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Employee Retention Strategies in Nonprofit Organizations

Ann Laing
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Walden University

College of Management and Technology

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Ann Marie Laing

has been found to be complete and satisfactory in all respects,
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Walden University

2019

Abstract

Employee Retention Strategies in Nonprofit Organizations

by

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MBA, Nova Southeastern University, 2005

BA, University of Phoenix, 2003

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

2019

Abstract

The nonprofit sector is faced with the business problem of low employee retention rates. Low employee retention rate presents various business challenges, which includes the inability to offer community members much needed social service programs as well as providing a competitive compensation package to their employees. The purpose of this descriptive phenomenological study was to explore the evidence-based best practice strategies in employee retention used in the nonprofit sector. The research included a conceptual framework focusing on Herzberg's Motivation - Hygiene Theory. The conceptual framework utilized in this study included segmentation of different employee retention strategies in nonprofit organizations. Data were collected from semi-structured face-to-face and Skype interviews with 13 leaders in the nonprofit sector. The sample included 8 female and 5 male participants working in the nonprofit sector in Central and South Florida. NVivo 12 software program was utilized to help the researcher interpret the research findings. The findings from coding analysis revealed strategies in motivation, employment status, mentoring, communication, human resource practices, job satisfaction and job security, reward management, and organizational leadership. In some mentoring programs the mentors spend time talking with the mentees about the path they took in achieving their career goals. Job satisfaction includes job security, work-life balance, and a flexible work schedule. Findings may be used to sustain community-based programs in the nonprofit sector. An increase in the employee retention rate may have a positive impact on social change in the community.

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Dedication

I dedicate this doctoral study to four people who have made the greatest impact on my life and who have been supportive of me on my journey to completing my PhD program. I want to thank you for your commitment to me during this journey.

To my son, Kemar M. Mapp, who completed a MS in public health. I am proud of the man that you are, the husband, and the father that you are destined to become.

To three of the strongest women who have traveled life's road with me:

To my daughter, Kyesha R. Mapp Esq., who showed so much strength and courage when she was faced with obstacles on the road to achieving her dreams of becoming an attorney. You are a strong, educated, and beautiful young lady. I am proud to call you my daughter.

To my best friend, Shawn Brown Whilby, who has seen more tragedy in less than a year than most people face in a lifetime. She handled the situation with such grace, strength, and courage. Every day I see you I keep looking for your cape. You are a true super woman and a great mother.

To my mother, Mary Cunningham (who is no longer with us), she was my strongest supporter. She was a single mother of five children who did everything that needed to be done to raise her family. She would celebrate my report card day every year by cooking my favorite meal, starting from the first grade. I love you and miss you very much.

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I would like to recognize and acknowledge each of my committee members for their effort, support, and contributions. My mentor and committee chairperson, Dr. Robert DeYoung; committee member, Dr. Jean Gordon; university reviewer, Dr. Lisa Barrow; and program director, Dr. Sandy Kolberg. Each of you played a key role in making this journey a success. Your words of encouragement, motivation, and constructive feedback were instrumental in my successful completion of this PhD program. I am thankful, and I will be forever grateful.

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Chapter 1: Introduction to the Study

Low employee retention rate is a problem faced by many organizations in the nonprofit sector. Williams, Nichols, Kirk, and Wilson (2011) stated that the employee retention rate is as low as 43% in some government-funded nonprofit organizations and 55% in privately funded nonprofit organizations. Williams et al. also stated that some county agencies face an employee retention rate of 50% within the first year of employment. Low employee retention rates in the nonprofit sector present various business challenges for organizations. These challenges include the inability to provide needed community-based programs and to offer a competitive compensation package to employees. However, nonprofit organizations can implement evidence-based practice retention strategies in an attempt to increase the employee retention rate.

In this descriptive phenomenological study, I explored the evidence-based best practice strategies in employee retention used in nonprofit organizations. The study may offer important information to nonprofit organizations as a means to increase employee retention. These organizations provide services such as assistance for individuals pursuing higher education, community-based health programs, and services for children who are removed from their homes and placed in the foster care system (Kerman, Freundlich, Lee, & Brenner, 2012).

I used Herzberg's (1965) motivation-hygiene theory as the conceptual framework for the study. Herzberg's motivational factors include setting and achieving goals, job advancement, and recognition in the workplace. Jabareen (2009) stated that the conceptual framework is defined as "products of qualitative processes of theorization" (p.

50). The conceptual framework in this study was used to explain relevant theories such as communication theory, general systems theory, and motivation-hygiene theory (see Jabareen, 2009). Herzberg's motivation-hygiene theory was also used to interpret the findings. Organizations can retain employees by maximizing job satisfaction and minimizing job dissatisfaction (Hyun & Oh, 2011).

Background

Williams et al. (2011) researched the employee retention of individuals working in child welfare agencies in the state of Georgia, focusing on state agencies and their employee retention processes. Williams et al. included a brief history of the employee retention rate in both private and public agencies. The research design for their mixed-methods study included 260 participants from four different districts in the Atlanta Georgia area. Williams et al. used the data collection process developed by the State University System of New York (SUNY). The SUNY database program provides secondary research data on cultural diversity and work experience.

Williams et al. (2011) found that some county agencies face a 50% employee retention rate within the first year of employment. Williams et al. offered recommendations, implementations, and policy changes for the Georgia county welfare agencies. These recommendations included strategies focusing on the work environment to increase the retention rate. The policy changes included decreasing the number of cases assigned to each employee. Williams et al. suggested that these welfare agencies should implement job training to promote employee retention. Williams et al. also suggested conducting interviews in an attempt to gather information on how to facilitate

the needs of the employees and to improve the quality of the relationships between the employees and the organization. Findings may be used to improve the retention rate.

Becker, Antuar, and Everett (2011) researched the differences between performance management and performance measurement within the organization Cancer Council in Australia. Becker et al. also reviewed the significance of human resources development on performance management in nonprofit organizations. Becker et al. detailed the differences between performance management and performance measurement and used semi-structured interviews with human resources professionals in each organization to collect data. The research was conducted in two parts over a 6-month period. The study included the use of specific, measurable, and achievable results with time-bounded goals (SMART). This approach ensured that employees were given attainable goals as well as tools to help them achieve these objectives. Becker et al. also included a learning development process that identified the employee's training and development progress that may affect employee retention. Becker et al.'s findings may be used to understand whether there is a difference in the retention rate of salaried and non-salaried employees.

Brown and Yoshioka (2003) and Munsamy and Venter (2009) reviewed the issue of employee retention in the mining industry in Western Australia. Brown and Yoshioka reviewed employee attitudes toward the company's mission statement in a recreation service organization. Brown and Yoshioka focused on the work environment, compensation package, and organization's mission when examining the effect of employees' attitudes toward retention. Brown and Yoshioka concluded that employees

who are happy with their work environment and who believe in the organization's mission might remain with the organization. Brown and Yoshioka also stated that individuals who feel that they are contributing and who are happy with their compensation package are also more likely to remain with the organization.

Madden, Scannapieco, and Painter (2014) focused on individuals working in the public child welfare system and suggested that motivating individuals toward staying with any organization will require offering the employees paid educational leave time to pursue related advanced degrees. Madden et al. also suggested that public agencies might benefit from creating a program that puts caseworkers who have a college degree in social work and prior work experience in child welfare on an advancement track. Another suggestion for increasing employee retention was to offer employees work-life balance with realistic job performance expectations.

Munsamy and Venter (2009) reviewed the factors that influence employee retention in different organizations within local governments, focusing on individuals working in human resources. The key factors of their study were work-life balance, recognition, nonmonetary rewards, work environment, ethnicity, and compensation package. These factors are listed in Figure 1. Munsamy and Venter concluded that there is a lack of diversity as well as a labor shortage among registered nurses. Munsamy and Venter suggested that these organizations should focus on monetary and nonmonetary factors to increase the employee retention rate to increase gender and racial diversity within the nursing profession.

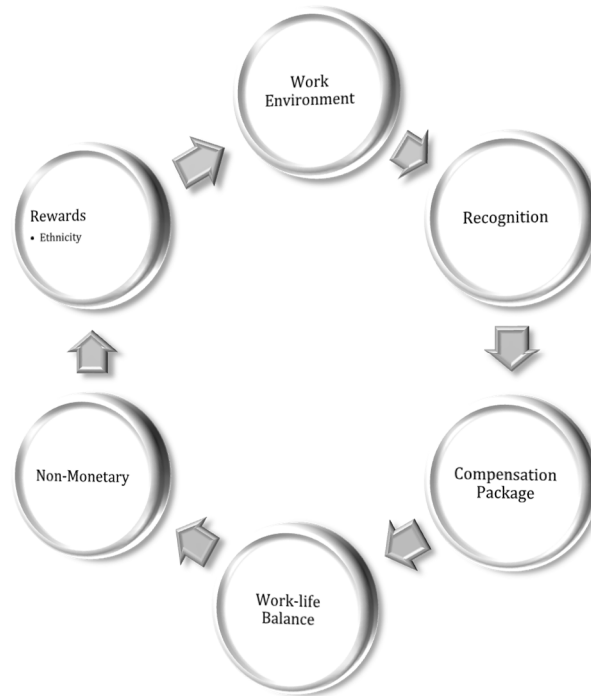


Figure 1. Key factors in employee retention in local government.

Williams et al. (2011) conducted a research in the state of Georgia on the importance of employee retention in the childcare system. Becker et al. (2011) reviewed employee retention from the employee's perspective in with the Cancer Council in Australia. Brown et al. (2003) and Munsamy et al. (2009) reviewed the issue of employee retention that affects employee job performance and expectations. Employee retention is an important part of every nonprofit organization for a number of reasons. One of these reasons is the cost of employee turnover. Employee turnover can be one of the largest expenses in many organizations. Employee retention strategies may reduce employee turnover, which may lead to employee retention.

Problem Statement

The management problem in the nonprofit sector is a low employee retention rate, which leads to an increasing amount of their annual budget being spent on hiring and retaining full time employees. This business problem of a low employee retention rate presents financial risks for these nonprofit organizations. Developing and implementing evidence-based best practice strategies may help to increase the employee retention rate in nonprofit organizations (Madden et al., 2014). For many years, nonprofit organizations have offered important programs to the community, including programs that help members of the community enroll and stay in college and programs that provide basic hygiene products to children who are placed in the foster care system. In addition to the financial issues stemming from a low employee retention rate, these nonprofit organizations suffering from employee turnover are also faced with a loss of knowledge. Employees who leave their employment with a nonprofit organization within the first year after being trained on propriety information take that knowledge with them when they leave the organization. Increases in employee turnover lead to a low employee retention rate within the nonprofit sector, which may cause many challenges for these organizations.

Some of the challenges that nonprofit organizations face due to the problem of low employee retention include the inability to provide needed community-based programs and to offer employees a competitive compensation package. Nonprofit organizations can implement evidence-based practices retention strategies to increase the employee retention rate. The retention rate in nonprofit organizations is as low as 43% in

government-funded agencies and 55% in privately funded institutions. Williams et al. (2011) stated that employee retention is critical to nonprofit organizations achieving their goals of providing essential community-based programs.

Implementing retention strategies that every employee at every level in the organization understands is imperative. Organizations need to invest time in understanding their employees' needs, which may lead to an increase in the retention rate (Ojaka, Olango, & Jarvis, 2014). The employee retention challenge may become worse if organizations do not handle the issue properly. The problem of employee retention can adversely affect nonprofit organizations' ability to create and maintain a competitive business advantage.

Purpose of the Study

The purpose of this descriptive phenomenological study was to explore evidence-based best practice strategies that may increase the employee retention rate in the nonprofit sector. The identification and implementation of evidence-based best practice strategies in employee retention may give nonprofit organizations the opportunity to redirect funds not used for employee recruiting and training toward community-based programs. Evidence-based best practice retention strategies may have a positive impact on employee retention (Brunetto et al., 2012). I conducted one-on-one interviews with individuals working in the nonprofit sector to answer the research question. The examination of various organizational processes may help managers to implement evidence-based best practice retention strategies that may have a positive impact on the

employee retention rate. Managers are responsible for the implementation of strategies that create conditions that may encourage employee retention (Baldoni, 2005).

Research Question

The following research question was used to guide the study: What are the evidence-based best practice strategies in employee retention used within nonprofit organizations? Implementing evidence-based best practice strategies may help nonprofit organizations reduce cost in employee recruiting. A reduction in employee recruiting may help these organizations provide needed community-based programs.

Conceptual Framework

A conceptual framework “lays out the key factors, constructs, or variables and presumes relationships among them” (Miles & Huberman, 1994, p. 440). A conceptual framework provides an understanding of the research phenomenon as well as an interpretation of the research findings (Maxwell, 2012). The conceptual framework used in this study included the segmentation of different employee retention strategies in nonprofit organizations. The different types of community service programs and staff members were segmented in the research sample with an equal number of paid and nonpaid (volunteer) employees. The segmentation also included information on whether the organization was private or publicly funded. The research sample was also segmented according to motivational factors and ethnicity.

Herzberg’s (1965) motivation-hygiene theory was used to explain the research findings. Herzberg created the motivation theory in the 1950s while studying employee retention and motivation (Smith & Shields, 2013). According to Herzberg (as cited in

Hyun et al., 2011), organizations can retain employees by maximizing job satisfaction and minimizing job dissatisfaction. Herzberg created a two-dimensional job satisfaction theory. The first component addresses motivators that contribute to job satisfaction, including job recognition, promotion, and achievement. The second component addresses hygiene factors that contribute to job dissatisfaction, including working conditions, the compensation package, and company policy.

Herzberg's (1965) two-tail theory was modified for the current study based on the interview questions to gain information on the hygiene factors of employee retention. The hygiene factors of this study may be used to create evidence-based best practice strategies in employee retention. Herzberg used hygiene theory to explain the factors that are important to avoid job dissatisfaction in the workplace. Herzberg's theory also indicated that if hygiene factors are met, this does not prevent dissatisfaction and that the absence of dissatisfaction does not mean satisfaction (Purohit & Bandyopadhyay, 2014).

An organization's management should first work on achieving a level of hygiene factors before the motivational factors take effect. The management team also needs to motivate their employees by paying attention to what motivates each person. The hygiene factors promote work satisfaction, which include a safe and clean working environment, supervision, and momentary compensation. If employees are not happy with their working conditions, if their work environment is not safe, or if they are unhappy with the supervision that they receive, they not will not be very productive. A safe work environment gives employees a type of physiological security that helps to explain Maslow's hierarchy of needs (Hyun et al., 2011).

The results of the current study may help to identify evidence-based best practices retention strategies. The key factors in this study may include employee retention, work-life balance, compensation, community services, and evidence-based best practices. Understanding the impact of strategies may help to create a retention process that may contribute to an increase in the employee retention rate. Each strategy was reviewed for indicators to identify a key executable strategy that may impact retention strategies (see Maxwell, 2012).

Nature of the Study

The nature of this study was qualitative. A descriptive phenomenological design allowed me to collect data in each of the nonprofit organizations included in the sample. The purpose was to identify the evidence-based best practices strategies in employee retention used in nonprofit organizations to increase the employee retention rate. Herzberg's (1965) motivation-hygiene theory provided the conceptual framework to analyze the data and answer the research question, . The motivation factors from Herzberg's theory were used to identify some of the factors of job satisfaction and the reasons why some employees decide to continue their employment with their organization (see Hyun et al., 2011).

I traveled to different nonprofit organizations and met with managers working at the organization. I conducted in-depth interviews with leaders in the nonprofit sector to answer the research question. I also conducted some of the interviews through FaceTime, Skype, or other Internet conferencing platforms. The interview questions were designed to identify the employee retention strategies being used in the nonprofit sector. I

conducted an analysis of the research data to identify critical strategies that may be used to increase the employee retention rate. I also discussed strategies that the managers would like to implement to increase their employee retention rate. The research sample included only nonprofit organizations.

Definitions

The following terms are defined as they were used throughout the study:

Community-based programs: Social programs that are designed to provide services to individuals based on the needs of the community. The service providers assess the needs and the resources of the community (Gberevbie, 2010).

Employee retention: An organization's ability to hire, train, and keep its employees. Employee retention also refers to being able to maintain a work environment that supports and encourages the employee to stay with the organization. If an organization has a retention rate of 70%, this means that the organization is able to keep 70% of its current staff (Sheridan, 1992).

Employee turnover: Individuals who leave their place of employment. There are different types of employee turnover, including voluntary and involuntary. Involuntary turnover occurs when an employee's position within the organization is terminated for different reasons. These termination reasons include poor job performance, violation of workplace policies, excessive absenteeism, and tardiness. Voluntary turnover occurs when the employee makes the decision to leave the organization (Glebbeck & Bax, 2004).

Federally funded: In the United States, nonprofit organizations that receive more than 50% of their operating budget from federal aid, federal benefits, or federal funds to provide services and activities for the domestic community (Gberevbie, 2010).

Financial literacy: The understanding of different financial concepts. These include personal finance, which encompasses the ability to make appropriate decisions on paying for college, investing, budgeting, and retirement. The Financial Literacy and Education Commission provides resources for individuals needing to learn about financial literacy (Kerman et al., 2012).

Flexible work practice: A practice that gives employees the freedom to decide how to complete the task at hand and coordinate their schedule with other staff members. The employer set limits such as the minimum and maximum number of hours that the employee needs to work each day. The employer also sets a time that all the employees need to be present in the building (Hornung, Rousseau, & Glaser, 2008).

Placed in care: The process that occurs when minor children are removed from their parent's or parents' home. These individuals are placed in group homes or in private homes of state-certified caregivers (foster parents) (Gberevbie, 2010).

Placed in protected custody: The process that occurs when minor children are removed from their parent's or parents' home and placed in the home of a family member (Gberevbie, 2010).

Privately funded: In the United States, nonprofit organizations that receive more than 50% of their operating budget from private donations or fund-raising efforts to provide community-based programs (Gberevbie, 2010).

Work-life-balance: The process of finding the proper balance between career and ambition (work) and family, pleasure, health, and spiritual development (life). Work-life balance does not mean giving equal time to work and personal activity as this approach is unrealistic (Gregory & Milner, 2009).

Assumptions

The research design of this descriptive phenomenological study included several assumptions. A research assumption is a claim the researcher assumes to be true without verification. I assumed that the individuals being interviewed would be truthful when responding to the interview questions. I also assumed that examining evidence-based best practice strategies would help to increase employee retention in the nonprofit sector. Next, I assumed that the conceptual framework of Herzberg's (1965) motivation-hygiene theory would help to validate the study findings. I also assumed that findings from this study would help nonprofit organizations gain any additional funding from an increase in their employee retention rate, and that this funding would be used to provide additional community-based programs. Another assumption was that nonprofit organizations would be highly motivated to participate in this study and that findings would contribute to nonprofit sector benchmark retention strategies. Finally, I assumed that the research participants and the sample size would be sufficient to provide the data needed to answer the research question.

Scope and Delimitations

The research focused on identifying evidence-based best practice strategies for employee retention. The research sample included individuals working in five to seven

organizations in the nonprofit sector. The sample size included individuals working at management or executive levels. The research sample included 15 to 20 participants currently employed in the nonprofit sector. I conducted one-on-one interviews with participants within their work environment. Each interview lasted 30 to 45 minutes. The interview included questions on origin, gender, retention strategies, compensation packages, motivation, and organizational culture.

Limitations

One limitation of this study was lack of responses to the interview questions from the participants. Another limitation was participants' biases regarding the research topic. The participants' biases may have included their personal views on employee retention, the nonprofit sector, and retention strategies. Other limitations included the participants' lack of availability to schedule interviews.

Another potential limitation was the research methodology and framework. I used Herzberg's (1965) motivation-hygiene theory as the conceptual framework. A limitation may have been this theory's inability to validate the data. Herzberg's hygiene factors focus on the work environment. According to Herzberg, an appropriate work environment gives employees security, physiological benefits, and a sense of belonging related to Maslow's hierarchy of needs. Herzberg (as cited in Hyun et al., 2011) also stated that motivational factors include helping employees to achieve their goals and obtain the recognition they deserve.

Significance of the Study

This descriptive phenomenological study was conducted to improve understanding of evidence-based best practice strategies in employee retention. Findings contributed to the literature on employee retention, which may be significant to the nonprofit sector. Some nonprofit organizations offer programs and resources that can be vital to community development (Curtis & O'Connell, 2011). These nonprofit organizations may use the funds that they may gain from an increase in employee retention to finance other community-based programs. Most organizations within the nonprofit sector operate with limited resources, such as government funding and private donations. Employee retention is an important part of any organization and in some instances human resources is one of the most expensive items on the organization's balance sheet.

Madden et al. (2014) stated that when nonprofit organizations face low employee retention, the expense of human resources increases. Some of these nonprofit organizations are forced to redirect funds from programs that may be essential for community development toward employee recruitment. The research findings indicated that 23% of social workers in some states do not have previous work experience or a degree in social studies. These social workers sometimes resign within the first 2 years of employment, which leads to a decrease in the employee retention rate (Madden et al., 2014).

An increase in employee retention may provide nonprofit organizations the opportunity to provide additional programs that will address the needs of the community

(Madden et al., 2014). A high employee turnover rate in different for-profit industries has created one of the reasons for retention strategy. The Chartered Institute of Personnel and Development stated that the departure of skilled employees can create some issues due to the high cost of recruitment, which may cause a decrease in production. A cost-benefit analysis of the effect of a high employee retention rate can be important when presenting the case for comprehensive and effective retention strategies (Madden et al., 2014).

Significance to Practice

Implementing employee retention strategies is important to the success of health care organizations. These strategies need to start with the recruitment and training of the employees as well as options to maximize employee retention. Employee retention strategies need to focus on improving employee morale, which may reduce employee turnover and increase organizational efficiency (Soundarapandiyam & Ganesh, 2015). Idris (2014) researched the five flexible working practices of employee retention in the banking industry in Malaysia. The findings indicated that three of the five working practices showed significant variances (Idris, 2014). The first was the results of the managerial perspective on the five flexible practices and the effects on employee retention. The next was a refined theoretical framework focusing on the relationship between flexible practices and macro-environmental and organizational factors. The third section focused on trends in the banking sector paying specific attention to globalization and the competitiveness of these organizations.

Idris (2014) also found that not all the flexible practices had the same level of acceptance by the employees. One of the flexible practices that had a large variance level

was the organization's compensation package for the employees. A lack of understanding of the benefits package also contributed to the low employee retention rate in the banking sector in Malaysia. Flexible working practice is an effective tool for measuring employee retention; however, it is contingent on the employee's salary (Idris, 2014).

The information technology industry faces challenges with employee retention including challenges specific to individuals who work in the industry and other organizational challenges. Mohlala, Goldman, & Goosen (2012) focused on management's inability to honor the promises they made to employees during the hiring process. The study also included information on unsuitable management practices and compensation packages. The findings indicated that individuals working in the technology industry are not interested in working for an organization that does not reward or recognize their contribution to the company's overall growth. The findings also indicated that the banking sector has challenges in terms of retaining technology professionals due to the fact that members of the banking community do not acknowledge the importance of technology professionals for the growth of their organization. The fact that the banking industry does not recognize the distinctive demands of the technology profession also contributes to the decrease in the employee retention rate (Mohlala et al., 2012).

Mohlala et al. (2012) also found that the employee retention rate of technology professionals would vary depending on different factors. One of the factors affecting the employee retention rate of technology professionals in the banking sector is the compensation package (Mohlala et al., 2012). Banking professionals prefer a package

that focuses on other factors besides money (Mohlala et al., 2012). Mohlala et al. (2012) stated that most banks strive to be at the forefront of technology; however, to remain competitive, the banking industry needs to focus on recruiting and retaining technology professionals. Mohlala et al. also stated that for the banking industry to increase the employee retention rate of technology professionals, they need to create a working environment that makes these individuals feel comfortable, driven, and valued.

Significance to Theory

The significance of using Herzberg's (1965) motivation-hygiene theory in this descriptive phenomenological study on employee retention in the nonprofit sector was to identify factors that may help to increase the employee retention rate. Herzberg's motivation-hygiene theory is also referred to as the two-factor theory. The motivation side of the theory focuses on the factors built into the job. These factors include job recognition, setting and achieving goals, and job responsibility. The hygiene side of Herzberg's theory focuses on the external factors of the job. These factors include interpersonal relationships, the compensation package, company policy, and management supervisory practices. Teck-Hong and Waheed (2011) tested Herzberg's motivation-hygiene theory in a retail establishment. The findings indicated that there are two factors influencing employee retention in retail stores in the United States. These factors were the employee's relationship with their supervisors and company policy. Herzberg stated that preventing dissatisfaction in the retail sector does not lead to satisfaction. Preventing dissatisfaction is to avoid animosity in the workplace. Herzberg (as cited in Teck-Hong et

al., 2011) also stated that motivational and hygiene factors are separated into two groups, which both affect job satisfaction.

Smith and Shields (2013) tested Herzberg's (1965) motivation-hygiene theory in a social service working environment. Herzberg stated that employee motivation gives the employer a way to view the variables that may influence job satisfaction. Herzberg also stated that true satisfaction is the direct product of motivational factors such as the opportunity for job advancement and recognition by peers. Smith and Shields concluded that one of the strongest job satisfaction predictors is motivation regarding individuals working in the field of social work. The job satisfaction predictor that was second to motivation was the employees' relationship or experiences with their supervisor or manager. The research findings also indicated that even though the compensation package was the fourth item on the list of things that influences job satisfaction, it was an equally important factor in the decision-making process for increasing employee retention rate (Lo, Lin, & Hsu, 2016).

Lo et al. (2016) conducted their research in an e-retail environment using Herzberg's (1965) motivation-hygiene theory. The research focused on the design of the online store, sales promotion stimuli, increasing impulse buying, and increasing consumer purchasing patterns. Lo et al. separated the online store design, consumer purchase patterns, and issues affecting purchases into groups of hygiene and motivation. Lo et al. classified the hygiene factors as the primary conditions needed to determine whether consumers would continue shopping in the online store and whether they practiced self-control, which would reduce impulsive purchases. The motivation factors

are listed as the decisions on which online store to make the purchase as well as enhancing the impulse of the consumers.

Lo et al. (2016) concluded that online impulse purchases were stimulated by sensory information and promoted by a weakened self-control by the boundary design. The research findings also indicated that motivation was connected with satisfaction and hygiene was connected with dissatisfaction. Lo et al. stated that “motivation factors can boost the purchase impulse of consumers and hygiene factors can reduce the dissuasive effect caused by uncertain information, and further inhibit the operation of self-control” (p. 764).

Significance to Social Change

Social change is any significant modification in behavioral design and cultural standards (Sonenshein, 2016) over a time period. Walden University’s (2014) definition of positive social change includes a transformational outcome that happens within the local community or an international organization that sometimes is not influenced by the rate of change. The social change process includes applying strategies, promoting, and developing individuals and their communities (Walden University, 2014). Positive social change sometimes includes developing cultural tolerance and creating better social conditions (Walden University, 2014).

Social change affects the individual’s behavior, functional significance, and cognitive characteristics. The effect of social change on human development is a complex issue, which includes the individual’s social interaction and social demographics (X. Chen, 2015). Nonprofit organizations provide essential and sometimes life-sustaining

community-based programs. Community-based programs include health programs, financial literacy programs that teach individuals money management, and youth development programs (Kerman et al., 2012). The findings from my study may help the nonprofit sector benchmark processes in employee retention.

Social change is the transformation of an individual, organization, public policy, and community, which leads to an improvement in economic security and a decrease in the gap in the economy. The operational definition of social change is that it is a shift to increase public participation. The operational definition varies from the traditional statement of growth, flexibility, and diversity. This new definition also calls for possibility and accountability (Cohen, 2010). President Obama recognized the challenge facing the United States regarding a resistance to traditional approaches to social change. The former President offered support for innovation that is currently working in communities throughout the country. In 2006, for the first time, the Israeli government formally recognized the important role of nonprofit organizations. The current study may make a positive contribution to social change due to the potential cost savings from the increase in employee retention. A low employee retention rate leads to an increase in employee recruitment and training, which may reduce existing community-based programs. An increase in the employee retention rate may also increase the number of community members that the nonprofit organizations may be able to help.

Summary and Transition

Identifying potential evidence-based best practice strategies in employee retention may be an important process for the nonprofit sector. The research assumptions and

limitations may help to minimize the research bias. I intended to promote positive social change in community-based programs. Chapter 2 provides an extensive review of the literature on employee retention and employee turnover in the nonprofit and for-profit sectors. The literature review includes information on nonprofit organizations and the different programs they offer to the community. Chapter 2 also gives information on how employee retention and employee turnover affect different organizations. The different factors that affect employee retention and turnover include industry, gender, region, employment status, age, organizational practices, ethnicity, and work-life balance.

The literature review details the issues affecting the employee retention rates in federal for-profit and privately funded nonprofit organizations. During the research process, there was a limited amount of available literature on the employee retention rate in the nonprofit sector that addresses the gap in the literature, which is one the reasons for this study. Another reason for this study was that evidence-based best practice strategies for employee retention may help nonprofit organizations in many ways. Employee turnover is the opposite of employee retention and understanding the issue of retention requires understanding the issue of turnover.

Chapter 2: Literature Review

The nonprofit sector is faced with a decrease in the employee retention rate. Evidence-based best practice strategies in nonprofit organizations may help to increase the employee retention rate. An increase in the employee retention rate may allow managers working in the nonprofit sector to redirect funding from the hiring and training of new employees to increase the number of services being offered to the community (Madden et al., 2014). A low employee retention rate in the nonprofit sector sometimes creates business challenges. These challenges include the inability to provide a complete salary package for employees (Williams et al., 2011). Ojaka et al. (2014) stated that nonprofit organizations need to implement retention strategies that each employee can understand. Human resources personnel need to invest the time and effort to understand the needs of their employees, which may lead to an increase in the retention rate.

This descriptive phenomenological study was conducted to identify evidence-based best practice strategies for employee retention. Phenomenology is the study of a phenomenon based on the first-person point of view and is the intentional experience of a study (Vagle, 2014). Brunetto et al. (2012) stated that an increase in the employee retention rate might give nonprofit organizations the opportunity to increase funding for community-based services. The implementation of evidence-based best practice strategies may help to increase the employee retention rate. Managers are responsible for the implementation of strategies that create conditions that will encourage employee retention.

The business issue of employee retention and employee turnover is faced by many organizations worldwide. Self-initiated expatriates are a small group of individuals who choose to work in different countries. These individuals are different from those individuals who are chosen by their employers to work in their overseas branch. Global talent management is the process of individuals managing the talent pool of self-initiated expatriates (Vaiman, Haslberger, & Vance, 2015). The global talent management process directly impacts global organizations by helping to transfer, generate, hire, and maintain the international pool of employees. Part of the strategy of the global managers is to match a particular personality with an organization based on the profile and recruiting process of the host country (Vaiman et al., 2015). Strategic human resource development (SHRD) is another initiative used to mobilize organizational alignment. This process was introduced to develop an organization-wide strategy to develop talent acquisition and retention in the global marketplace. One important part of SHRD is to improve the performance and profitability of organizations. SHRD approaches are limited but are an important element of global employee retention strategies (Alagaraja, 2013). Human resource development is another important element of employee retention and employee turnover in the global economy. The global economy began the recovery process after years of a depressed economy. In 2013 the U.S. Bureau of Labor Statistics reported that 51% of the organizations surveyed had a 30% increase in voluntary employee turnover. An increase in human resource development initiatives from a talent perspective may help to increase the employee retention rate and decrease employee turnover in the global workplace (Cascio, 2014). This literature review addresses how the issue of employee

retention and employee turnover affects the process of doing business in the United States and the world.

Literature Search Strategy

The mission statement is the core of every nonprofit organization. It is the tool that specifies the organization's internal and external purpose (Brown et al., 2003). The organization's mission statement attracts clients, donors, volunteers, and employees. An organization's ability to retain its employees is sometimes tied to its mission statement. Employee retention is very important in the nonprofit sector. The impact of a low employee retention rate may present various business challenges for nonprofit organizations. These challenges may include the inability to provide needed community-based programs as well as the inability to offer a competitive compensation package for their employees (Williams et al., 2011).

The literature review includes articles retrieved from various resources including Walden University's databases. These databases included Business Source Complete, EBSCO, ABI/Inform, Thoreau, and Sage Publications. I also used the Google Scholar search engine. The article search terms included *employee retention* in the nonprofit public sector. Key words also included *employee turnover* with qualifiers such as *nonprofit* and *public sector*. The literature review is organized based on topics that may or may not impact employee retention and employee turnover. The organization of the literature review includes region, unethical behavior, motivation, gender, age, communication, mentoring, and the employment status (part-time or full-time) of employees in the for-profit or nonprofit sectors. The literature review also includes the

factors that affect employee retention and employee turnover. The information is organized by different factors including regions that are affected by employee retention, the motivational aspect of employee retention, gender, age, employment status, and communication.

Factors Affecting Employee Retention

Region

Employees around the world face many of the same decisions regarding continuing their employment with their current employer. The employee decision-making process depends on whether employee retention strategies achieved their goals.

Gberevbie (2010) focused on employee retention in the Federal Civil Services in Abuja, Nigeria. Employee retention occurs when strategies such as job satisfaction and employee training and development are used to reward each individual. Employees working as federal civil servants in Abuja, Nigeria are motivated by high wages, the company's image, and employee participation in the organization's decision-making and information process (Gberevbie 2010). The compensation package for employees working in the Federal Civil Services includes a car, housing and furniture loans, health insurance, job security, and regular promotions.

The employee retention rate of health professionals in the remote regions of Australia varies depending on the health care field. The medical professional retention rate in nonmetropolitan areas ranges from 23% to 27%. In metropolitan areas, the employee retention rate is 34%. Most health care professionals working in rural areas identified lifestyle and location as their reasons for remaining with an organization. These

professionals stated that these locations are safer for their families. Many health professionals leave their place of employment due to issues with management, which include on-call schedules, workload, and family problems. These family issues included the lack of availability for their spouse to gain employment as well as the available educational opportunities for their children (Bourke, Waite, & Wright, 2014).

Management practices and organizational culture may affect the employee retention rate. Organizations operating in the rural area of New South Wales are faced with a low employee retention rate. One of the effects of low employee retention is an increase employee workload. The impact of management practices in this rural environment is important due to management culture that pushes the employees to increase productivity and decrease employee retention. The employees have expressed their frustration with the organization's management team, which includes human resources (Keane, Lincoln, & Smith, 2012).

Keane et al. (2012) stated that the health care professionals in the rural community of New South Wales are motivated by their community engagement and personal relationships. Many of these individuals either grew up in the community or feel that the rural community is an ideal location for raising their family. The employees in the rural area of South Wales, as well as the employees living in the remote regions of Australia, think that the employee retention rate will increase if there are investments in transportation, access to shops, secondary education for their children, and employment for their spouses.

Motivation

Motivation is a tool that individuals use to achieve and maintain their goals in the organization. These goals are important to the leaders in the organization and it helps them to achieve their commitment to the community. Motivation is linked to positive feelings associated with job satisfaction, which is an important part of employee retention for healthcare workers' working in Kenya. Ojaka et al. (2014) stated that healthcare workers in Kenyan hospitals demonstrated motivation through their unselfish commitment to the organization through their job performance. The level of motivation varies depending on whether the organization is a private or public health facility. Private facilities include religious and faith-based organizations, nongovernment organizations, and for-profit-organizations owned by individuals or corporations.

According to individuals working in the World Healthcare Organization (WHO), 53% of the workers in the healthcare field in Turkana Kenya are female but only 30% are male. Difficult working conditions in Turkana are contributing factors to the low percentage of female healthcare workers in the region. Human resources practices in Kenya do not address the gender imbalance. Employee motivation and retention in private and public facilities are different due to the employees' background. A compensation package can be an important predictor for motivation and employee retention in the healthcare sector (Ojaka et al., 2014).

According to Lee and Wilkins (2011), employees are motivated by either intrinsic or extrinsic factors. Extrinsic and intrinsic motivators in the workplace help to explain work-related behaviors, such as the motive behind seeking employment with a particular

organization, job performance, and contenting employment in the company. Each employee decides on their own career path, which is based on factors such as if their values are compatible with those of the organization. An organization's extrinsic incentive package may affect an employee's decision on if they are willing to work in a nonprofit organization. Some employees are motivated by the nonprofit organization's intrinsic values. Intrinsic motivators include the employee's determination and self-esteem (Valentinov, 2007). Nonprofit organizations may place the emphasis on observable values trends in order to attract employees with stronger intrinsic motivation (Chen, Ren, & Knoke, 2014).

Gender

There is an increase in the number of individuals living in single-family homes in Canada that rely on services provided by nonprofit organizations. The nonprofit sector in Canada has a high number of female employees. The number of female employees working in nonprofit sector raised the question regarding the quality of work that these individuals provide to the public (Kosny & MacEachen, 2010). Work conducted by women is undervalued due to the association of work done inside the home. Female employees are considered invisible workers, which puts these women at risk and it may compromise their wellbeing and comfort. Female employees dominate the nonprofit sector; the work that women do is sometimes taken for granted.

Kosny et al. (2010) stated that the type of compensation packages offered to female workers employed in the nonprofit sector are due to the perceived invisibility of the type of work that they provide to the community. Nonprofit organizations need to

understand the significance, contribution, and dedication that female employees provide to the community. Workers' compensation legislation was created in the mid-19th century due to the hazards of working in an industrial environment. The nonprofit sector does not have any of the hazardous indicators that contributed to the reason for the legislation. In the past, many organizations within the nonprofit sector did not offer their employees any compensation because society views this type of work as invisible. Female workers dominate the nonprofit sector, and they make positive contributions to community services. The nonprofit sector needs to appreciate the contributions that their female employees make to society by offering a competitive salary that may help to increase the employee retention rate (Wicker, Breuer, & Hanau, 2012)

Wicker et al. (2012) stated that gender is an organizational issue in nonprofit sports clubs in Germany. The leadership team in these clubs focus on providing sporting opportunities to their members as well as non-sporting and social activities. The social activities include summer festivals, holiday parties, and summer festivals. An investigation on the gender effects on organizational problems in these sports clubs indicated that the issue of the perceived organizational issue with women. These organizational issues increase depending on the number members in the club.

The negative effect of female members in these sports clubs could be explained by the positive contributions that women add to the overall club life. The contributions include organizing social events that male club members are not able to do. These social events are revenue generators through the sale of food and beverages, which is important to the overall cohesiveness of the club. The research findings concluded that some of the

organizational issues are smaller in some nonprofit social clubs depending on the number of board members. The retention rate in nonprofit sports clubs in Germany may depend on the congruence between the role of the female members and their leadership positions (Wicker et al., 2012).

Nonprofit organizations have opened the door for women in the workplace as well as offering a work environment that is conducive to exploration and development. This type of work environment includes hiring, developing, and training, which include evaluations and promotions. The performance evaluation and job description detail the expectations of the employees as well as the role of the leadership team within the organization (Mastracci, & Herring, 2010). The training of the women includes a decision-making process that is aligned with the purpose of the organization. According to the United States in the mid-1970s a number of women transferred from manufacturing positions to hold key positions in managerial and functional roles in the service industry. The service industry employs on average a larger number of female workers compared to the manufacturing industry. In Canada 85% of the individuals working in the nonprofit social services are women. According to the Australian Bureau of Statistics in 2010 75% of the individuals employed in the nonprofit social service industry in Australia and Scotland are women (Baines, Charlesworth, & Cunningham, 2014).

In the global community, some organizations are seeking to eliminate workplace discrimination, prejudice, and inequality. Women represent 47% of the workforce in the United States, but they only hold 14.4% of senior executive and 2.4% of the chief executive officer (CEO) positions in Fortune 500 companies. The workforce in the

nonprofit sector is dominated by female employees; women holds 45% of the (CEO) positions (Claus, Callahan, & Sandlin, 2013). A woman has climbed the organizational ladder in leadership roles much differently from their male counterparts. The leadership journey for women sometimes focused on characteristics such as respect, passion, and nurture. The journey of their male counterpart focused the perceived characteristic of logic, profitable and respectable. Women in executive leadership roles will continue to be elusive until society addresses the issue of diversity.

Age

Generation X individuals, born between 1965 and 1981, are often raised in single parent homes and are often the only child in that home. These individuals are described as good performers, they offer a great source of knowledge, and are experts in their field. Retaining Generation X employees is important to both for-profit and nonprofit organizations. Retaining employees are difficult for the nonprofit sector due to the compensation packages offered to the employees (Masibigiri & Nienaber, 2011). A shortage of qualified employees and an increase in the number of open positions has compounded the issue of low employee retention. Organizations within the nonprofit sector created retention strategies to keep Generation X individuals in their employment. These retention strategies included a performance development process that uses the unique abilities of individuals to advance the needs of the organization. Retaining Generation X employees is important to the nonprofit sectors because these individuals will help to ensure that the organization achieves its goals.

Employee retention is important because staff replacement can be very costly. The cost of replacing employees includes recruiting and training of new staff members. Generation X employees are motivated by leadership style that is grounded with generational aspects (Masibigiri et al. 2011). These generational aspects include a flexible work schedule, recognition, and a good working environment. Masibigiri et al. (2011) stated that Generation X employees are nomadic, so retaining these individuals can be difficult. Generation X individuals may leave their place of employment for any reason if they are not satisfied with their work environment. The leadership in the nonprofit sector has the tools to help in retaining Generation X employees. Work-life balance, job security, and the opportunity for advancement within the organization can motivate Generation X employees.

According to Govaerts, Kyndt, Dochy, and Baert (2011), there is a positive correlation between age and employee retention. The researchers stated that older employees are less likely to leave an organization if they are unhappy with a work situation. These employees will stay with the organization because they feel that finding another job may not be possible. Younger employees are willing to change jobs at the beginning of their careers, which may explain the relationship between employee retention and the younger workforce. (Govaerts et al. 2011) research findings indicated that there is no significant relationship between employees' age and their level of education, their seniority with the organization, or the characteristics that place them in the middle of the workforce.

The nonprofit sector is faced with the issue that their employees are aging and are transiting from full-time wage-earning employees to part-time volunteers. The aging employees that are face with working in an environment with limited core duties may choose to volunteer as sympathetic helpers. A retired school principal may volunteer in a school as mentor due to the flexibility and a part-time option of volunteering (Schlosser, & Zinni, 2011). Generation X presents a different challenge from the aging employees. Generation X is a highly individualistic group of individuals (Mitchell, & Montgomery, 2000). Millennials are different from Generation X; Millennials surrounds themselves with technology in this time of instant responses. Years ago, employees were expected to retain their employment with an organization for at least ten years only taking the standard two weeks for vacation. Millennials will take six months off for a volunteer assignment or to go hiking the Appalachian Trail. Millennials does not follow the workplace dress code; they may come to work wearing footwear that should not be worn outside the house (Zabriskie, 2016).

Employment Status

The rate of employee retention does not change between part-time or full-time staff members. An employee's age and employment status are sometimes a determining factor if an individual's stay with an organization (Zabriskie, 2016). Twenty-two percent of full-time employees will remain with the organization if they are satisfied with their compensation package. Eighteen percent of part-time employees will continue their employment with an organization based on their compensation package. Brown et al. (2003) suggested that in an attempt to increase the employee retention rate human

resource individual within the nonprofit sector could encourage their part-time employees to stay with the company.

Employees holding permanent full-time contract will commit to staying with the organization. A permanent contract gives the employee a perceived psychological obligation from the organization's leadership team. McDermott, Heffernan, and Beynon (2013) conducted a study in a large nonprofit organization in Ireland that offers services for individuals with disabilities and their families. The research findings concluded that 41% of the individuals surveyed that holds a permanent part-time contract remains with the organization on a temporary part-time basis after their contract expired. The study also indicated a psychological contract breach may lead to employee turnover. The contract breach may include the cancellation of the contract before the full term, breach of obligations as well as a lack of training.

Volunteering is an important employment status in the nonprofit organization's workforce. Rotolo and Wilson (2006) stated that in 2004 it was estimated that volunteers provide over \$272 billion in service hours to nonprofit and for-profit organizations. Individuals that volunteer come from different backgrounds, age range, wage earning categories and educational level. Volunteer work brings a measure of social satisfaction to the individual as well as the public benefit to the community and the organization. Public-sector employees volunteer for different reasons. Public-sectors employees are motivated by their beliefs and economic values. These individuals also volunteer to strengthen their family values, sense of community, as well as to improve their religious connection (Sum, Khatiwada, McLaughlin, & Beard, 2010).

Self-employment is another employment status. Statistics from the Bureau of Census, indicated that self-employed workers perform the job function for someone else, such as physician, contractors, and beauticians (Rotolo et al., 2006). Part-time and seasonal employment is another status that adds to the employee retention rate. A large number of these seasonal and part-time employees are teenagers. The employee rate of these teenagers fluctuates depending on the overall family income. The seasonal employment of these employees is based on summer employment. In the summer of 2009, the teenage unemployment rate was at an all-time low. There was an employment rate gap based on ethnicity and income. The unemployment rate of summer teenage employee is three times higher than adults during this period. The unemployment rate of adults 55 years or older is 67% (Sum et al., 2010). The Workforce Investment Act (WIA) help to created youth summer jobs program that impacts the discrepancies that families face based on their income level.

Communication

Chun-Fang, Canter, and Prince (2008) stated that employees are motivated by clear, correct, consistent, and complete communication. Communication is an important part of understanding an employee's needs. Managers and supervisors with good communication skills can relate to the employees, the organization's expectations, and the job requirements. Employees that are happy with the volume of communication they receive from their supervisors are motivated to remain with the organization. In some instances, communication is the only motivation that the employee needs to remain with

an organization. The research findings indicated that a lack of communication has little or no effect on employee retention in some industry (Chun-Fang et al., 2008).

Crisis communication readiness is a strategy used in some nonprofit organizations in Germany. Public relations (PR) team are individuals entrusted with providing crisis communication. The function of these PR employees in the organizations is to influence the public in case of a crisis (Schwarz & Pforr, 2011). PR individuals need to access the crucial information, perceive the autonomy of public relations, and analyze the information in the best interest of the organization. Public relation practitioners are held in high esteem in the nonprofit organization due to their autonomy, their level of education, and influence in the community. The job of a PR individuals can be very stressful adding crisis communication to the function may affect the employee retention rate.

Strategic communication management is another way that nonprofit organizations in South Africa attempt to improve the relationship in management theories. According to Wiggill, 2011), strategic communication management is necessary for the development of the relationship between the nonprofit organization and their employees. The objective of this communication plan is to have an open line of communication and set goal share information between the organization and the employees. Feedback from communication sessions may help to increase the employee retention rate. Effective communication is an important part of getting information to each employee in the organization. The objective of effective communication is to help to create harmony in all interpersonal relationship.

Lack of communication may lead to conflict in the nonprofit organization (Seshadri, & Carstenson, 2007).

Mentoring

Mentoring has changed over the years with the addition of key elements, such as the mentor and the mentee's relationship, the development of goals, and the reflection and development of these goals. Key components of a good mentor are being empathetic, a good role model, being available, being interested in the process, and remaining non-judgmental while meeting the needs of the mentee (Bourke et al., 2014). Mentoring programs offers the employee an opportunity for job satisfaction. Other benefits of mentoring programs include enthusiasm, personal growth, increase in creativity, and career advancement. The negative sides of mentoring programs are the increase in the mentee's workload, conflicts between the mentor and the mentee, and the mentee's inability to find a solution to issues. In the nonprofit sector, some organizations use mentoring as an incentive for senior healthcare professionals. Few healthcare professionals are willing to mentor young individuals. Some professionals view mentoring not as an incentive, but as something that they are obligated to do it for the mentees (Shields, 2009).

Mentoring employees and volunteers' staff are important parts of the nonprofit organization. Volunteers are not committed to any nonprofit organization; however they are very selective about each assignment and about the service being offered by the organization (Shields, 2009). The leadership in the nonprofit sector has to appeal to the characteristics of each volunteer, which includes the reason for volunteering as well as

the self-esteem of each individual. A mentoring and training program that includes team-building activities needs to be part of the recruitment process of volunteers. Mentoring employees need to go beyond training techniques. Mentoring allows the mentor to feel as if they are part of the volunteering experience. The ability and willingness to mentor as well as being mentored may lead to an increase job satisfaction (Shields, 2009). Staff development is another mentoring and training program. This program gives the employees the tool that helps them to focus on the assigned task. This type of mentoring program also includes a one-on-one training session catering to the needs of the mentee (Weisblat, & Sell, 2012).

Human Resources Practices

The lack of effective human resource (HR) practices is a reasons that nonprofit and for-profit organizations have challenges in employee retention. Effective human resources practices are an important part of the organization, and ineffective HR practices are sometimes linked to low productivity, inferior customer service, high recruitment costs, and a low employee retention rate (Al-Emadi, Schwabenland, & Qi, 2015). Another challenge for employee retention is the lack of professional individuals in the labor market as baby boomers are nearing retirement age. The nonprofit sector is facing the inability to implement HR retention initiatives that include Generation X and Generation Y. Generation X and Generation Y individuals operate in a global economy, and they require a diverse work environment. If the nonprofit sector professionals provides the required work environment for Generation X and Generation Y individuals, it may increase the employee retention rate.

Marinucci, Majigo, Wattleworth, Paterniti, Hossain, and Redfield (2013) stated that to improve employee retention in a sub-Saharan African medical laboratory the organization needs to implement human resources strategies that include training and professional development. The retention strategies should also include in-service training that integrates professional development with a proficiency certificate on completion. Human resources strategies may also include gender-specific programs that will target the issue of employee retention.

Human resource practice in the nonprofit sector needs to include programs that focus on positively enforcing high work performance practices. These programs to promote and motivate the staff members that has the knowledge, the skill set, and the abilities to fulfill the organization's mission, vision, and values. Another human resource practice used to increase employee retention is a pay-for-performance system. This system may not be effective in the nonprofit organizations due to budgetary restraints. Pay-for-performance systems sometimes is part of the compensation packages in for-profit organization (Rau, 2012). Human resource management practices can also enhance employee skills. This practice focuses on improving the skills of the newly hired employee. Improving the skill set of employees includes training and developmental activities. These training and development activities may help to decrease employee turnover and increase the employee retention rate (Delaney, & Huselid, 1996).

Job Satisfaction and Job Security

Job satisfaction is the employee's overall attitude toward their work experience, which includes their attitude towards their compensation package, their co-workers, and

their job functions. Employees that are satisfied with their compensation package, as well as the organization's mission, sometimes remain with the company. Job dis-satisfaction is indirectly linked to the decrease in employee retention (Brown et al., 2003).

An employee that is committed to an organization's mission and who feels that they play an intricate role in the execution of that mission would remain with the company (Brown et al., 2003). Satisfaction with the compensation package varies with full-time and part-time employees. The compensation package is more important to younger part-time employees and not to their full-time counterparts. The research findings indicated that employees that are attached to an organization's mission would remain with company due to their belief in that mission (Brown et al., 2003).

Job satisfaction and job security may differ depending on if the employee works in a non-union or union environment in the nonprofit sector. Employees that are union members have higher expectations for job satisfaction than non-union employees (Artz & Kaya, 2014). Job satisfaction and security may increase the employee's number of years of employment. However, job insecurity increased with the economic recession and it continued months after the recession ended. Job insecurity sometimes reduces job searches, which may inflate the employee retention rate.

An organization's mission, vision, and values are the things that may affect employee retention. Caseworkers in the child welfare departments stated that identifying with the organization's mission is a major factor in the decision process. Another factor that affects employee retention is job satisfaction. Job satisfaction includes compensation, work experience, and job tasks. Three factors influence employee retention includes the

individual's attitudes, awareness, alignment, and agreement towards the organization's mission and values. The lack of congruency between the employee and the organization's mission leads to dissatisfaction as well a lower level of commitment (Brown et al., 2003).

Public sector organizations face the challenge of retaining employees with limitations in remuneration, flexibility, job security, minimal incentive packages, and a lack of training opportunities. Human resources practitioners working within the nonprofit sector stated that with changing demographic trends today's workforce seeks work-life balance. This change has forced nonprofit sector organizations to restructure and adopt human resources practices used in the for-profit sector that focus on high customer service (Al-Emadi et al., 2015).

The level of health workers' job satisfaction based on the job characteristics. These characteristics are identified as critical components of what motivates healthcare workers. These motivational factors include a flexible work schedule, the physical environment, and the relationship with co-workers, the compensation package, and the job location. Peters, Chakraborty, Mahapatra, and Steinhardt (2010) stated that the key components of job satisfaction might also include autonomy, and extrinsic benefits, such as transparency (Peters et al., 2010).

Commitment

Al-Emadi et al. (2015) defined employee engagement as the employee's level of involvement and commitment towards the organization and their values. The employees' commitment is different from their engagement because engagement pertains to the level that the individual is attentive and the level at which they are engrossed in their ability to

complete the functions of their job. The researchers stated that there are many indicators to effectively manage the employee's commitment, retention skills, and team connection. The researchers also stated that a balance between work and life, recognition, work environment, rewards, and product level are indicators of employee retention. The employee's commitment to the organization can positively influence employee retention (Peters et al., 2010).

Organizational commitment allows the employee to stay employed with the organization during difficulties when other alternatives would allow them to resign from their position with the company. Commitment requires a strong congruency with the organization (Vecina, Chacón, Sueiro, & Barrón, 2012). Employees that are acquainted with the organization's mission, vision, and values may be committed to the company. Cronley and Youn Kyoung (2014) stated that organizational commitment does not increase the employee's perception of service quality. Organizational commitment also includes the employee's emotional investment in the company coupled with a desire to contribute to the organizational success. Strategic planning in social service organizations requires less commitment and a higher quality of service. The right organizational commitment program may lead to an increase in the employee retention rate.

Ethnicity

The United States Bureau of Labor Statistics projected that 43% of individuals entering the workforce in 2013 would be African American (Hayes, 2012). Most organizations are changing their employment strategies to best serve the change in community diversity. However, nonprofit organizations are reacting slowly to the change

in the workforce. The breakdown of the current workforce in the nonprofit sector is 82% Caucasian, 10% African-American, 5% Hispanic/Latino, 1% Asian/Pacific Islander, and 3% other. In the nonprofit sector, 14% of African Americans are in leadership roles and less than 6% work in specialized positions. The nonprofit sector is faced with fixing the challenges of a low rate of inclusion as well as creating and implementing strategies to increase the rate of hiring and retaining a diverse workforce (Peters et al., 2010).

Seventy-one percent of African American employees stated that the organization's mission, the work environment, and their perception of the work place culture important in their decision-making process of continuing their employment in the organization (Hayes, 2012). The cultural work environment in the nonprofit sector needs to include an awareness of competency that includes how the organization is viewed on racial issues. The leadership within the nonprofit sector needs to address the culture within their organizations in an attempt to retain a more diverse workforce.

The Thirty Percent Coalition is a group of women's organizations of institutional investors, and executives dedicated to increasing the representation of women on the boards of public held organization. The 2020 women on boards of organization seek to increase the gender diversity index of fortune 1000 companies. Nonprofit and for-profit organizations tried to adopted initiative to increase diversity. Cost is the main reason many state and local government fail to implement diversity initiatives (Breuer, 2016). According to the British national census in 2006 8% of the individuals working in the public sector in Europe are from Asian or Asian British group, this compared to 4% in

the private sector. Three percent of Black or Black British employees work in the public sector and 2% work in the private sector (Millard & Machin, 2007).

Work-Life Balance

The term work-life balance grew from the concerns of individuals who felt their work was taking a toll on their family life (Choudhary & Singh, 2016). Work-life-balance includes alternative working hours that encompass schedules that offer the employee the opportunity to achieve their goals in a shorter working week. Work-life-balance also has a direct association with employee retention (Al-Emadi et al., 2015). The availability of work-life-balance opportunities can be a determining factor in employee retention. Work-life balance includes a flexible working option, which includes the opportunity to work from home and offering employees the option of working longer days and a shorter work week.

Al-Emadi et al. (2015) stated that work-life balance should include the human resources practices of training, career development, and sharing information with the employees. Work-life balance initiatives are important to attaining job satisfaction as well as ensuring the employee's commitment to the organization. Work-life balance could lead to an increase in the employee retention rate. Individuals that feel their life is out of balance may not have the tools necessary to create a work-life balance. Two-income household sometimes faces the work-life balance conflict more than single family earning homes due to the fact that work keeps encroaching on family life. Commuting long distance as well as hours spent worrying about work issues contributes to work-life imbalance (Miryala & Chiluka, 2012).

Dual Practice

Dual practice in the healthcare field gives employees working in the public sector the opportunity to work part-time in the private sector at the same time. It was implemented as an employee retention strategy. Dual practice allows employees to balance the private sector higher paying job with the public sector lower paying job. The negative aspect of dual practice is that employees may leave nonprofit sector due to the higher compensation package the private sector offers. Dual practice offers the incentive of an increased work-life balance and the opportunity to reduce the cost of migration from government organization. Dual practice may change the views of the jobs being offered in the public as opposed to those in the private sectors, which gives the employees first-hand knowledge of working in either the public or private sector that may help in the decision-making process (Ashmore et al., 2015). Medical professionals in South and East Asia also practice dual employment. Dual employment is practice at every income level; it gives medical professionals the opportunity to increase their earning potential (Hipgrave & Hort, 2014). The practice of dual employment is not limited to health care professionals. Public law enforcement officers also work for private security firms. Individuals working in the public-school system as educators also offer private tutoring sessions to their students (García-Prado & Gonzalez, 2011).

Due to the Taiwan Civil Association Act (2002), all nonprofit organizations in Taiwan have to register as a civil organization under a government body. These government bodies include organizations such as the Ministry of the Interior (Yeh, Taylor, & Hoye, 2009). The Act of 2002 did not detail the requirements that these

nonprofit organizations needed to establish internal regulations for their board members in order to operate. The regulations include the dual process of the team members, which includes that the board members also need to have equal status on the supervisors or directors' team. The dual board system attempts to fulfill the functions and expectations of the board members. These functions include the effectiveness of the policies, procedures, and training that the organization offers to their employees. This process may help to increase the employee retention rate.

Employee turnover is an issue faced by many organizations in the United States and the around the world. This section offers factors that affect employee retention in the nonprofit sector. The factors include detail on payback programs, repatriated employee, reward management, millennial employee, organizational trust and justice, organizational size, local and global organization, and organizational culture and climate. High employee turnover may lead to a low employee retention rate (Yeh et al., 2009).

Factors Affecting Employee Turnover

Payback Program

The data collected by the United States Census Bureau in 2009 revealed that the state of California has one of the most diverse populations in the union and it has a population of just under 40 million people. Sixty-five percent of the national population is Caucasian compared to 41% of California's population. California's population encompasses 58.3% minorities compared to 41.8% nationally (Foster, Morris, & Sirojudin, 2013). There is a shortage of qualified mental health professionals (MHPs) in the state of California's community mental health system. In the process of increasing the

employee retention rate of MHPs, members in the mental health system are also seeking to increase the diversity of the state's social workers. To address the issue of retention and turnover, members of California's mental health system started initiatives that include the payback program (Foster et al., 2013).

In an attempt to retain mental health professionals, the state of California has implemented a payback completion program for MHP students. The payback completion program requires students to work for one year within the county mental health agency. The findings of the study indicated that 543 students completed their degree and 92.2% (502) of these graduates completed the one-year employment requirement. Sixty-nine percent (295) of the individuals that completed the one-year requirement of the payback program remained with the same organization (Foster et al., 2013). An estimated 80% to 85% of the funds used in mental health programs are sent on hiring and retaining employees. There is a link between the quality of workforce and the service delivered to the patients (Green, Miller, & Aarons, 2013).

According to Foster et al. (2013), the payback program has contributed to the conversation among the state of California's MHP-professionals. However, the need still exists for a solution that will work in other disciplines in the mental health community. The researchers also stated that increasing the employee retention rate in the mental health sector would require the strategic and cooperative support of social workers, educators, the State, and mental health agencies. The strategy requires a review of workforce development, reform in healthcare, and an implementation process. Paying back for baby boomers also seen as a competitive community advantage. Thirty-two

million baby boomers are expected to leave the workforce within the next ten years.

These individuals will vacate 20 million jobs. These individuals will contribute to society by volunteering in their community. Payback comes in many different forms, and to these baby boomers, volunteering is their payback programs (Greene, 2012).

Repatriated Employee

The definition of repatriation is the expatriation that happens when an international organization returns to their home country (Birur & Muthiah, 2013). Multinational corporations (MNC) returning home also face the issue of retaining their employees. It is estimated to cost multi-national companies between \$300,000 and \$1,000,000 to send a manager to work in one of their subsidiaries in another country (Santosh & Muthiah, 2016). In 2010, the organization Global Relocation Trends reported that 38% of the employees that leave the country for employment return to their home country within the first year of employment. In an attempt to decrease the turnover rate, some organizations implemented strategies that include offering the returning employee a list of available open positions. Some organizations in India are implementing a policy that prevents their employees that worked in the Information Technology (IT) department from working for their competitors on any project for one year after leaving their employment. Retaining repatriated employees is gaining importance in the global marketplace (Santosh et al., 2016).

The global experience is one of the most important aspects for expatriated employees. These multi-national companies underestimate the repatriation process.

Twenty-five percent of the returning employees leave the organizations within one year

(Santosh et al., 2016). However, one of the least favorite parts of the global experience for these employees is the major decrease in their compensation package. These employees also expressed that not enough importance is placed in their pre-departure or repatriation training or support. The training and support should include information on the difference, if any, on the lifestyle of the host countries for any departing employees. As well as training for these employees returning from developing countries such as India whose citizens may have a negative attitude toward the host company (Birur et al., 2013).

Multinational companies with repatriated and departing employees also need to offer these individuals financial counseling, this may help the employees returning home. The decrease in their salary that the returning employees face may lead to a change in their lifestyle. Mentoring programs could also decrease the employee turnover rate, which may increase the employee retention rate. The research findings indicated that managers assigned to mentoring are also assigned the task of finding jobs for those repatriated employees (Birur et al., 2013). Mentoring may help to retain the repatriated employees as well as support them in their new working environment. The researchers stated that informing the expatriated employees about the benefits and reasons for their assignments in the organization might help with their departure as well as the retention rate within the company. The actions of multinational companies, as well as the actions of their employees could help with the turnover rate in the organization (Santosh et al., 2016).

Repatriation is an issue faced by some employees working in a global environment when faced with an international assignment. The assignment and

transferring may create problems for the employee and their family members. Expatriate employees are given these assignments based on their knowledge and expertise within the organization. Expatriating an employee is an expensive process and the process may cost the organization three to five times more than the employee's annual salary. The employee returning to their home organization is sometimes placed in the next available position. This may cause the repatriated employee to feel underemployed or feel that they are over qualified for their new position. There is a high turnover rate attached to returning expatriates. (Nery-Kjerfve, and McLean (2012) stated that the turnover rate of expatriates is about 20% to 50% within the first year. The high turnover rate is sometimes attributed to the employee's expectation regarding their experiences of working and living abroad (Santosh et al., 2016).

Reward Management

Reward management is a human resources process designed to implement strategies on how to fairly reward employees that achieved a goal, to attract, motivate, and retain these individuals. Reward management also helps to facilitate the organizational goals (De Gieter & Hofmans, 2015). Human resources professionals are attempting to change their focus from financial rewards to attract and retain employees. The key foundation of reward management programs is that rewards are the drivers for employees' behaviors and attitudes. Some of the reward packages offered to employees are part of the organization's fixed budget. Fixed budget or fixed cost does not work well in the variable sales environment because these employees are incentivized based on the amount of revenue they generate for the organization. The rewards program should be based on

the value chosen by the employees, such as satisfaction. Pay satisfaction is defined as the process when the employee is satisfied with their pay. The same premise is sometimes applied when defining psychological and material rewards (De Gieter et al., 2015).

The turnover intentions and the turnover rate can be tied to the dissatisfaction of the employee with their relationship with the organizational leadership as well as their financial rewards. The relationship between reward satisfaction and performance can be unclear as an employee's performance is not one-dimensional (De Gieter et al., 2015). A positive relationship between reward satisfaction, task performance, and employee turnover is what can happen if the employee is satisfied with their financial compensation. These employees will perform at their best and they may remain with the organization. Different reward types influence satisfaction and it depends on the individual employee and their perception of satisfaction.

De Gieter et al. (2015) stated that their research findings indicated that employee turnover intentions are not based on the relationship between rewards and satisfaction, as there is only a 9% difference between rewards and satisfaction. The research findings also indicated that 49.2% of employees are influenced by the satisfaction that is attached to psychological rewards. They also indicated that human resources professionals need to make sure employees are satisfied with their financial rewards, which may lead to a decrease in employee turnover. Low employee turnover may sometimes result in an employee feeling that they are entitled to the rewards. Human resource professional needs to implement reward management strategies that will help to eliminate the feeling of entitlement among employees (Greene, 2013). De Gieter et al. (2015) suggested that

employers should not focus on financial rewards to satisfy their employees but provide the resources that will make the employees feel content.

Contented employees are more inclined to stay with the organization, which may help to lower the turnover rate and thereby increase the retention rate (De Gieter et al., 2015). The compensation package offered to the employee in some instance represents a large part of the organization's fixed cost. In the public sector, there is pending legislation that may attempt to increase the compensation package being offered by nonprofit organizations. The nonprofit sector needs to create reward strategies that will ensure that the individuals making the decision regarding compensation packages understand the importance to employee recruitment and retention (Greene, 2012).

Millennial Employees

The 2009 data from the United States Department of Labor estimated that between 2010 and 2020, 75% of the public-sector workforce could be made up of millennials. The silent generation was born between 1925 and 1942, baby boomers were born between 1943 and 1960, Generation X was born between 1961 and 1981, Generation Y or Millennials are those individuals born after 1982. Millennials are experienced in technology and social networking tools and they are also excellent communicators. Millennials are also referred to as the generation that is always connected. The millennial generation is known for being racially and culturally diverse and educated. Millennials are motivated by their commitment to social services as they often work in community services and volunteer programs (Ertas, 2015).

Motivation plays an important role in Millennial employees' performance and productivity. There are different motivational factors, which include the employee's desire to perform the task, internal and external influences, and extrinsic issues. Some motivational factors for millennials are inherent, which emphasizes the rewards and the fact that they are driven by the work itself. The different types of motivational factors have given birth to different theories on motivation, such as Public Service Motivation (PSM). The PSM theory findings are that individuals that work within the public sector are motivated by intrinsic rewards unlike the employees in the private sector (Ertas, 2015).

Human resource managers and individuals studying in the field of public administration examined the relationship between turnover intention, intrinsic and extrinsic motivation, and the increasing turnover rate in the public sector. The research findings indicated that there is a serious problem in federal services. The turnover data collected during 2006 and 2008 indicated that 24.4% of new millennial employees left their place of employment within the first two years. The turnover of the new employees plus the departure of those that are of retirement age may increase the need for employees in the public sector (Culiberg et al., 2016). High turnover rates also have an effect on the morale of the entire organization, especially for the remaining employees. An increase in the turnover rate is an indication that Millennials are not satisfied with their position or place within the organization, however the total dissatisfaction among millennials may be caused by different factors. The dissatisfaction may stem from issues with a co-worker,

their compensation package, feeling undervalued, or they are not challenged by their current job functions (Ertas, 2015).

The research findings indicated that younger millennial employees would revel in their intention to leave the public sector for the private sector. Many of these millennials are seeking a work-life balance. Establishing a social network that can help to increase the retention rate as well as developing some of these individuals' skills and can help to increase the organization's productivity. One of the greatest employee turnover indicators of this research is employee satisfaction (Culiberg et al., 2016). Millennials, especially those working in position with the federal government are seeking satisfaction with contribution that they are making a difference in the organization, and they also need the opportunity to gain knowledge and to work in an environment that is friendly and flexible. The limitation of this research may allow for future research on a comparative study of millennial workers in different countries (Ertas, 2015).

According to (Culiberg and Mihelič (2016), by 2025 millennials will make up 75% of the workforce. Millennials are often accused of not having the required work experience needed for the job and the required work ethics. These employees are individualistic, they have a lesser need for social approval, and they also exhibit a great level of self-esteem. Millennials between the ages of 18 to 24 represents 17% of the population. According to millennials ethical standards need to be an important part of the organization's mission, vision, and values. Nonprofit organizations are considering hiring millennials due to their ethical standard as well as their corporate social responsibility. Corporate social responsibility is the organization's citizenship and social outreach. The

corporate social responsibility of millennials includes volunteering with the organization. Millennials feel that their family influences are important to their decision in volunteering. Millennials contribute to the employee retention rate in many ways through direct employment as well as volunteering (McGlone, Spain, & McGlone, 2011).

Organizational Trust and Justice

The definition of organizational trust is the level of the employee's confidence in the organization in a way that they believe that the actions of the organizational leadership may be beneficial to them and their family (Farooq & Farooq, 2014). Trust in the leadership has a positive effect on the employee's behavior, which includes the sharing of information, exceeding job performance, and self-motivation. The definition of organizational justice is an individual's perception of the fairness they receive from the organizational leadership. There are different types of organizational justice, such as procedural, interactional, and distributive justice (Culiberg et al., 2016). Distributive justice demonstrates a reality that has a different distribution depending on the outcomes in the work environment and how the employees are treated. Distributive justice is the employee's perception of a many of topics. When the best qualified person gets promoted that is seen as fair by the employee; however, when a promotion is given to an individual solely for the reason that they are considered as the organization's insider this is seen as unjust by the employee. Employees who perceive that a decision was unfair are sometimes not very productive, which can result in negativity. The definition of procedural justice is the employee's perception of fairness of the procedures and processes used by the organization. If an employee feels that an unfair decision was made

by the organizational leadership, there may be some resentment towards the organization's decision makers (Nedkovski, Guerci, Battisti, & Siletti, 2017).

Organizational justice can impact employee turnover intentions because if the employee perceives that the organization is unfair in their procedural processes and resources that individual may not remain with the organization (Nedkovski et al., 2017). If the employee's perception is that their skills, experiences, and education are not being rewarded or appreciated by the leadership, they may not want to continue their employment with that organization. Some employees used the treatment of other employees in similar situation as a benchmark of fair or unfair behavior by their employer. An employee's salary is usually one of the indicators of unfairness because if both individuals are bringing the same talent and skills to the organization and one gets a higher salary this could be perceived as unfair treatment (Farooq et al., 2014).

A decrease in organizational justice and employee trust may increase employee turnover. If the employee cannot trust their employer, they may not be willing to continue working that organization (Farooq et al., 2014). An employee's expectation to be treated fairly by their employer is an implicit psychological agreement between them and the company. Organizational justice has an impact on employee turnover due to the relationship between distributive and procedural justice. Employees have a certain expectation that their employer will treat them fairly now and in the future. An employee's positive expectation increases organizational justice, which in turn influences employee turnover (Nedkovski et al., 2017).

Farooq et al.'s (2014) research findings indicated that using a fair process would help organizations to decrease their spending on compensating their employees and reduce turnover. The research findings also indicated that high turnover is a direct result of perceived injustice on the part of the employee. The researchers suggested that managers and HR professionals take the research findings and develop a benchmark process to deal with perceived organizational trust. The process should also provide information on tangible support, human resources practices, and competitive compensation packages. For future study, the researchers suggested a similar study focusing on South Asia within the telecommunications-working environment (Nedkovski et al., 2017).

The organizational ethical values need to reflect the shared perception of the employees as well as the policies, the procedures, and vision of the organization. Organizational trust is defined as the individual's willingness to be vulnerable due to the actions of others as well as their expectation of trust within the scope of their job functions (Nedkovski et al., 2017). The organizational climate also dictates the employee's level of trust. Organizational trust if embedded in social exchanges it can develop over time. Trust can contribute to the development of the employees as well as the organization. Organizational trust may help to decrease employee turnover, which may lead to an increase in the employee retention rate (Jiang, Gollan, & Brooks, 2017).

Human resources practices may influence workplace attitudes and the behavior may increase the employee's perception of organizational justice. These procedures may help to increase the employee's self-esteem, which may change their opinion of the

organization's values (Wei-Yuan, Shang-Ping, Chwei-Jen, & Chin-Fang, 2013).

Organizational justice implies that the organization's leaders needs to treat their employee fairly and the employee will reciprocate that treatment by adopting behavior that will be beneficial to the organization over time. This process may create a positive relationship that may result in an increase in employee retention (Tremblay, Cloutier, Simard, Chenevert, & Vandenberghe, 2010).

Turnover in Small Businesses

Small businesses offer important economic value to society. The success of small businesses is directly linked to the contribution of their employees. Employees contribute knowledge, abilities, and skills and intend to help the organization succeed. A limited amount of research was completed on how small businesses can decrease employee turnover and increase employee retention. Voluntary and involuntary turnover can be costly on any organization, large or small. There are advantages and disadvantages to working in a small business (Gialuisi & Coetzer, 2013). There are many disadvantages to working in a small business, which include the size of their compensation package, training opportunities, and development. Small businesses are owner-managed, which sometimes leads to little or no organizational structure, plus the opportunity for career growth is limited. Employees that values career development and professional growth will not be inclined to stay in a small business (Patel, & Conklin, 2012).

Employee retention is important in every organization, but there is little or no benchmark available for small businesses. Some small businesses do not have a formal recruitment or selection process that could help with employee retention. Findings from

data collected from 408 businesses in Australia indicated that an increase in salary, profit-sharing plan, as well as other non-monetary incentives, might help small businesses retain their employees (Gialuisi et al., 2013). There is limited information available on how small businesses can retain their employees. The lack of information includes developing a cohesive work group that will help to encourage employees to remain with the small business. This group includes individuals that would help the new employee adjust to their new working environment, helping these employees may help to resolve conflict, as well as help the employees fit in with their new staff members (Patel et al., 2012).

The employee's attitude and overall satisfaction are two important indicators of employee turnover. Organizational culture is also an indicator for employee turnover. If the individuals are not happy with management practices, they may leave the company (Gialuisi et al., 2013). The information on how owner-manager businesses operate may be an advantage to some employees. Internal information on how small businesses operate may also help to create and maintain some functions in the company that may help employees get the information that they seek from their employers. This type of management process gives the employees opportunities to learn many different tasks. Small businesses offer a different brand of human resources; one that sometimes is non-existent and run by the business owner (Patel et al., 2012).

Gialuisi et al.'s (2013) research findings indicated that owner-managed small businesses do have options regarding improving employee retention. The findings also included that small businesses need to create a culture that fosters employee engagement in different activities, maintain a strong support base, and offer non-financial rewards.

Cost-effective retention strategies, which include processes that will help small business owner-managers understand what motivates their employees, will help to decrease the turnover rate and increase the employee retention rate. For future study, the researchers suggested examining the relationship between group cultural strength and the different tasks in a small business (Gialuisi et al., 2013).

Beynon, Jones, Pickernell, and Packham (2015) stated that small and medium companies play a large role in the economic recovery in US economy. The employee's attitudes towards training and development do not change depending on the size of the organization. Employee turnover and retention in small and medium size businesses are still measured in the same way as larger organizations. The performance or work system in small businesses may not produce the benefits that outweigh the cost of doing business or a competitive advantage. Human resource practices aim to optimize the knowledge and skill of their employees may be a key factor in creating and or enhancing the competitive advantage of the organization. Improving organizational productivity may help to increase employee retention (Patel et al., 2012).

Organizational Culture and Climate

Shim (2014) defines organizational culture as the employee's expectations and perception of achievement, innovation and competence (AIC) cooperation, and supportiveness and responsiveness (CSR) with the emphasis on rewards (ER). AIC is used to measure an employee's challenges in attaining their goals and if these challenges are affecting their attitude. This process also measures the employee's knowledge and competency in completing the assigned task. CSR is used to measure how employees

react to receiving support from their supervisors and whether they are capable of producing quality work. CSR also measures the organization's commitment towards their customers as well as the training they provide their employees (Langer, & LeRoux, 2017).

Achievement, competence, supportiveness, and responsiveness can influence an employee's behavior, which could lead to the individual staying with the organization. The emphasis placed on rewards can help to measure the value that the employee places on a job well done (Langer et al., 2017). If the employee feels that they have a great compensation package they will remain with the organization. The organizational culture in child welfare agencies plays an important role in achieving the mission, vision, and values. Employee turnover can be very costly because the departing employees take their knowledge with them when they leave the organization. Recruiting and training a new employee is also very costly. According to Shim (2014), in 2005 the estimated financial cost of training a new employee in the state of New York was approximate \$24,000.00. In 2008, the estimated cost increased to \$27,487 this included the cost of the departing employee and recruiting the new employee. Previous research indicated that the contributing factors of employee turnover were issues with the individual employees and specific organizational factors, not the overall organizational culture (Langer et al., 2017).

Public child welfare agencies along with other nonprofit organizations have a high employee turnover rate, which creates an employee shortage, higher caseloads, disjointedness in the type of services being provided, and an overall feeling of poor

community service. Child welfare agencies could decrease the employee turnover rate by creating a type of work environment that offers a positive organizational culture and climate. The research findings indicated that within the organizational culture, emphasis on reward had the most significant effect on employee turnover at AIC or CSR. Shim (2014) suggested that for future study the research should include data from states other than New York as well as other countries.

The leaders in the company are responsible for creating and promoting the organizational culture and innovation that will motivate their employees. The leadership is the primary mechanism that influences the climate of the organization. Organizational culture helps to support the values that each person seeks to reinforce (Jaskyte, 2004). The values that the employees share is an important part of maintaining the relationship between them and the organizational leaders. Organizational culture is also defined, as the share values that help the members of the organization understand the functions that guide their behavior. The organizational culture and climate may play a major role in the employee's decision in remaining with the company. Organizational culture helps to shape the everyday organizational life. Identifying the cultural attributes may help the managers in the nonprofit sector to develop a coherent strategy for cultural change (Pinho, Rodrigues, & Dibb, 2014).

Made to Order, Temporary, and Contractual Employees

High employee turnover affects countries other than the United States. The labor shortage is one of the biggest issues facing organizations in eastern China. The data collection process commissioned by the China National Bureau of Statistics in January

2012, indicated that there are 3.45 million people eligible to work in China. Even with this number of potential workers in China, the country also faces a high employee turnover rate (He, Zhang, & Zhang, 2014). High employee turnover may be a direct link to labor-intensive organizations that have a low rate of pay. Many of these low-paying companies are part of made-to-order (MTO) organizations. MTO organizations hire human resources (HR) companies to fill their open positions. These individuals are referred to as direct workers. Direct workers are hired through employment agencies that send the new employees to the required locations. The dispatched employees are different from other employees because they have no commitment or relationship to the organization leadership of their new assignment (He et al., 2014).

The dispatched employee has attendance issues, which includes not completing their assignments and not notifying with the host company. It is important for human resources professionals in eastern China to find an effective way to measure, identify key factors, and reduce the employee turnover rate. One method of measurement used was Six Sigma (He et al., 2014). The main functionality of the Six Sigma process is the ability to define, measure, analyze, improve, and control (DMAIC) the process by which to solve systematic problems. Organizations such as Hewitt used the Six Sigma process in their organization in 2006. Hewitt gave credit to the Six Sigma process for providing their human resources professionals with the tools to decrease the organization's voluntary employee turnover and increasing employee satisfaction.

He et al. (2014) implemented the Six Sigma process to evaluate the turnover rate of the dispatched employees in eastern China. The research findings indicated that there

are some commonalities between the voluntary turnover patterns of the traditional employees. These commonalities included the compensation package, career advancement, and other opportunities. There is a distinctive difference between the traditional employee and the dispatched employee, which is the lack of organizational commitment (Kim, 2010).

The compensation package is as important to the dispatched employee as it is to the traditional employee. The dispatched employee still wants organizational recognition and career advancement (Kim, 2010). For most organizations, an increase in salary is usually the quickest and easiest fix when trying to retain an employee, however, retaining an employee in this manner each time is costly (He et al., 2014). Paying attention to the employee's career development will provide a more sustainable and less costly reward and it may help to increase employee satisfaction. The research findings indicated that the Six Sigma Define, Measure, Analyze, Improve, and Control (DMAIC) processes along with a human resources process decrease voluntary turnover in a particular company on an average of 1.4% to 2.5% on recruitment and training costs (He et al., 2014).

In the Italian labor force, there is a dual labor market, which includes the long-term regular job as well as the temporary job of contract work. Hiring contractual employees is a less expensive way that organizations use to satisfy their immediate labor needs. The act of hiring temporary contract workers help the organization to deal with the non-permanent increases in the market. A contractual employee coming in and out of the workforce is recorded differently however; these individuals are recorded as part of the employee retention rate (Nannicini, 2006).

Spousal Career Support

An employee's decision to leave or remain with an organization is influenced by a number of different things, which includes beliefs, values, and the attitudes of the employee and the members of their family (Ferguson, Carlson, Michele Kacmar, KHalbesleben, & Kacmar, 2016). This research focused on the spousal support of military family members. The support and encouragement of the family members are very important to any life-changing decision, which includes leaving an organization. The employee's spouse can encourage or discourage the employee from remaining with the organization (Huffman, Casper, & Payne, 2014). For example, a military career can be very demanding for the employee and their family. Some military families are faced with separation and relocation on a regular basis. The demands of relocation sometimes place the spouse in the position of trying to find employment as well as the difficult task of adjusting to the new environment. Some military spouses work as volunteers with military organizations to provide support to other military families who are trying to adjust to their new environment (Ferguson et al., 2016).

The employee's spouse also provides social support, which is part of the work-life balance. Positive social support can directly impact the work environment and reduce work-life conflicts. Work-family conflict includes work interfering with family (WIF). Working interfering with family includes a lack of spousal support for the employee's career advancement. A reduction in WIF may enhance job satisfaction, which may also reduce voluntary employee turnover. Sometimes a spouse is not willing to relocate for their partner even if the move is necessary for the employee's advancement, which

sometimes creates chaos in the family, this may lead to employee turnover (Huffman et al., 2014).

Huffman et al.'s (2014) indicated that the role of a spouse is important in employee turnover. The research findings indicated that work interfering with the family directly and indirectly impacts job satisfaction, which affects employee turnover. WIF also affects an employee's attitude towards the organization and the organizational commitment. For future research Huffman et al. (2014) suggested an examination of work-to-life enrichment and employee turnover. The researchers also suggested that another future study should examine to what extent a lack of spousal support affects the family-to-work enrichment experiences. Understanding the reasons for employee turnover is a major part of creating effective employee retention strategies (Ferguson et al., 2016).

Work-related spousal support may help to enhance employee job satisfaction. Job satisfaction is one of the deciding factors in employee retention. Organizational support, as well as work-related spousal, is a resource that may help the employee meet the work demands. Work-related spousal support may help work-life-balance (Ferguson et al., 2016). Work-related spousal support is important when both spouses work in the same organization or occupation. When both spouses work in the same environment it may be less likely to achieve work-life-balance because one spouse may bring their work home. Work-life-balance is an equal part of employee retention (Halbesleben, Wheeler, & Rossi, 2012).

Managerial Impact

This study reviewed the impact of managerial style on employee turnover within the organization through the process of the human capital management system. One of the things that influence the employee turnover rate is a manager's performance and managerial skills. The quality of the management practices within an organization can directly affect employee retention. Johansen (2013) defines quality public management as conservatorship, leadership, risk-taking, and entrepreneurship. Managerial impact on employee turnover affects all levels of the organization. The data collected within a school district in the state of Texas between 2000 and 2006 indicated that quality management negatively impacted teacher turnover. The managerial practices of a middle manager have several different influences on employee turnover. The reasons for this direct impact of a middle manager is because they are closer to the lower-level employees and in some instances; they directly supervise these individuals (Manev, 2003).

Middle managers are also part of the hiring, evaluation, motivation, and advancement of these employees. Management practices affect both voluntary and involuntarily employee turnover. A high employee turnover rate may be a direct link to poor hiring practices on the part of the organization's human resources individuals (Manev, 2003). For example, the data collected on the teachers in Texas indicated at least two reasons for the turnover. Forty percent of the teachers stated their reasons for leaving their place of employment was due to poor administrative support. Employees also had other reasons for leaving their employment, which included dissatisfaction with management. This dissatisfaction included the actions of newly hired managers deciding

to terminate some of the teachers who had been with the school for a long time (Johansen, 2013). The average employee turnover rate for teachers in the Texas school district, which was 17%, was higher than the turnover rate of 16.1% for the United States federal government.

Johansen's (2013) research findings indicated that quality management could influence employee turnover through human resources management, compensation packages, setting goals and helping individuals to achieve them, and career advancement. The quality of managerial experience has a significant impact on employee turnover. In an attempt to decrease the employee turnover rate, some public schools implemented professional development policies for their teachers. However professional development programs will only help if the teachers stay with the organization (Manev, 2003).

Public Service Motivation

There are many motivational factors that influence the employee turnover rate of public service employees. One factor that may influence turnover is the employee feeling burnout due to political and economic reasons. Employee burnout can also contribute to emotional exhaustion, personal accomplishment, and depersonalization (Kim, 2015). The definition of emotional exhaustion is a psychological exhaustion of emotional resources and interpersonal interactions. The definition of depersonalization is an individual's perception of the interpersonal treatment of others within the organization. The other aspect of burnout is connected to the dissatisfaction associated with an employee not obtaining their accomplishments. Burnout is also associated with physical exhaustion, which sometimes employees associate with their work – feeling burnout may reduce the

employee's intention to remain with the organization. The employee's commitment or level of solidarity with the organization is usually low if they feel emotionally exhausted. Employees within the public sector such as teachers and police officers are prone to high levels of emotional exhaustion. Emotional exhaustion increases the level of employee turnover (Ngaruiya, Knox Velez, Clerkin, & Taylor, 2014).

The research findings indicated that local revenue officers in public service motivation (PSM) do not see intrinsic motivation and sacrificing of the individual's self for the sake of the job significantly influence the turnover intentions in South Korea. Kim (2015) also stated that social support had no significant impact on the employee's turnover intentions. If public service employees have the emotional resources that they need it may help to reduce their stress levels and reduce the feeling of burnout as well reduce their turnover intention. In an attempt to reduce the employee turnover rate, organizations could intrinsically motivate their employees with different types of support other than financial support. To reduce the employee turnover rate in the public sector, organizations need to provide their employees with the opportunity for self-development and improve their educational goals, which will advance their careers. Even with the economic issues facing South Korea, individuals working in local government invested strategies that may reduce employee turnover and may be beneficial to the country (Kim, 2015).

Employees who are satisfied with their intrinsic motivators and who are willing to learn the aspect of the organization are less likely to leave it. Intrinsic motivators can be an important part of the intellectual, social, and physical aspects of the employee's

development. These intrinsic motivators can help to reduce employee turnover (Kim, 2015). The research findings indicated that employees that perceived themselves as not being part of the organization with high levels of PMS would leave. Employees that work within the public sector and experience high levels of self-sacrificing behavior are more likely to leave the organization than the employees with less altruistic tendencies who will remain. The researcher also stated that the degree of emotional exhaustion influences the relationship with intrinsic motivators, self-sacrifice, and employee turnover in public sector organizations (Austen & Zacny, 2015).

Motivation is also important for managers as well as their employees.

Understanding motivational behaviors of public service workers is an important part of the organizational culture and is critical to the success of the organization (Ngaruiya et al., 2014). The culture of the organization is an important part of the employee's commitment to the actions of the organization. Motivating public service employees can be challenging when the motivational factors do not have any monetary value. The researchers stated that there are three factors that motivate public service employees. The first motive is rational this includes to actions that are grounded in individual utility expansion. The second is norm-based motives, which includes efforts to conform to the norms. The third is effectiveness, which includes the present emotional, behavioral triggers of the employees (Austen et al., 2015). Public service motivational factors may also include educational advancement and training programs. Public service managers need to implement motivational programs that start during the employee orientation. These programs need to include practices that will foster the altruistic motivators of

public service providers (Jensen, & Andersen, 2015). An important part of altruistic motivators is that employees working in the public service sector need to feel that their values are congruent with that of the organization in which they currently work (Gould-Williams, Ahmed Mohammed Sayed, & Bottomley, 2015).

Labor Practices

According to the Society of Hospitality Consultants (2006), the global hospitality industry is facing a high level of employee turnover due to employees leaving for work opportunities outside of the industry and hotels are finding it more difficult to recruit quality employees to fill open positions. Davidson & Wang's (2011) reason for their research was human resource management (HRM), specifically employee retention, training, and employee morale. The research focused on the labor shortage in the Australian hotel industry, the researcher focused on four and five-star hotels. The factors that influence the employee turnover rate in the Australian hotel industry include promotional opportunities, compensation packages, and a flexible work schedule. Employees in the hotel industry are often faced with changes in their schedules such as long hours with not much compensation. Employee perception is another reason for high turnover in the Australian hotel industry. If the employee perceives that they are not being treated fairly, they will leave the organization. Demographic as well as the employee's position within the organization are also factors in the employee retention rate. Employees that hold supervisory and managerial positions are less likely to voluntarily leave their place of employment than an employee working at the staff level.

Another issue that may impact employee turnover is the department in which the employee works (Schirhart & Wise, 2007).

The hospitality industry in Australia has adopted the labor practice of outsourcing, which has contributed to the labor shortage and the increasing employee turnover rate. The factors motivating outsourcings includes specialized work experience and skills, a reduction in operational costs, and technology. The other side of outsourcing is the loss of control of employees, innovation and trust, monitoring and management costs, and the ability to train the local workforce (Davidson et al., 2011). The hospitality industry has been outsourcing jobs such as housekeeping and cleaning staff for years. It has recently started outsourcing jobs in administration and human resources. The experience level of the temporary hotel staff from the outsourcing agencies did not meet the hotel management's expectations and it has impacted the level of customer service. The labor practice of outsourcing has also impacted the relationship between hotels' regular staff members and the management teams (Schirhart et al., 2007).

Davidson et al.'s (2011) research findings concluded that employee turnover is high at both the managerial and staff levels within the hospitality industry in Australia. The high employee turnover has a great impact on the cost of training new employees, productivity, quality of service, and profitability. Employees leaving the hotel industry indicated that their reasons for leaving one job for another is due the wages, career advancement, and a flexible working environment. These turnover factors not only impacted on the hotel's operational staff but the managerial staff as well (Schirhart et al., 2007). Davidson et al. (2011) suggested that the hotel industry in Australia adopts

employment strategies in an attempt to lower the employee turnover rate. These employment strategies include market changes, a flexible work schedule, and vocational hospitality education and training. The hotel management team also needs to review the employment policies regarding employee recruitment, retention, and labor structure in an attempt to lower the employee turnover rate. The researcher also suggested that the hotel management team implements human resources strategies, such as cross-training their employees to respond to employee turnover issues (Kim et al., 2010).

Culture and Climate

Dawson et al. (2011) define work climate as employees' perceptions of their working conditions. Employees prefer to work in an organization that offers a healthy working climate, offers an opportunity for growth, employs knowledgeable individuals, has open communication, and allows some level of autonomy. There are several climate dimensions, which include facilitating leadership and support, workgroup cooperation, job diversity, work structure, and autonomy. The characteristics of the industry in which it to operates influence the organizational culture (Schirhart et al., 2007). Organizational culture is an important factor in the individual's decision-making process and if they continue with the organization. Employees go through the process of deciding if they will remain with the organization by evaluating if their values and norms are congruent to that of the organization. New employees to the hospitality industry decide if their beliefs fit with the organizational commitment and culture and not the other way around. Some of the values include honesty, ethical behavior, and the treatment of their employees (Dawson et al., 2011).

The definition of organizational commitment is an employee's belief and how they identify with the company's mission, vision, and values. Employees that are satisfied with their position in the organization as well as those employees that have a high self-esteem will remain with the company (Jiang, Hong, McKay, Avery, Wilson, & Volpone, 2015). Employees that are emotionally connected to the organization's mission, vision, and values are less likely to leave the company. The research findings and conclusion include that human resources (HR) practitioners need to implement processes that will drive sustainable performance outcomes (Dawson et al., 2011). HR practices should also include rewards for employee development as well as developing long-term employee retention relationships that promote and strengthen internal labor trends. Organizational culture cannot be created, however human resources practices of recruiting, hiring, and including new employees into the company's social active may help to positively impact the organizational culture. HR practices can help to reduce the employee turnover rate, which may help to increase the employee retention rate (Deshpande, 1996).

Unethical Behavior

Organizational unethical behavior has a negative impact on an employee's career. In an attempt to improve their reputation with their consumers and in the community, some organizations increase their commitment to service as well as address the concerns of the non-governmental campaigners (Pierce & Snyder, 2015). Employees that work in organizations that promote ethical behavior will remain with the company due to the possibility of higher compensation, job security, the economic success of the

organization, and job advancement. An unethical working environment may reduce job satisfaction and increase employee turnover.

Unethical behavior can be beneficial to employees even if it is in direct violation of the organization's mission, vision, and values. For example, a restaurant server may give food and drinks to a customer in an attempt to get a big tip. An employee working in a retail establishment may not report or prosecute a shoplifter for some form of social compensation. A doctor may distort patient information in an attempt to manipulate the healthcare system (Pierce et al., 2015). A psychological relationship that develops over time between the customer and the employee may decrease the social shame or judgment attached to the unethical or illegal behavior, which may result in an increase in the behavior. Most of the unethical behavior has some form of disciplinary consequences, which may include the employee losing tips they earned ethically an increase in customer complaints. Ethical behavior may increase employee turnover (Miao, Newman, Yu, & Xu, 2013).

The unethical behavior of an employee can create issues on how they portray ethical behavior. The ethical employee may feel less valued by the organization. They may choose to voluntarily leave the organization due to their ethical norms. According to Pierce et al. (2015), research conducted by over 3,000 emissions inspectors regarding unethical behavior indicated that this type of behavior does impact employee turnover. The findings of this research indicated that monitoring unethical or illegal behavior is necessary because illegal behavior needs to be reported to the proper authorities. Unethical behavior sometimes creates a competitive work environment. The research

findings also indicated that hiring highly ethical emissions inspectors might hurt the firm because cheating within this industry is typical behavior. Employees engaging in unethical behavior are less likely to voluntarily leave the organization (Miao et al., 2013).

Unethical behavior is not limited to the employees in the organization, but the managers and supervisors may also participate in this type of behavior. A manager's unethical behavior may pay off for that individual on a personal level, but it can be very costly to the organization (Suar, & Khuntia, 2010). The cost to the organization may include a reduction in productivity, cash, shares in stocks, and business reputation. The organizational productivity is contingent on the job performance of all the employees. The employee's core values and commitment to the organization may help to reduce their unethical behavior and practices in the workplace. A reduction in unethical behavior may help to reduce the employee turnover rate.

Summary and Conclusions

This qualitative descriptive phenomenological study will explore, understand and identify evidence-based best practice strategies in employee retention. Chapter Two offered an in-depth review of the literature on the topic of employee retention in the nonprofit and public sectors as well as employee turnover in different organizations. During this literature review, the common theme was that individuals working in the nonprofit sector have different reasons for continuing their employment with any organization. The articles reviewed during this process contained a range of information including gender, motivational factors, and work-life balance. The information did not change even for employees working in different parts of the world. The articles on

employee turnover offered insights within different for-profit organizations. Many issues impacted employee turnover in the for-profit organizations such as employee unethical behavior, and cultural climate in the hospitality industry. The gap in the research is that individuals are motivated by different factors and organizations need to pay attention to these factors to retain their employees.

This information may help to create evidence-based best practice strategies in employee retention for nonprofit organizations. The reasons for remaining with an organization did not vary depending on the length of employment or if the individual was working full or part-time. Training is a motivational factor regardless of the region, professional environment, age, gender, and level of employment (Peters et al., 2010). One of the most important factors of employee retention was the compensation package, which varies based on age as well as other factors of the employee. The size of the organization is also a factor in employee retention rate (Shim, 2014). Chapter Three includes detail on the research methodology, which includes the research design and rationale, the role of the researcher, the conceptual framework. This chapter also includes detail on participant logic, the data collection software, the research instrument, the data selection plan, the data collection process, the trustworthiness, and the ethical process of the study.

Chapter 3: Research Method

This chapter includes the methodology of the study and the reason that the chosen method was appropriate for this study. Chapter 3 begins with details on the research design and rationale, participation logic, procedures of recruitment, participation, data collection, role of the researcher, and the research instrument. The chapter concludes with the data analysis plan, issues of trustworthiness, and a summary.

The purpose of this descriptive phenomenological study was to explore evidence-based best practice strategies that may increase employee retention rate in the nonprofit sector. The identification and implementation of evidence-based best practice strategies in employee retention may give nonprofit organizations the opportunity to redirect funds for employee recruiting and training toward community-based programs. Evidence-based best practice retention strategies may have a positive impact on employee retention (Brunetto et al., 2012). I conducted one-on-one interviews with individuals working in the nonprofit sector to answer the research question. The examination of various organizational processes may help managers to identify evidence-based best practice retention strategies that may have a positive impact on the employee retention rate. Managers are responsible for implementation of strategies that create conditions that may encourage employee retention (Baltoni, 2005).

This study focused on nonprofit organizations in an attempt to increase employee retention. I examined various organizational strategies that may help managers to identify evidenced-based best practice retention strategies that may have a positive impact on employee retention. Identifying and implementing evidence-based best practice strategies

in employee retention may help to increase the employee retention rate. This may be beneficial to nonprofit organizations as it may give them the opportunity to redirect more of their annual budget toward community-based programs. Managers are responsible for implementation of strategies that create conditions that may encourage employee retention (Baltoni, 2005).

Research Design and Rationale

The nonprofit sector is faced with a low employee retention rate. These organizations provide needed community-based programs. The employee retention rate in government-funded nonprofit organizations is as low as 43% and 55% in privately funded nonprofit organizations (Williams et al., 2011). An increase in the employee retention rates may help the nonprofit sector to increase the number of community-based programs (Madden et al., 2014). The purpose of this descriptive phenomenological study was to help the nonprofit sector to implement evidence-based best practice strategies to increase their employee retention (see Vagle, 2014).

I used a descriptive phenomenological design to identify the evidence-based best practice strategies in employee retention used in nonprofit organizations. Phenomenology is defined as the study of phenomena. A phenomenon is anything that someone experiences (Gill, 2014). VanScoy and Evenstad (2015) stated that “the word ‘phenomenology’ comes from Greek: phenomenon ‘that which appears’; and logos ‘study’” (p. 339). Phenomenological research includes descriptive, interpretive, rigorous, and scientific methods. The essence of the phenomenological design is the five mutually dependent parts, which include accepting the phenomenological approach, entering the

world of the research participants and going through the descriptions of the experiences, accepting the implicit findings, explaining the true phenomenon, and integrating the findings in the framework of the research (Jabareen, 2009). Finlay (2012) stated that a phenomenological study focuses on more than the experience of the current study but the real-world experience.

Phenomenology incorporates a philosophical measurement as well as the ability to see how things happen through everyday life experiences. The phenomenological descriptive design is the most appropriate research methodology to capture the human science interaction (Finlay, 2012). Gill (2014) stated that many philosophers made changes to develop phenomenology, but most phenomenological research draws from the principle work of Husserl or Heidegger. Husserl is said to be the founder of phenomenological philosophy due to his work with descriptive phenomenological methodologies. According to Husserl, phenomenologists can see the essences through intuition and that the essences are the foundation for all knowledge. Phenomenology is also based on the interpretation, personal perspective, and the personal knowledge of a person's experiences. Phenomenological research is conducted to describe rather than explain, and this type of research methodology does not have hypotheses or preconceptions (VanScoy & Evenstad, 2015).

Mayer (2015) defined qualitative research as an approach involving different techniques such as describing, translating, and decoding data. Qualitative research started in the 20th century due to an increase in the social sciences that focused on understanding human interaction in the social world. Qualitative methodology gives the researcher the

option to observe the participants in their natural settings. The qualitative researcher asks open-ended questions, which may change during the interview process based on the participants' responses. The goal of a qualitative researcher is to explore and understand and provide descriptive accounts of the similarities and differences of the collected data. Qualitative research involves interpretation and observation (Park & Park, 2016). Qualitative research has identifying characteristics, which include conducting in-depth interviews and focus group techniques. Bailey (2014) stated that any additional development in areas of psychology might have a positive impact on qualitative research. Research analysis in 2005 indicated a growth in supervision for qualitative studies.

Role of the Researcher

The role of a phenomenological researcher is to return exemplify empirical meaning of the world's direct experiences. The researcher strives to describe the complex, rich, and lived experiences as clearly as possible. The role of the researcher is also to ask the research participants the proper questions to understand how the lived experiences affect their present world (Finlay, 2012). Qualitative researchers have some autonomy with their methods, which includes how they conduct the interviews, the research techniques, and how they analyze the data. The qualitative researcher must provide a detailed analysis of the data. The role of the researcher is to remain consistent with the research methodology, remain true to the organizational culture of the research sample, and focus on answering the research question (Bansal & Corley, 2012). The role of the researcher is to listen to the participants and, if a problem arises, find out the cause

of the problem but also remain practical and consistent and give each participant the same amount of respect and time (Watts, 2011).

During the interview process, the researcher may get emotional, and it is important remain impartial and unbiased. Emotions in a study can be divided into three different components. The first deals with the data collection process (Hubbard, Backett-Milburn, & Kemmer, 2001). During the interview process, the researcher may face an emotional situation such as psychological anguish of one of the research participants. The researcher may feel emotionally connected to the participant based on the situation, which may cause some emotional bias. The second component is emotional sensed knowledge, which refers to epistemology of emotion. The third component is the emotional labor of the researcher that sometime may change the direction of the interview process (Hubbard et al., 2001).

The role of the researcher is to encourage healing values in participants. A researcher should not take on the role of therapist but during the interview process the researcher may have to provide some form of support to the research participants. During this process the qualitative researcher needs to remain impartial (Rossetto, 2014). Showing empathy, reassuring the participants, and developing rapport is part of the interview process. Offering therapy to the research participants may present a challenge to the qualitative researcher. The research participants may mistake the interview process as a therapy session and the interviewer as a therapist. The role of the researcher is to maintain the boundaries to protect the ethical values of the research, to listen, learn, and

observe, and not become a therapist. The researcher can offer the research participants any available local counseling resources (Hubbard et al., 2001).

In qualitative, descriptive, phenomenological study the role of the researcher is to examine various organizational strategies that may help managers identify evidence-based best practice in employee retention. These retention strategies that may help the managers have a positive impact on employee retention (Baldoni, 2005). This researcher will use the data collected from the research participants to identify evidence-based best practice strategies in employee retention in an attempt to increase the employee retention rate. A higher employee retention rate that is beneficial to nonprofit organizations as it may give them the opportunity to redirect funds in their annual budget towards community-based programs. Managers are responsible for implementation of strategies that create conditions that may encourage employee retention (Hubbard et al., 2001).

The role of the researcher is to ensure that the proper data collection tools are being used, to ensure that the participants are contacted, to create interview questions that may help to answer the research question, ensure that the participants rights are not violated. This researcher will request and maintain all consent form for all the participants. I will help to maintain the right and privacy of all the participants (Hubbard et al., 2001). I will work closely with an auditor in order to maintain the interview notes, the field observations, journal records, and any data notes. I will maintain all audiotapes in accordance to the research protocols (Baldoni, 2005).

Methodology

Methodology is the action plan uses that leads the method to the desired outcome. Methodology is also defined as the strategy, process, or design behind the chosen to link the method to the desired outcome (Yunos, Ahmad, & Mohd Sabri, 2015). The research methodology of this qualitative, descriptive, phenomenological study will include a conceptual framework. This conceptual framework will include different segmentation of employee retention strategies. The segmentation will include a breakdown of the research population, if the organization is publicly or privately funded, as well as the programs being offered by each organization. The methodology will also include Herzberg's (1965) motivation-hygiene theory. Herzberg's theory will help to explain the data collection findings.

Conceptual Framework

Erdem, Kiraz, Eski, Çiftçi, and Kubat (2016) defined conceptual framework as a collection of concepts that are constructed to explain the key research factors and variables. A conceptual framework offers an interpretative approach to social change and an interpretation of the research intentions. Conceptual framework helps to develop and explain the qualitative analysis process, explain and predict human behavior (Jabareen, 2009). The goal of a conceptual framework is to classify and define the concepts that are important to the research. The logical thinking of the qualitative research needs to be reflected in the content and presentation of the research (Rocco & Plakhotnik, 2009). Conceptual methodology is an essential part of understanding the research problem. This methodology also offers an opportunity to simplify of the problem and provide some

guidance to the researcher that wants to complete a practical process to answer the research question (Erdem, et al., 2016).

The conceptual framework for the current study included Herzberg's (1965) motivation-hygiene theory, which may help to answer the research question. Motivation is an internal strength that helps the individual to achieve their goals. Motivation is also the individual's need to complete the process (Teck-Hong & Waheed, 2011). Motivational theory is sometime used to explain an individual's behavior. Motivational influences are formulated in different aspects of the job, which includes recognition, responsibility, achieving specific goals, and job advance. The hygiene factors include the external functions of the job, such as interpersonal relationships, the organizational processes, the compensation package, and the supervision. The external factors also include the interpersonal relations with co-workers. Hygiene factors do not give positive satisfaction, but this does not lead to dis-satisfaction. Herzberg's theory is used to identify why an employee is satisfied or not satisfied with the job. For this research the theory may help to identify the employee retention strategies used in the nonprofit sector (Islam & Ali, 2013). Herzberg's (1965) motivation-hygiene theory advocates that job satisfaction and job dissatisfaction is caused by different factors. Each employee determines their own level of satisfaction, an employee that experiences a low level of job satisfaction does not mean that they are dissatisfied. An employee that experiences a low level of job dissatisfaction does not mean that they are satisfied (Udechukwu, 2009).

Participant Selection Logic

Qualitative methodologies have guidelines that are helpful in the selection of the research sample. Qualitative researchers are faced with unique challenges when attempting to select participants for the study. The size of the sample depends on the research question, the purpose of the research, the research credibility, and the time available to complete the research. Scholarly researcher stated that qualitative research is mentally challenging and very time consuming (Marshall, Cardon, Poddar, & Fontenot, 2013). Qualitative phenomenological studies require a minimum of 20 participants or until data saturation occurs.

The sample for this research included eight nonprofit organizations. The research will include employees working in different management and or executive level within these organizations. The research sample will include a maximum of 20 individual or until saturation. I will conduct fact-to-face interviews with each participant in each organization. Each participant will be interview for 30 to 45 minutes. The interview will be geared towards answering the research question. The participant selection process will begin with identifying potential nonprofit organization to be part of the research sample. This identification process will include using Internet research techniques. I will use a non-random, purposeful sampling for this qualitative descriptive phenomenological study. Purposeful sampling cost less and is less time consuming but it is not appropriate for this study (Maramwidze-Merrison, 2016). Purposeful sampling includes identifying potential participants that have the knowledge for the study. The participant selection continues with getting personal information and acquiring commitment from each person.

The researcher needs to maintain diplomacy in order to gain the trust of the individuals within these nonprofit organizations. Researchers need to maintain the research protocol as well as ensure that each participant knows that they are important to the research

Instrumentation/Expert Panel

An expert panel of three to five individuals who are knowledgeable in the area of retention through experience and educational background and who are currently working in the nonprofit sector will help with the interview questions. A formal request letter will be sent to the potential panel members to seek their permission to review the interview questions and ensure they are aligned with the problem statement, purpose of the study, and research questions. The permission letter will detail the type of study as well as the contact information for the commission chairperson and myself. The expert panel members will receive a list of interview questions for their review to ensure the alignment of the problem statement, purpose of the study, and research question. I will revise the interview questions based on the feedback of the expert panel; then return it for their final review and comments.

Data Analysis Software

NVivo 12 software program will help to organize data including in-depth interviews, written observations, and case file data. NVivo 12 software offers an option to code the data into different categories including age, size, gender, location, and program. NVivo 12 offers coding for different types of data, which includes case study, interview transcript, and observation information. According to Maxwell (2013), analyzing qualitative data starts at the beginning of the process, from listening to the interview tapes

prior to the transcription to the process of reviewing and reorganizing the field notes. Maxwell (2013) also stated that during the listening process one should write notes on the visual and audio aspects of the interview in an attempt to develop tentative ideas. One of the initial steps in qualitative analysis is reading the observational notes, the interview transcripts, and other documents that are part of the research that requires analyzing. There are three main aspects of the review process, the memos, categorizing strategies, which includes coding, and connecting the strategies, which includes the narrative analysis. The goal of qualitative research is not coding but to rearrange the data into categories a way to develop the theoretical concept.

Procedures for Recruitment, Participation, and Data Collection

The data collection process is very important to qualitative research because it may impact the outcome of the study. There are three different approaches to collecting and analyzing qualitative data, which includes models that start the analysis after the data collection, has been completed (Mayer, 2015). One model is to collect the data and conduct the analysis simultaneous. Another model is when the data analysis is the primary focus and the other parts of the study are secondary to the study. The data collection process of a conceptual framework is conducted in a systematic manner depending on the relationship between the concepts. The conceptual framework needs to effectively convey the important parts of the study, such as the environmental phenomenon, the social behavior, political, and cultural components. The data collection needs to come from different sources such as interviews, literature review, and best practices (Jabareen, 2009).

The data collection process will include pre-qualification interviews with the research sample in an attempt to confirm their availability, explain the research topic, and as well as the research guidelines. The data collection for this study will include face-to-face interview. During the interview process this researcher will record the interviewees responses to predetermine questions on a tape recorder. The data collections process will also include field notes that will be part of the data transcription. The purpose of the interviews is to collect and categorize the data to maximize the effectiveness in order to answer the research question (Jabareen, 2009). The sample size is an important part of the research process. The sample for this study will be drawn from four to five nonprofit organizations. I will conduct interviews with four to five managers within each of these nonprofit organizations. There are different ways to collect the data such conducting telephone interview, face-to-face interviews, as well as web-based services (Park et al., 2016).

Data Analysis Plan

The data analysis plan will include conducting semi-structured interviews with the research participants who have the knowledge and experience to answer the research question (Hays & Wood, 2011). The data analysis process will include different steps, starting with conducting the interviews in the different nonprofit organizations. One step will include identifying the data, coding and describing the data, and summarizing the data. The data will be label for frequency in order to capture all the relevant information. An auditor will check the transcription of the field note in order to determine the accuracy and to provide the necessary feedback needed to answer the research question.

NVivo 12 software program will help to organizing and analyzes the research data obtained through the interview process. NVivo 12 program helps qualitative researchers to visualize data in a diagram format (Yunos et al., 2015). I will transcribe the interview notes into Microsoft Word then copy the information in the NVivo 12 software program. The transcription of the interview notes into sentence with identifying codes will help with the data analysis. The codes will include identifying notes that will include key phrases that may help to answer the research questions. NVivo 12 will store the data codes that will help the researcher through the data analysis process. Researchers conducting qualitative studies are the instruments used to capture the data. Transcribing, identifying, coding depends on the experience of the qualitative researcher (Saker, Xiao, & Beaulieu, 2013). Data coding is an important part of a qualitative data analysis because it influences the research results. This qualitative, descriptive, phenomenological study is design to answer the research question. I will also ask the participants to elaborate the evidence-based best practice strategies in employee retention use within nonprofit organizations.

Issues of Trustworthiness

Credibility

Credibility is a consistency in word and deed coupled with the commitment and follow through. Credibility is built on trust. Trust exists when there is chemistry between people (Aldrich, Dietz, Clark, & Hamilton, 2015). During the interview the researcher need to maintain credibility with the research participants. Credibility is earned and not given. Credibility is earned through the researcher's ability to deliver every that is

promised to the research participants. The trustworthiness refers to the consistency of the measurement. The trustworthiness of the data is an important component of the research. Qualitative researches are credible when the research data presented is an accurate interpretation of the human experience (Jabareen, 2009). Credibility is an important part in getting the appropriate research participants (Hajli, Sims, Featherman, & Love, 2015).

To increase the credibility of this study I will familiarize myself with the organizational culture of each nonprofit organization that is part of study sample size. The process will include creating a rapport between the researcher and the study participants. Each participant will have the opportunity to leave the study at any time during the process. Testing this study credibility will also include detailing the responses of each participant through interview notes, recorded responses, and ensuring that each person's feedback is featured as they intended.

Transferability

Internal and external validity is an important of the research (Hajli et al., 2015). Validity in qualitative research tests the suitability of the research tools and data collection processes, which includes the process of checking the research methodology and design. The research is validated if the research methodology helps to detect the research phenomena (Leung, 2015). Validity is also part of the research measurement for error and reliability. According to Adcock (2001), testing research validity sometimes involves bias, which sometimes creates errors in the research. According to Maxwell (2012), validity is a key part of the strategy to discover the plausibility of the research. External validity may be affected by research limitations. The first is the influence of the

research participants. For example, the level of education of the participants may affect the individual's behavior, which may affect the research results. The researcher needs to attempt to address all the internal and external factors that may affect the research to minimize the data collection errors (Prowse & Camfield, 2013). In this qualitative research a purposeful sampling process will be used in order to validate the research sample.

Dependability

Dependability is an important part of the study and should include a dependability analysis at the beginning of the research process. A dependability analysis may help to identify any deficiencies and help to prevent any additional cost in time and money (Rodrigues, Alves, Silveira, & Laranjeira, 2012). Dependability is defined as the ability to deliver the desired service that can be trusted and verified. Dependability also speaks to the researcher's ability to avoid frequent or acceptable research failures. Dependability also encompasses the researcher's ability to provide consistence and reliability and security through the study. Security in the research includes the confidence that the researcher can give to their target audience (Hu, Khalil, Han, & Mahmood, 2011).

Confirmability

Confirmability speaks to the researcher's ability minimize or eliminate any research bias during the data collection process. A research strategy is to ensure conformability of the study and the researcher needs to presume that the research is credible at the beginning of the process and to maintain that belief through the study (Jabareen, 2009). In an attempt to increase the conformability in qualitative research,

researchers need to present an accurate interpretation of the lived human experience. Research participants play an important dual role in the research they are an important part of the research validity as well as the threat to validating the research. Validating the data starts with the researcher and their approach to the study and the data collection process. The aim of this descriptive qualitative research with a conceptual methodology is to interview all the participants in an attempt to answer the research question and to collect the information through to data saturation.

Ethical Procedures

Ethical behavior is an important part of the research process. Unethical treatment of research participants will not only harm the individuals as well the research. Unethical treatment includes exploiting the participants just to enhance the study (Watts, 2011). Establishing a code of conduct as well implementing an ethical review process is very important. The researcher needs to protect the rights, well-being, and health of their research participants. The rights and well-being include allowing the participants to withdraw from the research at any time during the process. In order to protect the ethical boundaries, the researcher need to build a rapport with the participants. Building a rapport with the participants come with risk, it should not or should not include the sharing of personal information or developing a close personal relationship (Persson & Shaw, 2015).

Creating a code of ethics is an important tool to help the researcher to shape the ethical perception. The code of ethics will also help to facilitate a good and trusting relationship between the research participants and the researcher (Yallop & Mowatt,

2016). Research on ethics concluded that there are factors that influence an employee's ethical decision-making choices. These influences include religious beliefs, level of education, and orientation. According to Bush, Smith, and Bush (2013), 18 of 20 researchers reported that using a code of ethics help to establish with the ethical decision-making process as well as the ethical climate of the study.

For this qualitative, descriptive, phenomenological study is hoping to answer the question of what are the evidence-based best practice strategies in employee retention use within nonprofit organizations. I will follow the University's process to gain access to participant data. As well as to obtaining the needed documentation from the institutional review board (IRB) in order to successfully complete the dissertation process. A detail written description of the ethical treatment of all research participants will be sent out to all perspective research participants. I will explain each participant before the start of the interview the detail of the study, help each person to understand their rights as well as explain the standard ethical treatment of people participating in a research study. The data collected during this research will remain confidential. In order to remain transparent, the research participants will receive a copy of the results of the research. The data results will be kept secured based on Walden university guidelines, and then it will be destroyed. The process of destroying the data may include burning or shredding, this will be depending on which process is environmentally safe.

Summary

Chapter Three outlined the research methodology, which includes detail information on the research design and rationale. Chapter Three also offered information

on the role of the researcher, research dependability and transferability, ethical procedures, data analysis, and the data collection software needed to answer the research question. NVivo 12 software program is an important part of the process that may help to answer the research question of this qualitative descriptive phenomenological study. Chapter Four will outline the research setting. The research setting for this qualitative descriptive phenomenological study is face-to-face interview of a maximum of 15 participants. Chapter Four will also include the research demographics, the data collection, which included the research location as well as the length of the data collection process. The research trustworthiness and the result of the data collection is part of this chapter. Chapter Five will include detail description of the research findings. This section will also include the interpretation on the research findings to ensure that the finding does not exceed the scope of the study.

Chapter 4: Results

The purpose of this descriptive phenomenological study was to explore evidence-based best practice strategies that may increase the employee retention rate in the nonprofit sector. Evidence-based best practice strategies in employee retention may help nonprofit organizations increase the number of individuals they help with their community-based programs. Evidence-based best practice retention strategies may have a positive impact on social change within the community (Brunetto et al., 2012). I conducted one-on-one interviews with individuals working in the nonprofit sector to answer the research question. Examining the organizational processes of nonprofit organizations may help managers to identify employment strategies that may have a positive impact on the retention rate (Baldoni, 2005).

The following research question guided the study: What are the evidence-based best practice strategies in employee retention used within nonprofit organizations? Implementing evidence-based best practice strategies may help nonprofit organizations reduce employee turnover, which may increase the employee retention rate. Chapter 4 includes a description of the research setting, the participants' demographics, the data collection process, and the data analysis process. The section on evidence of trustworthiness addresses the confirmability, transferability, dependability, and credibility of the findings. Chapter 4 also includes detailed results of the study.

Research Setting

In a phenomenological study, the researcher needs to conduct the data collection part of the study in the participant's environment. I traveled to four of the eight nonprofit

organizations to conduct the face-to-face interviews. Research participants shared their lived experience to explain the phenomenon of the study. Descriptive, interpretive, and scientific methods in this interview process were used to answer the research question (see Jabareen, 2009). A random Internet search was conducted to recruit participants. Some interviews were conducted via Skype, FaceTime, and other Internet conference platforms. The Skype and FaceTime process was desirable for individuals who did not have a physical office in the community that they serve.

The research setting was in the organization of each participant. Each interview was conducted the participant's office. The participant escorted me to the office; I was able to set up my recording device on the desk. I took notes during each interview. Once the interview was completed, I was escorted to the office of the other participant. In one nonprofit organization, the interviews were conducted in a conference room. Each participant was escorted to my location by my contact in the company. In another organization, the interviews were conducted in a common area of the office. The option of conducting the interviews through teleconferencing gave the research participants who were faced to geographic constraints the option of still being part of the study. Three of the participants used the teleconferencing option. The interviews that took place via teleconferencing allowed the participants to be in their office or what was considered the office. One of the participants conducted office hours remotely from their home.

Demographics

Some of the factors that may influence the retention strategies of an employee include demographics, job satisfaction, job security, compensation package, and intrinsic

motivational values (Tews, Michel, & Ellingson, 2013). The current study participants included department managers, human resources professionals, and other executives working in the nonprofit sector. The sample in this study included males and females who were currently working in the nonprofit sector and who had been working in the same organization for a number of years. In Company A, I interviewed a human resource professional and a director. In Company B, I interviewed a human resource professional and three staff members holding positions as department head and director of the organization. In Company C, I interviewed a human resource professional and other members of the management team. The participants from Company F and Company G participated via FaceTime. FaceTime provided these participants the flexibility of having a face-to-face interview on their schedule. In the other nonprofit organization, human resources professionals were interviewed. Twelve of the 13 organizations in the random sample had an even mix of paid employees and volunteers. One of the organizations operates with only volunteer employees. Participant demographics are shown in Figure 2.

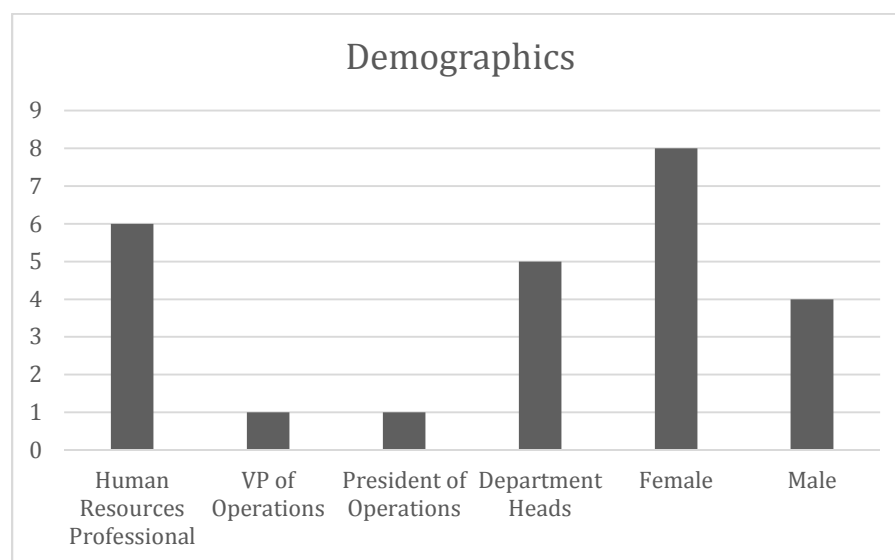


Figure 2. Demographics of the research participants.

Data Collection

The purpose of this descriptive phenomenological study was to explore evidence-based best practice strategies that may increase the employee retention rate in the nonprofit sector. The purpose of the interviews was to collect and analyze the data to answer the research question (see Jabareen, 2009). The data collection process is very important to qualitative research because it may impact the outcome of the study (Mayer, 2015). The collection and analysis process of this study included a conceptual framework. A conceptual framework is used to convey the important parts of the study (Jabareen, 2009).

After receiving Walden IRB approval (Number 12-15-2017-0321604), I started the data collection process that included an extensive Internet research to recruit participants currently working in nonprofit organizations. Individuals were contacted in over 70 different nonprofit organizations. These nonprofit organizations varied from the

services that they offer to the number of individuals they employ. After each nonprofit organization had been identified through the Internet search, a telephone call was made to speak with these individuals to give them a brief overview of the study and to request their permission to be a participant in the study. In the next step, a copy of the consent form was sent to each individual for his or her review. Once the signed consent form was received, a call was made to schedule the interview.

Before the start of each interview, I reviewed the consent form and asked the participant to sign it. A verbal consent was also requested from each participant to record the interview and to take notes during the interview. During the interview process, none of the participants expressed any concerns with regard to being recorded or divulging company information. Conducting one-on-one and face-to-face interviews allowed me to collect the data to answer the research question. Conducting semi-structured interviews with open-ended questions allowed me to ask follow-up questions to clarify the responses (see Hays & Wood, 2011).

Conducting interviews gives the researcher a number of advantages and disadvantages. One of the advantages is the amount of data that can be collected. Another advantage of conducting interviews is being able to offer additional information during the interview if the research participant needs clarification for any of the questions. A disadvantage to conducting interviews is if the participants do not understand the question, they may not ask for clarification. Another disadvantage to conducting interview is the travel cost.

Each interview was recorded on two voice recorders. Each interview was labeled and then transcribed. The transcribed information was saved in an electronic folder along with the audio from the interviews. The storing and destroying of the data are being done in compliance with the IRB and Walden University's policy and procedures. The interviews voice recordings were transcribed in a Microsoft Word document. After the transcription I placed the data into the NVivo 12 software to start the encoding process. Each of the transcription was given an alphanumeric label in order to protect the identity of each participant. For example, Company A-1 for the first participant interviewed within that nonprofit organization, if more than one individual was interview with in that company, then they would be labeled as A-2.

Data Analysis

During the data analysis I reviewed the information from interviews conducted using semi-structured questions. Researchers conducting qualitative studies are the main instruments used to collect the data. The data collection process included identifying, transcribing, summarizing, and coding the data. I checked the transcription along with the field notes in order to determine the accuracy of the data (Hays et al., 2011). Maxwell (2013) stated that the analysis of qualitative data starts at the beginning of the collection process. The process needs to start from listening to the interview recordings before transcribing the data. My goal as a qualitative researcher is not just to code the data but also arrange the information into categories, themes, and trends in order to develop the theoretical concept. The data collection process is an important part of the qualitative

research process because it affects the results of the study. I designed this qualitative, descriptive, phenomenological study to answer the research question.

The research population included nonprofit organization that offers different programs to the community. Some of the organization has been within the community for many years and other are new to the nonprofit sector but their services are just as important to the families that they serve. The number of years that these nonprofit organizations have been providing services to the community range from nine to over 100 years. Then number of employees varies from two to over 20 employees. The services being offered ranges from health and wellness to goods and services. The organizations within this research study had been offering community service to their communities for a collective 313 years.

The data analysis process began with a review of the transcribed interview notes in an attempt to determine if any common themes will emerge from the responses of the participants. According to Braun and Clarke (2006), the process of transcribing data can be time-consuming, frustrating, and sometimes boring, however this process gives the researcher the opportunity to familiarize themselves with the data. The process also allows the researcher to identify any patterns and potential issues with the data.

NVivo 12 software program was utilized to help to organized and analyzed the data that I obtained during the interview process. Qualitative researchers use The NVivo 12 software program to visualize the data in a diagram format (Yunos et al., 2015). The interview voice data and interview notes were transcribed into Microsoft Word program; then copied and pasted the information into the NVivo 12 software program. The

interview data was transcribed into sentence with identifying coded helped with the data analysis. The identifying codes included include key phrases that will help to answer the research question. During the coding process of a phenomenological study it is important to capture the words, statements, and the feelings expressed by each participant. The sample size of this study included eight different nonprofit organization and a total of 13 participants. The data collection process lasted for 12 months. The research sample only have 13 participants because potential participants chose not to be part of the study after agreeing to participate. The random sampling included four major nonprofit organization, three mid-size organization, and one organization that operated with a small paid staff and a large voluntary staff.

NVivo 12 software program was used in order to segment the interview data into smaller sections in an attempt to classified and re-classified the data in order to capture and interpret the information. The software allowed me to load each interview transcription into a file. The first coding process was done using an open coding process, which included categories that initially identified different patterns in the data. The open coding process allowed me to review each interview for descriptive categories (Engle, 2015).

As the categories developed different coding nodes were utilized in order to identify any trends. The coding nodes were also segmented based on the responses of the participants. The labeling of the nodes included, the budget or lack of a budget for employee retention affect the programs that the nonprofit organization offers to the community. The other nodes include employee turnover, individualized influences,

leadership affect, millennial, motivational strategies influences on behavior, and gender. A follow up interview question was what the organization's level of employee turnover. One very low employee turnover rate. A key factor that emerged from the data was that a nonprofit organization that had a low turnover in leadership, which may result in a low turnover rate among their employees. One organization had employees within their leadership team working there for over 20 years. If members of the leadership team are willing to maintain their employment with the organization the other members of the staff buy into the mission, vision and values of the company.

Evidence of Trustworthiness

Trustworthiness is defined as the degree of confidence in the interpretation of the data, the method used to ensure the quality of the study. Scholarly writers debate the necessity of trustworthiness is a qualitative study. Each researcher needs to establish the protocols regarding the trustworthiness of their study. This process needs to include the criteria of the credibility, dependability, conformability, and transferability that will add authenticity to the study (Connelly, 2016).

Credibility

According to Aldrich, et al. (2015), credibility is a consistency in words and well as deeds. Trust is the basis on which credibility is built. Credibility is an important criterion that helps to build the confidence in the study. Establishing research credibility includes creating a relationship with study participants, a persistent review of the data to ensure that the study is in line with the purpose, research problem, and the research question (Korstjens & Moser, 2018).

To increase the credibility of this study each nonprofit organization was researched in order to familiarize myself with the culture within each organization. Each participant was reminded that they had the opportunity to leave the study at any time during the interview. During the data collection process my main focus was to present an accurate interpretation of the human experience (Jabareen, 2009).

Transferability

According to Connelly (2016), transferability is the extent to which the findings are useful to the individual and the settings. The qualitative researcher needs to focus on the research participants and their data contributions to the study. Research transferability includes the description of the data, the location of the study, the research participants, the transparency of the data analysis. In this study I use the research methodology to validate the phenomena. To address any research internal or external factors I conduct an independent Internet search of nonprofit organization for research participants. This qualitative study used purposeful data sampling in order validate the research (Prowse et al., 2013).

Dependability

Connelly (2016) defines dependability as the stability of the data over time as well as the condition of the study. A process strategy for dependability includes maintaining the data collected during the interview process, which includes the interview notes. One of the strategies used to establish conformability is the audit trail. Research dependability also includes the aspect of reliability (Korstjens & Moser, 2018). Dependability is an important part of the research process because it may help to identify

any inefficiency in the study (Rodrigues et al., 2012). Research dependability is the ability to complete a study that is verified by the researcher and trusted by the target audience. In order to maintain the research dependability, I provided a consistency, reliability, and security throughout the study by maintaining the alignment of the research purpose, problem, and question (Hu, et al. 2011).

Confirmability

Confirmability is the impartiality or the consistent findings that can be repeated (Connelly, 2016). Maintaining the confirmability needs to include an audit trail as well as analysis of the research methodology. During the data collection stage, a qualitative researcher needs to keep field notes to be reviewed by an independent review board if required as well as to prevent any research bias. Confirmability will help the researcher to diminish or remove any bias during throughout the study (Jabareen, 2009). In order to increase the confirmability of this study I presented the most accurate interpretation of this research phenomenon. All the research participants in this descriptive qualitative study were interviewed in an attempt to answer the research question.

The data was collected in an attempt to answer the research question: What is the evidence-based best practice strategies in employee retention used within nonprofit organizations? The participants in the study worked in eight different nonprofit organizations that offer social services to their community. The motivational factors from Herzberg's theory helped to identify some key factors of job satisfaction (Hyun et al., 2011). I modified the study to fit in Herzberg's two-factor theory, the change is reflected in the interview process of this study. Herzberg's hygiene theory focused on the

compensation package, the organization's mission, vision, and values, and the interpersonal work-place relationships. Positive job satisfaction does not lead to a high employee retention rate. Herzberg's (1965) theory is used to identify why an employee may or may not be satisfied with their current employment (Hyun et al., 2011).

The interview process allowed the participants to share detail information about employee retention strategies in the nonprofit sector. During the data analysis process a number of themes and patterns emerged. These themes and patterns included training, inspiration, individual influences, gender, budget affect, millennials, leadership affect, and influences on behavior. As the patterns emerged from the data it allowed me to highlight the relevant information from the participants responses.

Results

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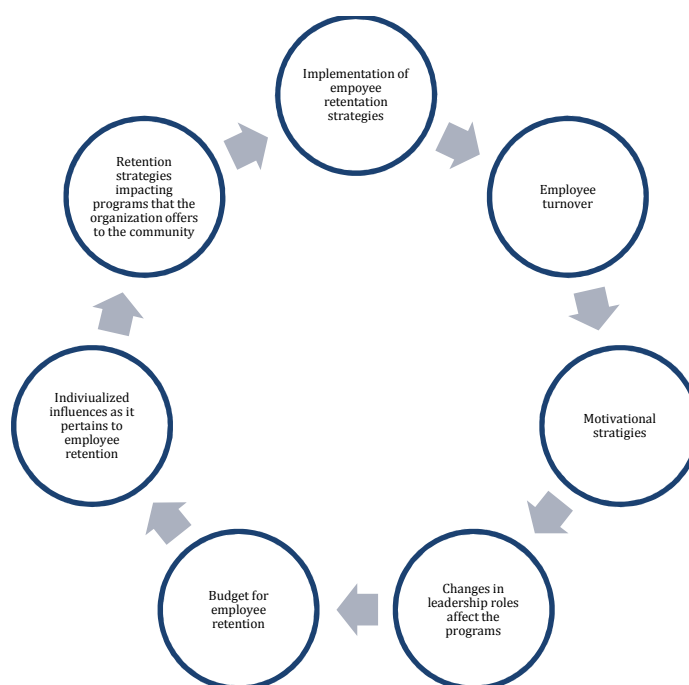


Figure 3. Study emergent themes.

Emergent Theme 1: Budget for Employee Retention

A number of the participants in the study do not have a budget geared towards employee retention or employee turnover. The human resources professionals within these organizations try to utilize the most inexpensive hiring process in advertising. Such as posting their open position through partnership with other organization. Some of their open position are filled with volunteer staff in order to keep the cost of recruiting to a

minimum. Company B had a \$500.00 budget for employee retention and in the event of no turnover within that calendar year the allotted time those funds are used towards the company's advertising budget. Company B had no budget for employee recruitment, however they have a process to track their employee retention cost. The human resources professional in Company B also use other professional human resources association such as the society for human resource management (SHRM) to help with the cost of employee recruiting and retention. One organization include the cost of employee recruiting into the overall cost the particular program to their community. Once the cost is determined then a funding raising process is implemented. Company E has a small budget for employee retention that includes outreach and training. Company F has a budget for employee retention as well as employee recruiting.

Emergent Theme 2: Individualized Influences Pertaining to Employee Retention

The interview question is; how does individualized consideration as it pertains to one-on-one basis relates to employee retention? Company B stated that their approach to individualized influences is to support each team member, such as having daily conversation to address any concern. They also stated that it is part of their benefits package and they try to use a retention tool that is available. Company C start their individualized influence at the beginning of the hiring process by matching each applicant with their passion to the role. They also measure and analyze impact. Company D's approach includes taking pictures of each employee, sharing it in their company newsletter and getting the employee's input in different activities. They also offer

different educational programs based on the personalities and needs of their employees.

Company E includes their individualized influences in their employee appreciation.

Emergent Theme 3: Changes in Leadership Roles Affect the Programs

Company A is one of the organizations that has been offering community services for over a decade. According to the participant in Company A it is difficult each time they have a leadership change due to the leadership style of that individual. With the change in leadership the new leader has to learn the organization's mission, vision and values. The individuals in the organization now has to adapt to the style of the new leader. Company B has not had any change in leadership since this participant has been with the organization. The participant has been with the organization four years. The leader with this organization has been with the company for 20 years. The participant in Company stated that the programs being offers is also affected by each person with the organization not just the person in the leadership role. The issue within Company E is that when a key member leaves the organization it appears as if they are starting over. The starting over feeling is connected to the loss of the outgoing member and it is sometimes difficult to replicate the person's work ethic.

Emergent Theme 4: Motivational Strategies

The human resources individual within Company A, motivates their employees by letting these individuals know that this not just a job but they are part of the organization and that it is a privilege to work for this company. This organization also offers a benefit package that includes a pension program. The motivational strategies start during the interview process regardless of the open position, this includes positions from

the janitor to the president of the organization. The motivational strategies also include the compensation package being offered to the employees. Employee appreciation events, a team atmosphere within the workplace, and creating individual greeting cards for each employee. Company B tries to hire individuals that has the intrinsic motivation and are inspired by the services that they will offer to the community. They offer benefits based on the market range. This participant thinks that their compensation package is a huge retention tool. The goal of the human resource individual of this organization focus on giving the managers the tools to advocate for their employees as well the tools to create a relationship based on motivating their employee. Company C's motivational strategies includes a work life balance, flexibility with work hours. The compensation package of this organization included a week off work between Christmas and New Year's Day, personal time off (PTO), and a weekly Friday meeting that gives the employees the opportunity to work with other members of the organization on any new programs. Company's E motivational strategies included writing letter for individual's leaving the organization to pursue a career in U.S. military academy. Another motivational strategy is a flexible work schedule, time to attend their child soccer practice, and the opportunity to attend conferences in Europe. Company F also offers a flexible work schedule to their employees.

Emergent Theme 5: Retention Strategies Impacting Programs That the Organization Offers the Community

The participant from Company A believes that longevity in the organization as well as the company's mission, vision, and values impact the programs being offered to

the community. The participant believes that longevity within the organization is great for the community. The goal in Company B is to treat their employee fairly, which in turns affect the community programs. The participant stated that employee retention helps to keep the quality of the services being offered. Retention helps to keep the consistence, which directly affect the quantity and delivery of the service. Company B offers a service to the community that can be impacted by time, quality, and delivery. So, in order to maintain the quality of service retaining their employees is their goal. Maintaining a partnership and relationship with the organization's mission and vision helps to continuity of the services being offered to the community. Reviewing the mission also helps with continuing community services. Company's C approach is to ensure that their employees are aware of the programs funding process and how these programs and how they impact the community. Being completely open and honest to their employees help to maintain the quality of their programs. Company D also chooses to get their employees involved in the programs funding process. This organization offers items to the community and the leadership feels that getting their employee involved in this process gives these individuals the opportunity to see not only the beginning but also the end results and it helps them to see how they are saving lives. Company E has limited staff members, they operate with a majority of volunteer staff members. Maintaining volunteers are just as important to this organization as well as their paid staff members. Retaining their volunteers helps to keep the community programs operating. Company F provides direct service to the community. Maintaining their employees through education programs helps to keep their community programs in place. So, because they don't

currently have staffing change helps them to maintain the quality of their services. We don't have a federal you have state we have contracts.

Emergent Theme 6: Employee Turnover

Company A has a very low turnover rate, they have employees working for 15, 20, 30 and 30 years with the organization. One employee has 47 years of service and is hoping to complete 50 years with this organization. The department that has the highest turnover rate is housekeeping, janitors, monitors. As with many organization employee turnovers is very costly and it takes a long time to fill the open position. This organization also has an issue with hiring part-time employees. Company B also has a low employee turnover, they have individuals on staff for 8, 15 and 20 years. Members of the leadership team has a 25 years tenor. This organization was rate #1 place to work among other nonprofit organization that offers similar services by their employees. The other organization within the study had a higher turnover rate. The reasons for the turnover range was due to change in location, they are also new to the nonprofit sector as well as the commitment needed to perform the service needed.

Emergent Theme 7: Implementation of Employee Retention Strategies

Company C would like to move away from the policy of a totally relaying on grants in order to provide community service programs. This participant feels with other funding sources they would be able to maintain their staff or at least offer their employee a set employment time frame. With their current process the employees are aware that their job is not stable and if the organization runs out of funds for that particular program they will not lose their job. This will also eliminate the need for the members of the

management team will not need to have the conversation of that they lost funding for the program and that they cannot afford to keep them employed. Company F would like a more flexible budget, one that is based on more federal funding and less donations.

Summary

Chapter Four outlined the data collection, the research setting, data analysis, and detail information on the research findings. The research setting for this qualitative descriptive phenomenological study is face-to-face interview of a maximum of 15 participants. Chapter Four included the research demographics, which included the research location as well as the length of the data collection process. The research trustworthiness and the result of the data collection is also part of this chapter. Chapter Five include a detail description of the research findings. This section also includes the interpretation on the research findings to ensure that the finding does not exceed the scope of the study.

Chapter 5: Discussion, Conclusions, and Recommendations

The nonprofit sector faces a management problem of high employee turnover. This management problem sometimes leads to an increasing amount of the organization's annual budget being spent on hiring and retaining full-time employees. Evidence-based best practice strategies may help to increase the employee retention rate in the nonprofit sector (Madden et al., 2014). The purpose of this descriptive phenomenological study was to explore evidence-based best practice strategies that may increase the employee retention rate in the nonprofit sector. I conducted one-on-one interviews with individuals working in the nonprofit sector to answer the research question. I focus on the employee retention strategies in the nonprofit sector to identify evidence-based best practices that may have a positive impact on the employee retention rate (see Baldoni, 2005).

Herzberg's (1965) motivation-hygiene theory was used as part of the data analysis process. The motivation factors from Herzberg's theory were used to identify some of the factors of job satisfaction. An increase in the employee retention rate may help organizations provide social service and other programs to the community. Nonprofit organizations offer needed services to the underserved population in the United States (Madden et al., 2014). In this chapter, I include the interpretation of findings, limitations of the study, recommendations, implications, and a conclusion.

Interpretation of the Findings

The nonprofit sector faces a low employee retention rate. Williams et al. (2011) stated that the employee retention rate varies between government and privately funded organizations. Fifty percent of employees working in a county agency usually resign their

position within the first year of employment. Nonprofit organizations with a low employee retention rate face various business challenge. These challenges include the inability to offer their employees a work environment or a compensation package that encourages them to continue their employment with the organization. A low employee retention rate leads to an increasing amount of the organization's budget being spent on hiring and retaining full-time employees. Developing and practicing evidence-based best practice retention strategies will help these nonprofit organization increase the employee retention rate (Madden et al., 2014). Implementing retention strategies and requiring that every employee within the organization participate will help to increase the retention rate (Ojaka et al., 2014).

Organizational processes within nonprofit organizations may help managers identify evidence-based best practice retention strategies that may positively affect their employee retention rate. The participants in the current study are responsible for implementing and creating a work environment that promotes employee retention (see Baldoni, 2005). The participants held different leadership roles in the nonprofit sector. These leadership roles included human resources professional, program director, volunteer director, and department head. This sample included 13 participants from eight different nonprofit organizations offering various social services to the community. A nonprofit organization's mission statement is at the core of their operational process. The mission statement is used to attract the organization's volunteers, employees, donors, and clients. The mission statements of the nonprofit organizations in the current study varied based on the services offered to the community. One organization's mission was

providing for the needs of its community without discrimination. Another organization's mission was to empower individuals to secure economic self-reliance. Another organization's mission was to feed individuals and families in underserved communities (see Brown et al., 2003).

Base on the finding of this qualitative study, there are many different factors affecting employee retention. These factors include location, motivation, employment status, communication, mentoring, human resource practices, job satisfaction and job security, reward management, and organizational leadership. The leadership team within these organization attempts to offer employees all of the items on the list. The research findings are presented by topics as shown in Figure 4.

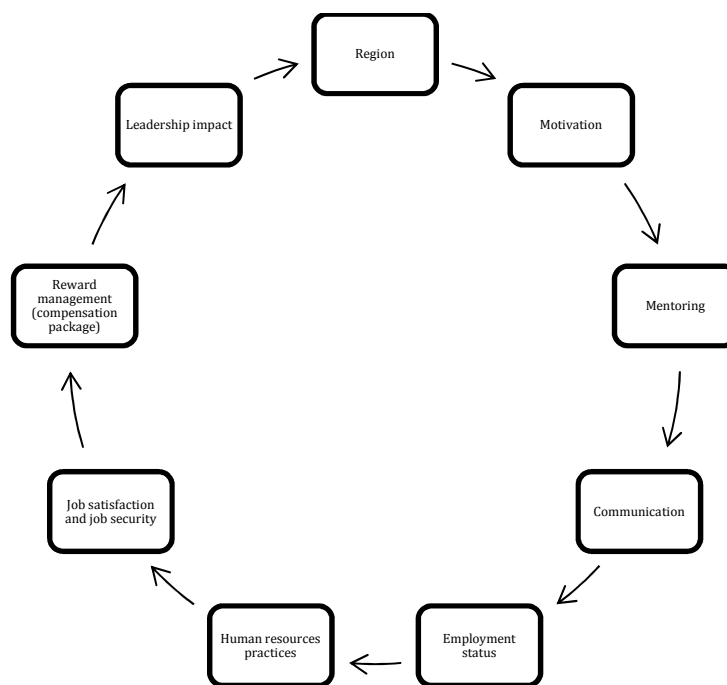


Figure 4. Research findings.

Region

The organization had to change its location to increase the number of individuals it was able to serve in the community. This location change increased the employee turnover rate of the organization. This organization was faced with the increase because some of their employees could not afford the additional cost of public transportation to the new location. Some employees were faced with double the travel time to work.

Motivation

Each nonprofit organization has ways to motivate its employees. Based on the study findings, motivational programs are similar in most of the organizations included in this study. For example, Company A motivates its employee by letting them know that each job within the organization is a key part of the services being offered to the community. This practice is true from the person on the janitorial staff to the

organization's leadership team. The leadership team enforces the practices that each person makes the place operate, which allows employees to go home at night knowing that they made a change in someone's life. This organization's mission is that employees can help people even though they may not have direct contact with them. This leadership team also motivates their employees through appreciation events. These events include small birthday gifts and a Christmas bonus. Company B also has a company-wide annual celebration. Some department heads also have random celebrations that include lunch from the local bistro or the culinary staff may create lunch for the entire team. Company D motivates its staff by offering trips to different locations or tickets to different cultural events. Company E's employees traveled to Europe for a conference.

Employment Status (Part-Time or Full-Time)

Most of the nonprofit organizations in this study have paid staff as well as a volunteer staff. One organization has 10% paid staff and 90% volunteer staff. This organization offers its volunteer staff a compensation package that includes continuing education, work experience, and an active program in which they learn from each other through their leadership process. They write letters of recommendation to individuals who are transitioning to full-time paid positions. They also offer testimonials for their volunteers that have led to job advancement. This organization had volunteers who transitioned to a position in the United States Military Academy.

Communication

Communication is an important part of the mission of the nonprofit organizations in this study. These organizations communicate with their employees and volunteers in

different ways, which may include regular staff meetings with every employee. Some organizations hold daily meetings with the department head to cover the days tasks.

Company B uses its communication process to ensure the quality and consistency of the services they offer to the community. This process allows the organization to offer the same quality product to each person every day and ensure that the service is delivered at the right time for the community.

Mentoring

All the organizations in the study offer their employees mentoring in some form. Some offer mentoring in the form of a structured program. Others offer mentoring in one-on-one conversation with the human resources professional, or an open-door policy that allows employees to feel free to discuss their future plans within the organization.

Company B offers its employees a program that pairs new employees with more seasoned employees as mentees. The mentors spend time talking with the mentees about the path they took in their careers. These programs also offer management training that included up to 20 participants. Company C offers a professional development program to its employees that includes specialized training.

Human Resources Practices

The human resources practice towards employee retention is to hire individuals that are motivated to being part of a nonprofit organization. the leadership team make sure that they hire people are going to be responsible for the role they play in the community. Company C sets attainable goals for their employees. They analyze the data and its impact to the community programs and results is discuss with the employee.

Company D has a program that encourages their employees to continue their education. This training program also included schedule courses schedule by the HR professional. The individuals participating in this program also has to opportunity to attend seminars and conferences. Company D's program include an evaluation and feedback to the employees within 30 to 90 days after they start in their new role. Within the second year of employment the evaluation process happens twice a year. The process includes a one-on-one conversation with the employee to discuss their job performance and goals. Company G offers customers service and leadership learning for their leadership staff. Sexual harassment training is mandatory for all the employees working in this nonprofit organization. They also offer culture diversity training.

Job Satisfaction and Job security: Work-Life Balance

All of the nonprofit organization within this research sample aim to provide job satisfaction, job security, and work-life balance for their employees. The work-life balance includes a flexible work schedule. The fixability includes allowing the employee to leave work early in order to attend a family event, such as a child's extra circular activity, taking another day off if the employee has to work late or at a week-end event. According to Herzberg's motivation-hygiene theory the absence of job dis-satisfaction does not mean job satisfaction (Hyun et al., 2011). These organization follow their own path in order to achieve job satisfaction. They address many different contributing factors towards to job satisfaction, including job recognition, promotion, and achievement.

Reward Management (Compensation Package)

Each nonprofit organization focused on offering their employees a competitive compensation package. These organization review the market range when putting together their compensation package. They use the available tools in order to see what the market is offering for the position and try to get as close in that salary range as possible. As part of their compensation package Company B offers certification for their managers and directors. Company C offers a professional development program and specialized training as part of their compensation package. Company D offers a sweepstake and wellness program. They also offer a week off during Christmas and New Years as well as paid time off (PTO). Their employees also get the opportunity to visit different international countries in order to see their personal contributions on these different community, these locations included Zambia, Guatemala and Mexico.

Leadership Impact

The research findings indicated that the nonprofit organizations within this research sample tries to continue their operation even faced with a change in leadership. Company A has not faced a change in leadership in over eight years. Members of their leadership team are not assigned to their location on a permanent basis. So, they are faced with leadership change, however the change in leadership does not change the organization's mission. This change in leadership is more of a transfer than a change because these individuals change their location not their job. Each time this organization has a leadership change many of the employees are intimidated by the possible change because each individual manages differently. Company B has not had a change in

executive leadership in more than 15 years. However, the organization has had change at the department level. According to their human resources professional they attempt to hire people that resonate with the organizational culture. Company D was faced with a change in leadership that had a negative affect on the programs that they offered to the community. In order to avoid a repeat of this issue the organization's leadership now cross train their employees. So, if they had a change in leadership they will have someone to fill in until the position is permanently filled.

Limitations of the Study

During this qualitative descriptive phenomenological study, I faced some research limitations. A limitation to this study included the responses from the research participants with regards to the interview questions. A limitation of this study included the responses or lack of responses to the initial e-mail or telephone request sent to different nonprofit organizations requesting that they participant in the sample. I was not aware of any limitation within the sample as it pertains to biases to the topic. These biases including their personal views on employee retention, the nonprofit sector, and retention strategies.

Another limitation to this study was the availability or willingness for individuals within the nonprofit sector to participate in a face-to-face interview, which is the data collection process of this study. During my search to gain participants calls were made to over 30 different nonprofit organizations. These organizations vary based on the services they offer to the community as well as to the number of full-time employees. One study limitation was the geographical location of the participants and the cost to the researcher

to travel to the location. During this process I was faced with scheduling conflicts. In some instances, the participants were only available in the middle of the work day. Some of the possible participants did not have availability in their schedule during the time allotted to complete this study. Once the initial contact was made and a consent to participate in the study was confirmed each participant had opportunity to reschedule an appointment for the interview part of the study. Another limitation to this study was some participants did not have any available office time and when given the internet option some individuals did not have access to Skype or Face-time.

Recommendations

The purpose of this phenomenological, descriptive, qualitative study was to explore, understand, and identify evidence-based best practice employee retention strategies. Identifying and implementing these retention strategies may decrease employer turnover and increase the retention rate (Brunetto et al., 2012). Through this research my goal is to add to the knowledge of employee retention strategies. The result of this study can be useful in the advancement of employee retention strategies in the nonprofit sector. Benchmarking employee retention strategies may help to reduce employee turnover in nonprofit organizations. Frederick Herzberg's (1965) motivation-hygiene theory was used to help validate the data. One of Herzberg called incidents of satisfaction as motivators. Motivators is used because satisfying events sometimes includes high levels of productivity and self-direction (Sachau, 2007).

According to Herzberg (1965), dissatisfying events are hygiene factors. Hygiene factors includes organizational policies, leadership, relationship with other employees,

job security, compensation, and work place environment. Motivational factors may vary depending on the individual and the organization. Motivational factors include job enrichment, advancement opportunities, educational programs, and autonomy in the workplace. Money is sometimes a motivator. Herzberg (1965) made a distinction between on hygiene factors and how motivational factors affect motivation. The hygiene seeking employees tries to find long-term satisfaction. These hygiene seekers try to achieve growth needs with expensive items, such as homes and cars, status among other things. He also stated that hygiene needs changes and escalate, individuals may never find enough hygiene to make them happy (Sachau, 2007).

The research findings indicated that even though all the research participants use some of the same retention strategies some still have a low retention rate. Three of the nonprofit organization that has been serving the community for over 50 years had a very high retention rate. The retention rate may have to do with their overall budget and community support. Another organization also had a low employee turnover that may due to the specialized service that they offer to the community. Based on the variation of employee retention between the research sample, one recommendation for future research should focus on nonprofit organization that has a selected number of paid employees or number of years in operation.

Future researcher can focus on the employees within nonprofit organizations. The study can address the employee's point of view regarding the organization's retention strategies. Focusing on employee satisfaction in the workplace may help to answer the question of employee retention. Retaining employees depends on a variety of influences,

which may include what motivate the employee, economics, leadership, areas of opportunity, and operational advancements. A study focusing on the employee's and why they may or may not continue their work with a nonprofit organization may add to the body of knowledge on employee retention in the nonprofit sector. A recommendation for future research may include addressing a number of the limitation to this study. One of the limitations was the availability and willingness of the possible participant to being part of a face-to-face interview. A future quantitative study that offers the individuals the option of completing a survey may help to garner the information regarding employee retention strategies.

Implications

Social change is defined as a transformational outcome that happens in the local community as well as developing cultural tolerance. Social change includes an important modification in one's behavior and cultural standards over time (Sonenshein, 2016). Social change also affects human development, which includes the individual's social interaction and social-demographics (Chen, 2015). Understanding social responsibility within an organization can affects their public policy, the community in which they do business, it may lead to an increase in economic development. Cohen 2010 defined social change as the transformation of an individual, an organization, and public policy that leads to economic improvement and security within the community. The individuals working in the nonprofit sector offers many social services their community. Some of these organizations started their social change journey over 100 years ago. Herzberg's (1965) motivation-hygiene theory works in a social service working environment.

Working in social change environment job satisfaction's predictor is motivation (Smith et al., 2013).

Nonprofit organizations are pressured into providing value for money and benefits to their community. Nonprofit organizations are tasked with the job of getting a social return on stakeholder's investments (Boon, Greatbanks, Munro, & Gaffney, 2017). Many organizations are committed to social change. Organizations offering social change comes in many forms, which includes registered as tax-exempt 501© (3), community-based non-governmental, voluntary, people, and civil society organization (Chen, Lawless, & González, 2015). Social change efforts either directly or indirectly are actions taken by individuals in order to improve the social situations of members within the community (Azmat & Rentschler, 2017). Social change includes services or efforts and actions to change social-cultural perceptions. For example, Muslim service users in New York started an initiative that included adapting existing programs, restructuring and creating a new organization following the September 11, 2001 terrorist attacks. Social change makers seek to create social change outside of influencing public policy, promoting public awareness, and creating community (Shier & Handy, 2015).

The research findings indicated that the participants in this qualitative descriptive phonological study are creating social change on a daily basis in many different sections of their community. One organization assess the need of the community then provide care, building programs that invest in the community. These organizations social change includes helping families during disasters, providing temporary shelter, offering educational programs for children, helping to stop domestic abuse, helping to combat

addiction, offering unemployment assistance, health and wellness, food and food services, hygiene assistance, and financial readiness programs. The nonprofit organization within this study have been impacting the community for more than 100 years. Employee retention strategy will help these organizations to continue their social change initiative within the community.

Conclusions

Nonprofit organization face the business problem of a low employee retention rate. This qualitative, descriptive, phenomenological study was conducted to identify the best practice employee retention strategies used in the nonprofit sector. In this study I interviewed individuals working in the nonprofit sector in an attempt to identify these employee retention strategies. All the organization in the sample size use a number of strategies in an attempt to increase employee retention. One of the organizations within the sample size has very high employee retention rate. They credit the high rate to one of their retention strategies is to offer their employees what they consider a competitive compensation package. Another organization in the research sample also offer what they consider a competitive compensation package and they have a very low employee retention rate. Employees that are satisfied with their organizational culture, their work-life balance, and compensation package continue their employment with the organization (Brown et al., 2003). Each of the nonprofit organization practices employee retention strategies, however the retention rate varies. The study findings indicated that no single retention strategy will increase employee retention rate.

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Appendix A: Expert Panel Member

Dear _____:

I would like to take this opportunity to respectfully request that you serve as an expert panel member for my doctoral dissertation at Walden University. This qualitative, descriptive, phenomenological study will explore the evidence-based best practice strategies in employee retention use within nonprofit organizations. Upon your acceptance to serve as a member of the panel, your role will be to review the interview questions and affirm the alignment with the problem statement, purpose of the study and research question. Upon receiving your feedback, I will revise the interview questions and request a secondary review to again to ensure alignment of the study. I will then finalize the interview questions based on the feedback from the panel. If you have any questions, please feel to contact me at ann.laing@mail.waldenu.edu or my dissertation chair, Dr. Robert DeYoung, at robert.deyoung@mail.waldenu.edu. I look forward to working with you as a member of this expert panel. This study may help to benchmark employee retention strategies for the nonprofit sector.

Very truly yours,

Ann Laing

PhD in Leadership and Organizational Change

Appendix B: Informed Consent Form

You are invited to be part of a research study on employee retention strategies in nonprofit organizations. Each participant can withdraw from the study anytime during the research process. The researcher is inviting managers, supervisors, and directors working in the nonprofit sector. This form is part of the consent process that allows the participants to understand the study before deciding to offer their consent. The sample size will include individuals working at different management or executive level. The research sample will include 15 to 20 participants currently employed in the nonprofit sector. The participants will be selected from public records derived from an Internet search. I will travel to different nonprofit organizations within the Central Florida area and meet with the managers in an attempt to answer the research question. I will also conduct interview via Skype or Face-time or other Internet conferencing processes. The person conducting the study is Ann Laing, who is a doctoral student at Walden University.

Background Information

The business issue of employee retention and employee turnover is faced by nonprofit organizations worldwide. A low employee retention rate creates financial issues as well as losses of knowledge due to employee turnover.

Procedures

The responses given by each participant during the interview will be recorded with a tape recorder for accuracy. The duration of each interview will not be more than half hour to 45 minutes. Although interview questions will represent the macro focus, additional

follow-up questions may be asked to provide clarification and/or elaboration. The recorded contents of the interview will be transcribed with assurance that all matters related to your responses will remain confidential. The transcribed data will be sent to each participant through e-mail for their review to ensure accuracy. During the interview you may be asked to provide documentation regarding your organization's strategies on employee retention, you are under no obligation to provide this information.

Sample Interview Questions

How does idealized influence relate to employee retention in the nonprofit sector?

How does inspirational motivation relate to employee retention in the nonprofit sector?

How does intellectual stimulation relate to employee retention in the nonprofit sector?

How does individualized consideration relate to employee retention in the nonprofit sector? How does high turnover affect the execution of retention strategies in nonprofit organizations?

Voluntary Nature of the Study

As a potential participant, your contribution will be invaluable to the study. However, please note that the study is totally voluntary and your decision to participate (or not) will be respected. Agreeing to participate in the study at this time does not preclude your ability to withdraw at a future date if you so desire.

Study Risks and Benefits

The risk of this research may include minor discomforts during the one-on-one interview process due to being interviewed. As a participant in this study, you will be encouraged to recall and describe experiences, some of which might present minor discomfort with

memories evoked and the passage of time. The study will not present any risk to the safety or wellbeing of the participants. This study will not pose any risk to your safety or wellbeing. The researcher will divulge any affiliation with each nonprofit organization. The study may help to benchmark employee retention strategies to help organizations in nonprofit sector raise the employee retention rate. The identification and implementation of evidence-based best practice strategies in employee retention may give nonprofit organizations the opportunity to redirect funds not used for employee recruiting and training, towards community-based programs.

Payment

Participation in this study will not entail or elicit payment of any kind. After the completion of the research I will generate an email to all participants advising them of the availability of the research summary. I will send a copy of the research summary to each of the research participants by e-mail.

Privacy

Any information provided by a participant will be accorded the highest confidentiality. The researcher will not use your personal information for any purpose other than that which is required for this research project. Further, the researcher will not include your name or any other personal or identifiable information in the study reports. All information including the recordings, transcripts, and other computer related data files would be kept securely in a safe to which only the researcher has access. The data collected during the interview will be kept secured by the following measures, such as password protecting the data, using codes in place of the names of the participants and

their organizations. The research data will be kept for a period of at least 5 years, as required by Walden University, at which time all records will be destroyed.

Contacts and Questions:

Should you have any questions you are welcome to contact Ann Laing at 954-464-7429 or by way of email: ann.laing@mail.waldenu.edu. If you wish to speak privately about your rights as a participant, you may call Dr. Leilani Endicott. She is the Walden University representative designated to discuss participant concerns. She can be contacted by phone at 1-800-925-3368, extension 3121210 or 001-612-312-1210 (for participants outside the US). Walden University's approval number for this study is (12-15-2017-0321604) and it expires on (December 14, 2018). Please retain a copy of this form for your records.

Obtaining Your Consent

If you feel you understand the study well enough to decide about it, please indicate your consent by completing the information below.

Printed Name of Participant

Date of consent

Participant's Signature

Researcher's Signature
