issue under study. Sampling validity refers to how well the test covers the study. Face validity, criterion-related validity, and formative validity are most applicable in a business setting, while sampling validity covers every facet of concerns within the range of validity and is, most adaptable for research purposes.

According to Marshall and Rossman (2016), qualitative study validity implies to the credibility, transferability, and confirmability of the findings. Reaching data saturation guaranteed the credibility, transferability, and confirmability of the results. I ensured data saturation by continuing to interview participants until when the addition of new data provided no new information. Demonstrating qualitative credibility ensures that the researcher is addressing the findings from the perspective of the participants (Marshall & Rossman, 2016). I enhanced credibility by member checking of data interpretation, participant transcript review, triangulation, and using interview protocol. The researcher can enhance confirmability by ensuring that the findings of the study are confirmable by others (Marshall & Rossman, 2016). I enhanced the confirmability of the study by questioning from different perspectives, triangulation, probing during interviews and follow up member checking of the interview summaries. Also, by means of a careful review of the literature, careful selection of interviewees, and careful recording and analysis of findings, I am confident that the results are confirmable. Transferability in qualitative research means that findings of a study can be applicable to similar situations

(Yin, 2017). The responsibility of validating that the results apply to another context relies more on another researcher who would make that transfer than the original researcher (Marshall & Rossman, 2016). I enabled other researchers to determine the transferability of the results by meticulously adhering to the data collection and analysis techniques for the research design, using interview protocol, and reaching data saturation.

Archibald (2015) suggested validity is the backbone of research. Also, validity controls the height to which research must rise to underline and justify the acceptability of any and claims upon which the research builds. Without validity, the directionality of any research scatters, is uncontrollable, and lacks soundness or solidarity. The goal of my study was to gain an understanding of the strategies used to reduce employee turnover in a college workplace to increase profitability. Ensuring the validity of the study requires the researcher to ensure that the results of the study attain general acceptability, and display influence over all other countering positions (Archibald, 2015). I established themes that emerged from the data sources to explore the strategies used to reduce turnover in the workplace. I used interviews and organizational documents, such as employee handbook, as well as the literature to validate the study through multiple lenses.

Transition and Summary

In Section 2, I selected a qualitative case study to explore strategies to reduce employee turnover in a college workplace to increase profitability; these strategies may also be beneficial to other organizations. I introduced various phases and concepts of the research project which includes: (a) role of the researcher, (b) participants, (c) research

method and design, (d) population and sampling, (e) ethical research, (f) data collection instruments, (g) data organization technique, (h) data analysis, (i) reliability and validity, and (j) transition and summary. In Section 3, I present the results of the study along with the application to professional study. I also describe the implications for social change and offer recommendations for action and upcoming research. Finally, I reflect on my experience, present a summary of my study, and discuss my research conclusions.

Section 3: Application to Professional Practice and Implications to Social Change

Introduction

The objective of this qualitative single case study was to explore strategies that some college administrators use to reduce employee turnover in the workplace to increase profitability. In this section, I present the findings of the study, including the themes identified from the interviews. I also describe the application to professional practice and the implications for social change and offer recommendations for action and further research. I end with a reflection on my experience, a summary of my study, and a discussion of my research conclusions.

My findings included five themes for successfully reducing employee turnover in the workplace: (a) transformational leadership, (b) incentives and rewards, (c) training/career development, (d) establishing trust/employee empowerment, and (e) effective communication. All the participants pointed out that transformational leadership is an important component that led to reduced employee turnover in the workplace. The participants mentioned that incentives and rewards, which are either monetary or nonmonetary, motivated employees and increased their commitment to the organization, which reduced employee turnover. Providing the employees with training or career development opportunities enhanced the employees' expertise and knowledge base, which facilitated their promotion to higher ranks leading to reduced employee turnover. The participants noted that establishing trust among the employees or employee empowerment improved employee engagement, which resulted in reduced employee

turnover. Finally, the participants reported that effective communication enabled the employees to be aware of what is expected of them in the workplace, which increased their commitment to the organization, leading to reduced turnover.

Presentation of the Findings

The overarching research question for this study was: What strategies do some college administrators use to reduce employee turnover in the workplace to increase profitability? Through interviews with college administrators who had successfully retained employees to reduce turnover and had evidence of increased profits through their retention strategies, I established five themes and present them in subsequent paragraphs of this section. The conceptual framework of the study entailed the transformational leadership theory (Burns, 1978). I discuss how the results confirm, deviate, or extend knowledge, and link the results with the above-mentioned conceptual framework used in the study. Also, I provide a review of the information obtained from the publicly available organizational documents and my observations during the study to enhance the triangulation of the study. Table 1 entails a summary of the demographic information of the three college administrators involved in the study. The three participants interviewed had 11 years of combined experience as college administrators.

Table 1

Demographic Information of the College Administrators

	Characteristics	Case 1	Case 2	Case 3
College Administrator	Code Name	P1	P2	P3
	Age	40	51	46
	Country of Birth	USA	USA	USA
	Highest Level of Educational	Masters' Degree	Doctorate Degree	Masters' Degree
	Length in Current Organization	3 years	5 years	4 years
	Years of Experience as an administrator	3 years	5 years	3 years

The five themes that emerged from the study included: (a) transformational leadership, (b) incentives and rewards, (c) training/career development, (d) establishing trust/employee empowerment, and (e) effective communication. The study participants provided consistent answers to the interview questions, which enhanced data saturation. Using the conceptual framework, findings of the literature review, and triangulation of data enabled me to determine the emerging themes during data analysis.

Theme 1: Transformational Leadership

Effective leadership was the first strategy that the participants agreed was effective in retaining the employees in their organization. Each of the three college administrators agreed that they led by example and inspired the employees through transformational leadership, which enhanced team building. P1 noted that “the leadership style is a flexible one that promotes team building more so than family oriented because

working as a team is always more essential when it comes to work.” The transformational leadership theme is consistent with the findings of Lanaj et al. (2016) that the transformational leader inspires the employees to make positive changes for the benefit of the organization. P2 reported that “my leadership style is not of an authoritarian style . . . I don’t ask my employees to do anything that I wouldn’t do.” In the same regard, the theme confirms the findings of Asrar-Ul-Haq and Kuchinke (2016) that forms of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized motivation.

This theme of focusing on transformational leadership aligns with the findings of Men (2014) that for one to become a transformational leader, he or she should create an inspiring vision of the future. P3 explained that “leading by example has always benefited me as a workplace leader.” The statement by P3 is consistent with the findings of Wang, Tsai, and Tsai (2014) that transformational leaders encourage employees to perform their duties efficiently, wherein they provide employees with a vision and assist their followers in achieving the objectives of the vision. The theme is in line with the findings of Hayes, Caldwell, Licona, and Meyer (2015) that positive leadership styles would enable an organization to build positive relationships with employees and influence employees to stay in the organization.

The transformational leadership theme also resonated with the findings of Ruben and Gigliotti (2015) that leadership plays a significant role in the establishment of a healthy organizational culture that enhances employees’ retention. The theme confirms Guan, Zhou, Ye, Jiang, and Zhou’s (2015) study that specified effective leaders have an

understanding of how to efficiently balance feelings with reasoning and make decisions that effectively enhance the organization as well as employees.

The fundamental tenets of the transformational leadership theory include idealized attributes, idealized behaviors, intellectual stimulation, inspirational motivation, and individualized consideration (Burns, 1978). This theme therefore aligned with the transformational leadership theory, which is the conceptual framework of this study. I examined physical artifacts to acquire additional data for purposes of triangulation. In my examination of the institution's website, I identified statements such as "we administer policies and programs without regard to race, age, sex, religion, national origin, veteran status, or disability," and "we do not discriminate in employment aspect including advertisement, recruitment, selection, promotion, demotion, transfer, compensation, as well as selection for training." Table 2 consists of the participants' responses to leadership styles in their organization.

Table 2

Theme: Transformational Leadership

Participant	Participant's Comments
P1	The leadership style is a flexible one that promotes team building more so than family oriented because working as a team is always more essential when it comes to work. Teams can be held more accountable when it comes to work being done.
P2	My leadership style is not of an authoritarian style... I don't ask my employees to do anything that I wouldn't do. Therefore, if I need something done and I ask them to do it, it's something I wouldn't mind doing myself or it's a part of their job responsibilities and duties. And so my leadership style.... allow each individual to be comfortable with their leader and in any type of setting within the unit or department.

P3 Leading by example has always benefited me as a workplace leader, I found that staff is more eager to produce when they feel that superiors have their best interest in hand... My leadership style is not about me so to speak, it is about the employees. We work as a team... Allow your leadership style to be versatile, I personally used the three-pronged approach. The Directive, Delegation and Participatory.

Theme 2: Incentives and Rewards

All three college administrators agreed that incentives and rewards, which are either monetary or nonmonetary, motivated the employees and increased their commitment to the organization, which led to reduced employee turnover. The monetary incentives that the employees preferred included salary increments and compensation benefits; whereas, the nonmonetary incentives included flex time, approved leave, as well as time off duty. The theme confirmed the findings of Amankwaa and Anku-Tsede (2015) that factors related to the supportive management of employees link negatively to the turnover intention via the mediating effect of job satisfaction. P1 pointed out that “one of the things that I try to use is actual incentive-based work environment as far as certification; I try to keep them employed and try to keep them active and upon their IT certification.” These views are consistent with the findings of Shin et al. (2015), that employees often desire recognition, respect, empowerment, rewards, and inclusion in decision-making. Tangthong, Trimetsoontorn, and Rojniruntikul (2014) revealed that organizations should provide the best strategy for retaining employees, which includes career growth opportunities, working environment, supervisory support, and rewards.

Also, the theme of incentives and rewards supports the findings of Alkahtani (2015) that supervisors' support is essential to an organization and plays a significant part in employee retention. According to Nasir and Mahmood (2016), employee retention associates with supervisor support, career development, rewards recognition, work environment, and job satisfaction. The theme is in line with Naile and Selesho (2014) who contended that employees have several competing demands which are often driven by motivators, whereby, some tend to be motivated by rewards, whereas, others depend on security or achievement. Kelly and MacDonald (2016) proposed that leaders of private healthcare companies need to formulate useful and valuable rewards for employees to benefit and remain satisfied with the job.

P1 added that "the monetary incentives actually works better as far as retainability because they are getting an increase every time you look around for performance on a year to year basis." P1's sentiments confirm the findings of Kadiresan et al. (2016) that to encourage employee retention, leaders should enhance organizational strategy, benefits (indirect and non-financial), career development, convenience, work experience, and organizational commitment. P2 reported that "We use strategies, such as flex time, we also use another strategy such as approved leave, and, we use make-up time in reference to strategies to reduce turnover in the workplace." The above views align with the findings of Amankwaa and Anku-Tsede (2015), that nurses also describe some supportive strategies that include: flexible employment alternatives, improving the performance appraisal, and a responsive preceptor-ship.

P3 reported that “allowing staff the flexibility to be creative, to be accountable for their job responsibilities and to serve on leadership committees encourages retention.” P3’s sentiments were in line with the findings of Suifan (2015), that strategies to help keep employees include; participating in the decision-making process, information sharing, a compensation system, career growth through training and development, as well as proper work indicators for the employees. This theme aligns with the findings of Nawaz, Pangil, and Bhatti (2015) that employee compensation and supervisor support are leading factors contributed to staff retention. Rubel and Kee (2015) confirmed that the perceptions of employees regarding their performance and the high commitment compensation practices have the potential to minimize turnover intention.

The incentives and rewards theme aligned with the individualized consideration tenet of the transformational leadership theory. According to Burns’ (1978), according to the individualized consideration tenet of the transformational leadership theory, each follower has specific needs and desires. Some followers are motivated by financial rewards while others are motivated by change or excitement (Northouse, 2016). Burns (1978) contended that the leader should be able to determine or recognize what motivates each follower and provide the appropriate leadership support.

In my examination of the physical artifacts, I came across a newly developed booklet that offered a step by step guide to the organization’s policies regarding human resource practices such as employment, orientation, payroll, leave, absence, benefits, educational incentives, separation and termination of employment, suspension and dismissal, and general operating policies. While reading through the booklet, I identified

statements such as “we take pride in offering a flexible and comprehensive benefits package along with valuable work and family programs.” Table 3 contains the participants’ responses about incentives and rewards in their organization.

Table 3

Theme: Incentives and Rewards

Participant	Participant’s Comments
P1	<p>One of the things that I try to use is actual incentive based work environment as far as certification; I try to keep them employed, and try to keep them active and upon their IT Certification. That is one of the things that I try to maintain.... Some of the employees took it as a good incentive and some would rather have a monetary incentive to serve as retention purposes. Instead of looking at possibilities, they look at retain ability as far as incentive as far as raises, that’s one of the biggest things they look at, would prefer monetary more so rather than any other incentive base plan....</p> <p>The monetary incentive actually works better as far as retain ability because they are getting increase every time you look around for performance on a year to year basis. The better you perform, the incentive is greater. The more money you earn is always an incentive anywhere you go.</p>
P2	<p>We use strategies, such as flex time, we also use another strategy such as approved leave, and, we use make-up time in reference to strategies to reduce turnover in the workplace, and with flex time, we require those employees to work over the normal work hours. That employee will be given the opportunity to take time off in place of the extra time that was used for that person to work over their normal work hours. We also ask employees to take their days that they have available off so that they can recover, relax, and not be stressed out and overworked.... One of the strategies we also use, if the employee works a certain number of hours, that employee would be given a day off during the workweek. The response that we received from that strategy is the fact that was one of the most helpful ways to help the employees remain with the company. We looked at a certain number of day’s workweek that allowed an individual employee to work a certain number of hours, and then take an additional day off. The response was overwhelmingly great as it relates to that particular strategy.</p>

P3 Allowing staff the flexibility to be creative, to be accountable for their job responsibilities and to serve on leadership committees...

Theme 3: Training/Career Development

All three participants reported that providing the employees with training or career development opportunities enhanced the employees' expertise and knowledge base, which facilitated their promotion to higher ranks leading to reduced employee turnover. The participants agreed that building the employees professionally increased their attachment with the organization and resulted in reduced employee turnover. P1 pointed out that "some of the strategies that were implemented was to promote IT certification training for the IT staff in order to build them professionally in order to stay on a level playing field." The opinions by P1 confirm the findings of Kelly and MacDonald (2016) that benefits, managerial support, co-workers' support, and work conditions provide support toward career development. Also, the theme is consistent with the findings of Suifan (2015) that strategies to help retain employees such as: participating in the decision-making process, information sharing, a compensation system, career growth through training and development, and proper work indicators for the employees.

This theme resonates with the findings of Albrecht et al. (2015) who indicated a need for continuous training and development for employees. P2 responded that "employees within units or departments, need to know the overall goals, responsibilities, and even the vision of that department. Building upon the abovementioned premise, the theme of training and career development confirms the findings of Umamaheswari and

Krishnan (2015) that four main factors associated with employee retention included policies and procedures, supervisor support, organizational commitment, as well as training and development.

In line with this finding is Ng, Choi and Soehod (2016) who affirmed that training is an essential element of the management of most organizations as the more knowledge the employees obtain, the more they are likely to perform efficiently. This theme is supported by Puni et al. (2014) who stated employee turnover intentions and counterproductive work behaviors are reducible by providing managers with training on team building and participatory decision-making. Similarly, Shaukat, Ashraf, and Ghafoor (2015) construed that human resource management practices, such as training, compensation, selection, career planning, performance appraisal, employee participation, and job definition on the staff performance reduced employee turnover. Kadiresan et al. (2016) affirmed the theme of training and career development whereby the researcher contended that to encourage employee retention, leaders should enhance organizational strategy, benefits (indirect and non-financial), career development, convenience, work experience, and organizational commitment.

P3 reinforced the training and employee empowerment theme allowing staff the flexibility to be creative, accountable for their job responsibilities and to serve on leadership committees.” P3’s statement is in line with Islam, Khan, and Bukhari (2016) that leaders must trust their employees by providing them with the power to innovate, carry out personal initiatives, enable them to be creative and permit them to make effective decisions in obtaining organizational goals. The theme is also confirmed by

Nasir and Mahmood (2016) who noted that employee retention associates with supervisor support, career development, rewards recognition, work environment, and job satisfaction.

The transformational leadership tenet of intellectual stimulation portrays that transformational leadership values creativity as well as autonomy among followers (Burns, 1978). The leader supports the followers by engaging them in the decision-making process and stimulating their efforts to be creative and innovative to develop solutions to the existing problems (Burns, 1978). Northouse (2016) construed that the transformational leader challenges assumptions and solicits ideas from followers devoid of criticizing them. The transformational leader supports followers to overcome obstacles and address the challenges they face (Northouse, 2016). Through training, the transformational leader encourages followers to try new approaches (Northouse, 2016). The training or career development theme aligns with the intellectual stimulation tenet of the transformational leadership theory and is consistent with the conceptual framework of this study. Also, in my exploration of the institutional website, I found statements such as “we are committed to providing our workforce with a continuous, adaptive and tangible learning environment which includes providing strategic development opportunities that yield a highly skilled and diverse academic team”. Table 4 includes statements from the participants related to training or career development.

Table 4

Theme: Training/Career Development

Participant	Participant's Comments
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- P1 Some of the strategies that were implemented was to promote IT certification training for the IT staff in order to build them professionally in order to stay on a level playing field.
- P2 Employees within units or departments, need to know the overall goals, responsibilities and even the vision of that department.
- P3 Allowing staff the flexibility to be creative, to be accountable for their job responsibilities and to serve on leadership committees...
-

Theme 4: Establishing Trust/Employee Empowerment

Each of the research participants agreed on the benefit of establishing trust among the employees or employee empowerment toward employee engagement, which resulted in reduced employee turnover. According to Islam, Khan, and Bukhari (2016), employee empowerment requires providing the employees some degree of independence along with responsibility for decision-making about their vital organizational tasks. P1 noted that “always be fair, firm and impartial to employees, and that will always reduce employee turnover.” The statement above by P1, is in agreement with Shin, Seo, Shapiro, and Taylor (2015) who affirmed that supervisory support, autonomy, and respect promotes high commitment levels among the employees. P2 explained that “the employees know that I am not going to do or say anything that I wouldn’t want to be said or done unto me.” Concerning P2’s ideas, Northouse (2016) contended that transformational leaders demonstrate behaviors that enhance trust and organizational views, challenge the status quo, and empower followers to meet their goals.

P3 reported that “change is always slow when people do not trust your intentions, once trust is established, most roadblocks are torn down.” The above statement by P3 is consistent with Alhmwan and Mat (2015) who contended that organizations offering

employee-friendly work environments create a sense of trust among the employees who perceive that the organization cares for them, which enhances their commitment to the organization and increases retention. The theme is consistent with the finding of Taneja et al. (2015) that a positive organizational culture increases employees' engagement, which eventually, reduces staff absenteeism, increases retention, and improves the organization's competitiveness.

The establishing trust or employee empowerment theme aligns with the idealized influence facet of the transformational leadership theory. According to Burns (1978), transformational leaders act as role models and portray a charismatic personality that influences followers to embrace their leader's behavior. According to the idealized influence tenet of the transformational leadership theory, leaders build trust among their followers, who in turn develop confidence in their leader (Burns, 1978). Porter (2015) argued that transformational leadership is a method in which leaders take conscious actions to develop followers into leaders by exhibiting behaviors that prompt trust, portray self-sacrifice perspectives to develop commitment and influence, and demonstrate a moral compass toward mission as well as purpose. Also, in my examination of the institution's websites, I established insights such as "we sustain the infrastructure that effectively recruits, selects, develops, and retains best employees in in an environment characterized by fair treatment, open communications, personal accountability, and mutual respect". Table 6 contains a summary of the primary statements made by the participants about how their organization establishes trust or empowers the employees.

Table 5

Theme: Establishing trust/Employee empowerment

Participant	Participant's Comments
P1	Always be fair, firm and impartial to employees, and that will always reduce employee turnover.
P2	... The employees know that I am not going to do or say anything that I wouldn't want to be said or done unto me.
P3	Change is always slow when people do not trust your intentions, however once trust is established most road blocks are torn down...

Theme 5: Effective Communication

The three college administrators reported that effective communication enabled the employees to be aware of what is expected of them at the workplace and increased their commitment to the organization, leading to a reduction of employee turnover. The theme of effective communication is consistent with the findings of Obakpolo (2015) that internal communication builds and nourishes employee relations, develops trust between the employees and the management, offers timely and reliable information; and, contributes to employee motivation, especially during change initiatives and stress-related issues. P1 indicated “talking to the administration and getting a history behind what’s the percentage problem across the state, and explaining to me regarding the budget crunch.” The abovementioned statement is consistent with Men and Stacks’ (2014) finding that effective communication is a means to reduce some issues within an organization; a lack of communication decreases the employee’s self-esteem and increases employee turnover. Also, P1’s views are consistent with the findings of Penava and Sehic (2014) that organizations could improve the staff morale and increase retention through effective communication.

P2 indicated that “employees within units or departments, need to know the overall goals, responsibilities, and even the vision of that department.” P2’s thoughts on effective communication are in line with Men and Stacks’ (2014) finding that leaders should consider initiating a culture that recognizes and establishes an efficient communication process. Suifan (2015) contended that an internal communication system, employment security, along with training and development are vital practices in increasing staff retention. The theme confirms the findings of Jaupi and Llaci (2015) that effective communication between management and the employees increases the performance of the employees and enhances employee retention. Jiony et al. (2015) specified effective communication creates a healthy organizational culture.

P3 explained that “allowing staff to have input, to constantly critique the methods and have as much transparency as possible aids in retaining employees.” The words of P3 about effective communication conform to the findings of Rajesh and Suganthi (2014) who described the importance of interpersonal communication as an integral factor of a better work environment. A well-organized communication channel enhances the development of trusting employees as well as positive management relationships (Suganthi, 2014). The theme reinforces the findings of Khaled, Ramudu, and Brian (2015) that the adoption of efficient communication systems is a significant factor in reducing conflict of interests between management and the employees, and lessens employees’ turnover intentions. The finding confirms Huhtala et al. (2015) for an organization to be efficient and productive, organizational leaders must share essential

information, decrease status barriers, and develop aligned human resource management systems that value employees and regard the employees with respect.

As discussed by Iqbal, Anwar, and Haider (2015), effective communication is an end product of effective leadership. The effective communication theme aligns with the inspirational motivation tenet of the transformational leadership theory, and this is consistent with the conceptual framework of this study. According to Burns (1978), inspirational motivation relates to the leader's capacity to inspire confidence, motivation, as well as a sense of purpose among followers. The transformational leader articulates a vision for the future, communicates the group's expectations, and demonstrates a commitment to the organizational goals (Burns, 1978). The inspirational motivation tenet necessitates effective communication skills as the leader must disseminate information with precision and a sense of authority (Northouse, 2016).

During the interviews, I requested the participants provide me with publicly available organizational documents that outlined the organization's mission as well as the services provided. The mission of the institution defined the objectives, purpose, and functions of the institution in a manner that was easy to comprehend and understand. Through my own observation, I identified that employees are well equipped with essential information technology tools that include computer, internet connection, and an office phone connection. I also observed that the institution has an advanced infrastructure that creates an environment conducive for working. My observation is consistent with the finding of Tangthong et al. (2014) that employees who perceive the organization offers them an environment conducive to working often reduce turnover

intention. Leaders should consider initiating a culture that recognizes and establishes an efficient communication process (Men & Stacks, 2014). Table 6 contains several statements made by the participants regarding effective communication in their college.

Table 6

Theme: Effective Communication

Participant	Participant's Comments
P1	Talking to the administration and getting a history behind what's the percentage problem across the state, and explaining to me regarding the budget crunch...
P2	Employees within units or departments, need to know the overall goals, responsibilities and even the vision of that department. They should be made aware during the interviewing process; what is expected, and what the goal of the unit is. Having said that, I think that will reduce employee turnover because they will know what is expected of them, not from the supervisors or the leader of that unit but the goals required to achieve the units' missions as it relates to the university. I think that will be useful information for any existing business and will aid the college in maintaining their employees.
P3	Allowing staff to have input, to constantly critique the methods and have as much transparency as possible.

Research Questions

The central research question for this study was what strategies do some college administrators use to reduce employee turnover in the workplace to increase profitability? I was the primary data collection instrument in this study. In qualitative research, the researcher acts as a tool in the data collection procedure (Roberts, 2015). The data collection instrument that I used in this study was semistructured interviews. The use of open-ended interviews in a semistructured format enabled the participants to provide in-

depth responses related to the research questions. In this section, I will provide participant answers to each strategy question.

Question 1: What strategies do you use to reduce employee turnover in the workplace?

The research participants provided several strategies they believed contributed to effective employee retention in the workplace, which included: transformational leadership, incentives and rewards, training/career development, establishing trust/employee empowerment, and effective communication. P1 shared that “one of the things that I try to use is actual incentive-based work environment as far as certification; I try to keep them employed and try to keep them active and increase their pay upon their IT Certification. P2 stated that “we use strategies, such as flex-time, we also use another strategy such as approved leave, and, we use make-up time in reference to strategies to reduce turnover in the workplace, and with flex time, we require those employees to work over the normal work hours”. P3 specified that “Allow employees to be heard, to speak their truth and to trust their worth.”

The identified strategies to reduce employee retention are consistent with the transformational leadership theory. Park (2016) described the fundamental components of transformational leadership to include individual consideration, intellectual stimulation, inspirational motivation, as well as idealized influence. Individualized consideration implies that each member of the team is accorded different but equal treatment like others, and the leader performs an advisory role entailing coaching, mentoring, and teaching. Intellectual stimulation encourages team members to think in new perspectives,

develop feasible solutions, and adopt new ideas, wherein the leader empowers followers to approach issues from a new outlook. Inspirational motivation entails the leader's ability to instill faith and respect among followers, which also includes the leader's ability to excite and offer a shared vision. Idealized influence encompasses the leader's ability to act as a role model by providing a sense of mission as well as upholding high standards.

Question 2: How did your employees respond to your different strategies to reduce turnover?

The research participants reported that the employees responded positively concerning the different strategies to reduce employee turnover. P1 stated that "Some of the employees took it as a good incentive and some would rather have a monetary incentive to serve as retention purposes." P2 explained that "employee would be given a day off during the workweek... the response that we received from that strategy is the fact that was one of the most helpful ways to help the employees remain with the company... the response was overwhelmingly great as it relates to that particular strategy." P3 reported that the employees responded "very positively; those who left, departed with pleasant experiences." Kadiresan et al. (2016) implied that to encourage employee retention, leaders should enhance organizational strategy, benefits (indirect and non-financial), career development, convenience, work experience, and organizational commitment. Transformational leaders motivate their followers by appealing to higher moral values and ideals (Amankwaa & Anku-Tsede, 2015).

Question 3: What strategies did you find worked best to reduce employee turnover?

The research participants reported various strategies that worked best to reduce employee turnover. P1 noted that “the monetary incentives actually work better as far as retainability because they are getting an increase every time you look around for performance on a year to year basis”. P2 explained that “as it relates to our work turnover, in the past 5 years, we only had one employee who actually resigned from this unit, leaving 15 to 20 persons in this unit”. P2 further reported that “I would say because of the strategies that we implemented, those strategies worked well in reducing the employee overall turnover rate within this academic unit”. P3 reported “allowing staff the flexibility to be creative, to be accountable for their job responsibilities, and to serve on leadership committees.”

According to Suifan (2015), strategies to help keep employees include; participating in the decision-making process, information sharing, a compensation system, career growth through training and development, as well as proper work indicators for the employees. An effective leader is one who has the drive and is capable of influencing followers to allow them to reach their goal successfully (Ameyaw, Theresa, & Offei, 2016). Islam, Khan, and Bukhari (2016) stated that leaders must trust their employees by providing them with the power to innovate, carry out personal initiatives, enable them to be creative, and permit them to make effective decisions in obtaining organizational goals. Transformational leaders influence employee commitment (Porter, 2015).

Question 4: What challenges did you have when implementing strategies to reduce employee turnover?

The participants provided information on the challenges they had when implementing strategies to reduce employee turnover. P1 explained that “the biggest challenge is because of a lot of state regulations, and state budget cut that actually happens almost every year because of the state’s administration in the past and the state’s administration currently now, that is taking money out of education.” P1 continued explaining that “as a result of the budget cuts that K-12 schools and institutions of higher learning are hurting... due to those budget cuts, we can’t give any raises.” A’yunnisa and Saptoto (2015) discovered that the employee’s intentions to leave their place of employment are influenced by the relationship with the supervisor, lack of recognition, limited advancement, job satisfaction, as well as the state of the economy.

P2 stated that “we had no challenges as it relates to implementing these strategies and that relates to turnover.” P2 further contended that “anytime you accommodate an employee with extra days off, there is nothing really to challenge.” Tangthong et al. (2014) argued employees who perceive the organization offers them an environment conducive to working often reduce turnover intention. P3 affirmed, “change is always slow when people do not trust your intentions, however once trust is established most roadblocks are torn down.” Kelly and MacDonald (2016) affirmed that employee turnover is a result of limited career opportunities; a lack of employee recognition; reduced, employee support; and, negative staff attitudes. Transformational leadership has a solid relationship with organizational commitment (Porter, 2015).

Question 5: How did you address the challenges for successful implementation of these strategies?

The participants reported on how they addressed the challenges for successful implementation of the retention strategies. P1 pointed out that “talking to the administration and getting a history behind what’s the percentage problem across the state and explaining to me regarding the budget crunch... we are having that same problem because money has been taken out of education period.” P2 explained that “within my academic unit, we use strategies, such as flex time, approved leave, and make-up time.” According to Amankwaa and Anku-Tsedo (2015), the supportive strategies to reduce employee turnover include flexible employment alternatives, improving the performance appraisal and a responsive preceptor-ship. P3 stated that “allowing staff to have input, to constantly critique the methods and have as much transparency as possible reduces turnover.” According to Men and Stacks (2014), effective communication is a means to reduce some issues within an organization; a lack of communication decreases the employee’s self-esteem and increases employee turnover. The transformational leader explains a vision for the future, communicates the group’s expectations, and demonstrates a commitment to the organizational goals (Burns, 1978).

Question 6: What steps, if any, did you take to improve on the strategies that were least effective in reducing employee turnover?

The participants reported on the steps they took to improve on the strategies that were least effective in reducing employee turnover. P1 explained, “some of the strategies

that were implemented were to promote IT certification training for the IT staff in an effort to build them professionally in order to stay on a level playing field.” P2 reported that “the strategies that we implemented were beneficial, none were least effective... as I stated, in the past 5 years, out of 15 to 20 employees, we only had one employee not return to the company, and the person we hired to replace that employee has been with the department for 3 years.” P3 stated the question was not applicable because strategies they had implemented were effective in reducing employee turnover. Albrecht et al. (2015) argued the need for continuous training and development for employees. Through training, the transformational leader encourages followers to try new approaches (Northouse, 2016). Taneja et al. (2015) asserted a positive organizational culture increases employees’ engagement, which eventually, reduces staff absenteeism, increases retention, and improves the organization’s competitiveness.

Question 7: How does your leadership style influence employee retention?

The participants reported on various ways in which their leadership style influenced employee retention. P1 explained “the leadership style is a flexible one that promotes team building more so than family oriented because working as a team is always more essential when it comes to work... teams can be held more accountable when it comes to work being done.” P2 stated “my leadership style is not of an authoritarian style... I don’t ask my employees to do anything that I wouldn’t do... the style allows each individual to be comfortable with their leader and in any type of setting within the unit or department.” P3 specified “my leadership style is not about me (so to speak), it is about the employees... we work as a team.” Transformational leadership is a

method in which leaders take conscious actions to develop followers into leaders by exhibiting behaviors that prompt trust, portray self-sacrifice perspectives to develop commitment and influence, and demonstrate a moral compass toward mission as well as purpose (Porter, 2015). Lanaj et al. (2016) indicated transformational leadership begins with the leader's self-development and progresses to coaching and developing others. Using transformational leadership theory can change an organization's culture and inspire employees to stay in the organization while embracing a shared vision (Burns, 1978).

Question 8: What else would you like to share with regard to strategies to reduce employee turnover?

The employees provided additional information that reinforced the strategies to reduce employee turnover in the workplace. P1 noted that "always be fair, firm, and impartial to employees, and that will always reduce employee turnover." P2 explained that "employees within units or departments, need to know the overall goals, responsibilities and even the vision of that department... they should be made aware during the interviewing process; what is expected, and what the goal of the unit is". P3 stated that "allow your leadership style to be versatile, I personally used the three prone approach; directive, delegation, and participatory." Tenets of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized motivation (Asrar-Ul-Haq & Kuchinke, 2016).

Applications to Professional Practice

The findings of the study could prove valuable to present and future college administrators for implementing strategies to reduce employee turnover in the workplace.

Organizational leaders may find the strategies that college administrators use to improve employee retention and enhance business performance useful. The study findings entailed five distinctive themes: (a) transformational leadership, (b) incentives and rewards, (c) training/career development, (d) establishing trust/employee empowerment, and (e) effective communication. The findings and recommendations from this study might help college administrators and other organizational leaders mitigate against the loss of revenues and sustainability from failure to retain their employees. Retaining the appropriate employees is essential to business operations and sustainability since these factors have a significant influence on profitability (Vnoučková & Urbancová, 2016).

In the transformational leadership theory, transformational leaders master the organizational rules and norms and then create new visions and strategies to improve and transform the organization (Burns, 1978). The retention strategies may help create a positive work environment and strengthen the employee's commitment to the organization. In the transformational leadership theory, the transformational leader's strategic actions create a positive working environment that positively enhances organizational efficiency as well as performance (Porter, 2015). The application of the findings from this study may also enable organizational leaders to implement employee retention strategies efficiently, so employees will stay with the organization and continue to contribute and produce the desired results and sustainable development.

Implications for Social Change

The application of the findings from this study could help to enhance employee retention and performance among organizations, which could enhance the profitability

and sustainability of these organizations. The profitability and sustainability of colleges and business organizations are essential to the individuals and the surrounding communities. Engaged employees receive income and cater for their families while also contributing to their larger communities (Dyllick & Muff, 2015). The economic status of communities continues to thrive when community members are employed and earn a stable income. My findings may increase community-wide employment ratios, which may reduce poverty among families thereby improving family relationships and enabling families to live with self-respect rather than despair. High employment ratios may lead to higher investment levels in the community, which would stop both generational and situational poverty and may end the vicious circle of poverty. The application of the findings from this study may also reduce the percentage of the unemployed, which may reduce insecurity and improve the living standards of the people in the community, contributing to positive social change (Dyllick & Muff, 2015).

Recommendations for Action

The purpose of this qualitative single case study was to explore strategies that some college administrators use to reduce employee turnover in the workplace to increase profitability. Based on the findings of this study, I propose various actions that the present and future college administrators, as well as business leaders, can take to reduce employee turnover in the workplace to increase profitability. The college administrators and business leaders need to understand five main strategies influencing their success in reducing employee turnover: (a) transformational leadership, (b) incentives and rewards,

(c) training/career development, (d) establishing trust/employee empowerment, and (e) effective communication.

First, business leaders should adopt the transformational leadership qualities to inspire, mentor, motivate, and provide a sense of security to the employees. Leaders must lead by example, be fair to the employees, and openly communicate the vision of the organization. The fundamental components of transformational leadership that leaders should apply to improve employee retention include individual consideration, intellectual stimulation, inspirational motivation, as well as idealized influence (Park, 2016).

Concerning individualized consideration, business leaders should accord each team member different but equal treatment, and perform an advisory role that includes coaching, mentoring, and teaching. To enhance intellectual stimulation, business leaders should encourage team members to think in new perspectives, develop feasible solutions, and adopt new ideas. In this case, leaders should empower the employees to approach issues with a new outlook. To facilitate inspirational motivation, leaders should instill faith and respect among followers by providing a shared vision. Regarding idealized influence, leaders should act as role models by providing a sense of mission while upholding high standards.

Second, business leaders should provide the employees with incentives and rewards to appreciate their contribution to the business and motivate them to keep performing their duties as expected of them. In this regard, leaders should provide both monetary and nonmonetary incentives. The monetary incentives may include salary increment and compensation benefits while the nonmonetary incentives may include

approved leave, time off, gifts, and flexible working conditions. Amankwaa and Anku-Tsede (2015) affirmed that factors related to the supportive management of employees link negatively to the turnover intention via the mediating effect of job satisfaction. Supportive strategies such as flexible employment alternatives, improving the performance appraisal, and a responsive preceptor-ship enhance employee retention (Amankwaa & Anku-Tsede, 2015). The transformational leadership theory requires leaders to address the specific needs and desires of the employees through individualized consideration (Porter, 2015). Leaders should be able to determine what motivates each employee and offer the appropriate leadership support (Burns, 1978).

Third, leaders should provide training and career development opportunities to the employees to enhance their expertise and knowledge base. Developing the employees along their professional line increases their attachment with the organization and is likely to result in reduced employee turnover intentions. Kelly and MacDonald (2016) affirmed that benefits, managerial support, co-workers' support, and work conditions provide support toward career development. Albrecht et al. (2015) argued the need for continuous training and development for employees to enhance their performance. Northouse (2016) contended that, through training, the transformational leader encourages followers to try new approaches.

Fourth, leaders should establish trust or empower the employees in performing their duties. According to Islam, Khan, and Bukhari (2016), employee empowerment requires providing the employees with some degree of independence along with responsibility for decision-making of their main organizational tasks. Leaders can

establish trust and empower the employees by always being fair, firm, and impartial to the employees. Also, leaders should offer supervisory support, self-sufficiency, as well as respect to promote high commitment levels among the employees (Shin, Seo, Shapiro, & Taylor, 2015). As Northouse (2016) contended, leaders should demonstrate behaviors that enhance trust and organizational views, challenge the status quo, and empower followers to meet their goals. Leaders should act as role models and only demand from the employees what they can also personally do. Through the idealized influence tenet of the transformational leadership theory, leaders can build trust among their followers who in turn can develop confidence in their leader (Burns, 1978). In this case, leaders should create employee-friendly work environments to build a sense of trust among the employees and increase their commitment and retention. As well, leaders should create a positive organizational culture to enhance the employees' engagement, which is fundamental toward employee retention.

Fifth, business leaders should improve effective communication by outlining the vision and mission of the organization while providing regular feedback for the employees' queries. Leaders can enhance effective communication through the application of the inspiration motivation tenet of the transformational leadership theory. Burns (1978) contended that inspirational motivation is the leader's capacity to inspire confidence, motivation, and a sense of purpose among followers. Therefore, business leaders can enhance effective communication by articulating a clear vision for the future, communicating the organization's expectations, and demonstrating a commitment to the organizational goals. To ensure that information is unbiased to all employees, leaders

should demonstrate transparency in their leadership actions. Besides face-to-face meetings, leaders should implement communication channels such as brochures and networking platforms like organizational websites that outline the goals and responsibilities of each department. Khaled, Ramudu, and Brian (2015) affirmed that the adoption of efficient communication systems is a critical factor in reducing conflict of interests between management and the employees and lessens employees' turnover intentions. I intend to publish the findings in various academic business journals and seize opportunities to share findings with business leaders in forums where business leaders discuss strategies to reduce employee turnover to increase profitability.

Recommendations for Further Research

I conducted a qualitative single case study on the strategies that some college administrators use to reduce employee turnover in the workplace to increase profitability. The population of the study consisted of three administrators in a senior (4-year) college in the southeastern region of the United States who had evidence of increased profits through their retention strategies. The small sample size is one of the limitations of the study. The study is also limited to one senior college. Therefore, to generalize the findings, future researchers should expand to different senior colleges. Furthermore, future researchers should consider undertaking the study in a different industry, such as in the manufacturing industry to determine whether the findings can be generalized to other contexts. Also, future researchers can make use of quantitative research to test the five themes established from this study on a larger dataset. With the use of quantitative research methods, future researchers can develop hypotheses to test the correlation

between the themes identified and employee retention rates. As well, future researchers may consider interviewing the employees about their experiences with the retention strategies.

Reflections

In this study, I explored the strategies that some college administrators used to reduce employee turnover in the workplace to increase profitability. I had an excellent opportunity to study and carry out research to address the business problem. In my interaction with the college administrators, I gained significant skills and experience regarding the research process.

I learned that acquiring consent from the participants to take part in the study is a challenging process as some of the administrators whom I contacted did not agree to participate for various reasons, such as tight schedules. For the administrators who agreed to participate in the study, developing a working relationship was vital for purposes of member checking. I spent a significant amount of time explaining to the college administrators their rights during the interview process and my plan to conceal their identities using pseudonyms in places of names. Assuring the participants that their privacy would be upheld made them comfortable and enabled me to establish trust with the participants.

I adhered to the data collection procedures as outlined in the interview protocol and asked the same questions to the college administrators to ensure consistency. I reached data saturation after interviewing three participants, and because the addition of more participants could likely not provide any new information, I stopped the interviews.

Though quite fascinating, the transcription of the audio recording was so tedious and protracted than initially anticipated. Indeed, from my experience, I confirmed that transcribing the interviews necessitates a significant amount of time.

The college administrators inspired me with their answers as I was not aware of the strategies that successful college administrators use to reduce employee turnover in the workplace to increase profitability. My experience in the entire research process has strengthened my ambitions of being a successful business leader, and with the knowledge gained, I plan to share these experiences with other business leaders who might be facing employee retention challenges.

Conclusion

Employee turnover negatively affects the competitive advantage, productivity, and profitability of business organizations because employees provide labor, which is an essential factor of production (Vnoučková & Urbancová, 2016). Retaining the appropriate employees is essential to business operations and sustainability since these factors have a significant influence on profitability (Vnoučková & Urbancová, 2016). When adding the cost of locating an employee, teaching the new employee, lost production, and filling in for the worker who leaves, the price of employee turnover can easily equal 150% of the base wages of the person who left (Vnoučková & Urbancová, 2016).

Business leaders must actively implement strategies to reduce employee turnover in the workplace to increase profitability. In particular, business leaders should apply (a) the transformational leadership qualities, (b) provide the employees with incentives and

rewards, (c) offer training/career development opportunities to the employees, (d) establish trust or provide employee empowerment, and (e) enhance effective communication. All the strategies above align with the transformational leadership tenets that include individual consideration, intellectual stimulation, inspirational motivation, and idealized influence (Porter, 2015). Business leaders should adopt the transformational leadership qualities of inspiring, coaching, and offering an enabling working environment for adequate employee engagement.

In the transformational leadership theory, the transformational leader's strategic actions create a positive working environment that positively enhances organizational efficiency and performance (Porter, 2015). Positive social change to people and communities may result from the strategies to reduce employee turnover in the workplace. As well, the retention strategies may help create a positive work environment and strengthen the employee's commitment to the organization. I would recommend future research to expand the study to other senior colleges in different locations.

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Appendix A: Interview Protocol

Interview: Strategies to Reduce Employee Turnover to Increase Profitability in a College Workplace

The face-to-face interviews will begin with introductions and an overview of the topic.

- A. I will advise the participants I am sensitive of their time and thank them for agreeing to participate in the study.
- B. I will remind the participants of the recorded interview and the conversation we are about to have will remain strictly confidential.
- C. I will turn on the recorder and I will announce the participant's identifying code, as well as the date and time of the interview.
- D. The interview will last approximately 30 minutes to obtain responses for eight interview questions and follow-up questions.
- E. I will also explain the concept and plan for member checking, by contracting participants with transcribed data, and request verification of the accuracy of collected information as soon as possible.
- F. After confirming answers recorded to the satisfaction of the participants, the interview will conclude with a sincere thank you for participating in the study.

Appendix B: Interview Questions

The central research question for this study is: What strategies do some college administrators use to reduce employee turnover in the workplace to increase profitability?

1. What strategies do you use to reduce employee turnover in the workplace?
2. How did your employees respond to your different strategies to reduce turnover?
3. What strategies did you find worked best to reduce employee turnover?
4. What challenges did you have when implementing strategies to reduce employee turnover?
5. How did you address the challenges for successful implementation of these strategies?
6. What steps, if any, did you take to improve on the strategies that were least effective in reducing employee turnover?
7. How does your leadership style influence employee retention?
8. What else would you like to share with regard to strategies to reduce employee turnover?