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Effective Strategies to Increase Employee Commitment and Reduce Employee Turnover

Jonathan Paz
Walden University

Walden University

College of Management and Technology

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Jonathan Paz

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Dr. Chad Sines, Committee Member, Doctor of Business Administration Faculty

Dr. Lisa Cave, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
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Abstract

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MISM, Walden University, 2011

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Doctoral Study Submitted in Partial Fulfillment

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Abstract

Organizational leaders know that employee turnover negatively impacts an organization's finances and can be a result of a lack of employee commitment. Guided by Yukl's flexible leadership theory, this single case study was used to explore strategies that senior leaders have used to increase employee commitment and reduce employee turnover. Vice presidents and directors from a U.S. Fortune 500 financial firm in New Jersey participated in semistructured interviews. The 5 participants have implemented effective strategies to increase employee commitment and reduce employee turnover. Data collection comprised face-to-face interviews, review of company documentation, external website content, and member checking to explore effective strategies to increase employee commitment and reduce employee turnover. Data analysis involved organizing information and data and coding it appropriately corresponding to a 5-step data analysis process. Using thematic coding, data were organized into topics based on the conceptual framework of flexible leadership theory. Three primary themes emerged from data analysis: effective and truthful communication, effective leadership and feedback, and improving organizational atmosphere and work environment. Leaders can implement effective employee commitment strategies for increased trust and motivation to enhance productivity and performance in an organization and stimulate the economy. The implications of this study for positive social change include the potential to increase job satisfaction and reduce the unemployment rate.

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Dedication

This doctoral study is dedicated to all my family and friends who always believed in me and who have always thought I could achieve anything. I would also like to thank my sisters for their support, admiration, and for always hearing me voice my thoughts, concerns, and frustrations; I could not do it without you. I would like to dedicate this study especially to my parents who both have taught me how to be strong, how to overcome any obstacle, and to always have the will and mindset to complete all my goals. I thank you from the bottom of my heart for everything you have done for me and for sharing in every significant event in my life thus far. I definitely could have not done this doctoral program without you both. To my son, I love you very much and I did this program for you. I wanted to show you that you can do anything you want in life as long as you put your mind to it. You have limitless potential and nothing can hold you back. I hope I provided you with a good example, a role model, and someone to look up to because I believe you are destined for great things. I will always be in your corner and your number-one fan. And last, but certainly not least, to the love of my life, you are probably the one person I have to thank the most because you are the one who gave me the nudge to start this journey; if not, I may have still been planning to start my doctoral journey. You gave me the excitement, passion, and desire to go after my goal of becoming a scholarly doctor. You mean the world to me, and I owe you all the stars in the universe, but until I can complete that task, I dedicate this doctoral degree and this study to you. I love you with all my heart.

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Section 1: Foundation of the Study

Background of the Problem

Organizations need effective leadership to succeed in a competitive business environment. Leadership impacts every aspect of business in an organization. Leadership strategies and methods are essential not only in the development of an organization but in its success as well. An important aspect of business is employee commitment. Prior research has shown the importance of employee commitment with respect to job satisfaction, increased productivity, and improved turnover rate (Clinebell, Skudiene, Trijonyte, & Reardon, 2013). Employee commitment must be developed through effective leadership strategies and approaches.

Leaders of organizations can use many different leadership styles to motivate their employees, but not every employee in an organization is the same, so leaders may need to mold their leadership style to fit the type of employee the leader is trying to reach. Some employees are motivated by money and recognition whereas others are inspired by growth and development. While each employee may be different, they all stay committed to an organization when they take pride in their leaders (Chan & Mak, 2014). Leadership strategies that promote job satisfaction, communication, and support construct this pride. In this study, I explored the leadership strategies and methods that improve employee commitment and improve employee turnover, which may decrease costs and increase profitability. Leadership strategies can also give organizations the tools they need to develop adaptable leaders who will lead them to success.

Problem Statement

Most Fortune 500 financial institutions have been unable to develop an effective employee commitment strategy to reduce turnover intentions, which damages performance (Manchanda, 2014). Seventy percent of organizations report that destructive turnover intentions account for negative finances, which can cost an organization three times an employee's salary due to a lack of employee commitment and loyalty (Temkar, 2013). The general business problem was that, without relevant business strategies, organizational leaders could have an increased cost of employee turnover in the United States. The specific business problem was that some senior leaders in the Fortune 500 financial industry lack strategies to increase employee commitment and reduce employee turnover.

Purpose Statement

The focus of this qualitative single case study was to explore strategies that some senior leaders within a Fortune 500 financial organization use to increase employee commitment and reduce employee turnover. Vice presidents and directors who have successfully implemented effective strategies and methods to increase employee commitment and reduce employee turnover in a Fortune 500 financial institution located in Hudson County, New Jersey, were the population for this study. The findings from this study contribute to social change by improving job satisfaction and reducing the unemployment rate. This reduction in unemployment will provide an increase in consumer spending, which stimulates the economy and creates more jobs. The creation of

new jobs can help communities prosper and attract more new jobs, which could also positively affect social change (Sands, 2015).

Nature of the Study

A qualitative research methodology was the research method I chose for this study. Researchers use the qualitative research method to understand experiences from the participants' viewpoints and, based on those experiences, to generate themes (Jervis & Drake, 2014). A main emphasis of this study was to explore strategies from the experience of the vice presidents and directors of a financial institution to increase employee commitment and reduce employee turnover, making the qualitative research method suitable for this study. A quantitative research method was not suitable because I was not using tools to collect numerical data for statistical analysis to test a theory or hypothesis (McCusker & Gunaydin, 2015). Using a mixed-method approach, which combines a qualitative methodology with a quantitative methodology, was not appropriate for this study because I did not use a quantitative research method (Venkatesh, Brown, & Bala, 2013).

A single case study research design was the design most suitable for this study because it aligns with the qualitative process for exploring a situation thoroughly in real-life circumstances to establish connections and resolutions, which were important to solving the problem but were not easily seen (Yin, 2014). A single case study research design encompasses real-life situations for collecting data from multiple sources for developing conclusions (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014). This in-depth analysis of a specific business problem provided clarity to identify

strategies that improved employee commitment and reduced turnover for the subject organization. Grounded theory, phenomenology, and ethnography were qualitative research designs I considered for this study. Grounded theory researchers focus on the development of systemic analysis of theories within a set of data, which was not the purpose of this study and more appropriate for a doctoral dissertation (Ruppel & Mey, 2015). The main purpose of phenomenology was to explore human experiences from the perspective of participants experiencing a phenomenon, which was not the intent of this study (Tuohy, Cooney, Dowling, Murphy, & Sixsmith, 2013). Ethnography was not suitable for this study because ethnographers observe a group of people within a culture in a natural environment to define cultural context (Bamkin, Maynard, & Goulding, 2016).

Research Question

What strategies do some senior leaders in a Fortune 500 financial institution use to increase employee commitment and reduce employee turnover?

Interview Questions

1. From your experience, what circumstances/reasons cause employees to leave an organization?

2. What actions have you used that enable employees to stay committed to an organization?

3. What strategies do you use to improve retention with your organization?

4. What strategies do you find least effective in increasing employee commitment and reducing employee turnover?

5. What strategies do you find most effective in increasing employee commitment and reducing employee turnover?

6. How do you assess the effectiveness of your strategies to catalyze employee commitment to reduce employee turnover?

7. What obstacles prohibit leaders from increasing employee commitment?

8. How did you address the obstacles to implementing the strategies for reducing employee turnover?

9. What leadership strategies and styles do you use that are critical to reducing employee turnover?

10. What leadership strategies and styles do you use to improve employee commitment?

11. What additional information would you like provide that we have not covered already?

Conceptual Framework

While several aspects of business need to be in place for organizational success, one of the most important of these aspects is the employees. Every organization needs impactful leadership, the foundation for success, and without it, failure can be inevitable (Aboyassin & Abood, 2013). Because leadership strategies that affect employee commitment and employee turnover were the main focus of this study, flexible leadership was a potential conceptual framework for this study (Yukl & Lepsinger, 2006). Organizational leaders must select appropriate leadership strategies as their choices affect

employee commitment and employee turnover. Understanding flexible leadership theory helped me to identify leadership strategies, which were the cornerstone to this study.

In 2004, Gary Yukl introduced the flexible leadership theory consisting of four components of sustainability: (a) effectiveness, (b) performance, (c) occurrences, and (d) leadership methods. The flexible leadership theory had three elements of effectiveness: (a) productivity, (b) human capital, and (c) adaptability (Yukl & Lepsinger, 2006). The flexible leadership theory included several features potentially relevant to leadership methods, employee commitment, and employee turnover, including motivation, resiliency, and intuition.

Operational Definitions

Commitment: An individual's strong association with an organization and the acceptance of characteristics and viewpoints of the organization as the individual's own (Dotun, 2014).

Engagement: A determination and renewed focus on work; confidence in displaying roles physically, emotionally, and cognitively with an organization, and attaching to the work and the organization (Rothmann & Welsh, 2013).

Human capital: The human influence, which encompasses the abilities, knowledge, experience, and actions of people in an organization (Kucharcíková, 2014).

Job satisfaction: The overall outlook an individual has toward their job and organization (Saranya, 2014).

Leadership: The capability to inspire actions, philosophies, and mindsets in a planned positive direction in an organization (Oshagbemi & Ocholi, 2013).

Motivation: The act of positively influencing individuals to perform and produce to their highest potential through different factors in an organization (Achim, Dragolea, & Balan, 2013).

Retention: An organization's characteristics that encourage individuals to remain with that organization for an extended period of time (George, 2015).

Strategies: The behaviors, approaches, and actions taken by leaders to achieve goals in an organization (Almaz & Çizel, 2016).

Turnover: An individual's willful intention to permanently withdraw their employment from an organization (Abu Elanain, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are a collection of inferred guidelines to direct a researcher through the course of a study and determine facts as true but unprovable (Yates & Leggett, 2016). The assumptions of this study were necessary and required to conduct this research, but they cannot be proven (Ellis & Levy, 2009). In a qualitative case study, a topic is examined through a theory and with the data collected through interviews and documents (Houghton, Casey, Shaw, & Murphy, 2013). The four assumptions were (a) participants answered interview questions honestly and truthfully, without bias; (b) there were a minimum of three participants accessible for interviewing from the study's target population; (c) the data collection technique choosen for this study was reliable and valid; and (d) the interviews questions were applicable and concluded with common themes

exploring the effective leadership strategies to increase employee commitment and reduce employee turnover.

Limitations

The limitations of a study are restrictions that cannot be controlled and may threaten the validity of a study and its outcomes (Liu & Ding, 2016). In a qualitative research study, issues arise that may negatively affect not only the results of the study but the entirety of the study (Isaacs, 2014). The four limitations that could negatively impact this study consisted of (a) not acquiring consent from those participating in the study; (b) not locating an equitable representation of participants in Hudson County, New Jersey, in the financial industry; (c) participants of the study were part of the leadership team of one organization and may not be a true universal representation of all leaders; and (d) possible bias from the researcher because of leadership positions held, but data collection methods and analysis techniques mitigated the possibility of researcher bias.

Delimitations

The delimitations of a study are boundaries defined by the researcher that are knowingly left out of the study (Ellis & Levy, 2009). Setting boundaries is an essential part of a qualitative study along with strategies for data collection and mitigating any issues that may arise (Houghton et al., 2013; Isaacs, 2014). The four delimitations of the study were (a) employees were not included in the study, (b) geographical location was contained to Hudson County, New Jersey, (c) sample size of the study was small, and (d) selection of participants was purposive.

Significance of the Study

Through the course of this study, I established solutions and contributions to business practices while providing opportunities and positively effecting social change.

Contribution to Business Practice

The purpose of this study was to determine the strategies that leaders in a Fortune 500 financial institution use to promote employee commitment to the organization and reduce employee turnover. Organizational leaders can be more productive and profitable if employee commitment is increased, rather than having diminished profits due to increases in employee turnover (Mitrovska & Eftimov, 2016). Organizations need to develop leadership strategies that promote trust, teamwork, and open communication, which not only increase employee commitment but also sustain human resource capability, which allows organizations to stay competitive (Goh & Zhen-Jie, 2014). Leaders need to adapt to problems to develop solutions, and this holds true when leading employees. Leaders need to adapt to employees because each employee is different; money may motivate some employees whereas professional development may motivate others. Whichever the case, leaders should adapt their strategies and approaches to meet the specific needs of their employees (Lewis, 2014). Adaptable leadership is an essential business practice that every organization can use to reduce turnover and improve commitment; in turn, this increases performance, which reduces costs and increases profits. When properly defined and implemented, leadership strategies and approaches positively affect employee commitment and productivity (Berkowitz & Wren, 2013).

Implications for Social Change

Organizational leaders should be able to positively influence social change and incorporate it into the fabric of a company, particularly with their employees. Discovering leadership strategies that improve employee commitment, while promoting social change through the implementation of job satisfaction and the motivation to succeed and grow in an organization is crucial for reducing employee turnover (Darvish & Rezaei, 2011). When employees feel satisfied with their jobs, they may also increase their productivity and performance, which may result in promotions and/or pay increases (Fomenky, 2015) as well as benefiting the local communities' economies (Rivero, 2013).

A Review of the Professional and Academic Literature

The purpose of this qualitative case study was to discover possible effective leader strategies that increase employee commitment and improve the employee turnover rate. Flexible leadership theory was the conceptual framework for this qualitative case study and provided a potential means for achieving awareness and understanding to address the research question. Through the examination of this theory, I reviewed similar leadership models and philosophies for the literature review. My aim for the literature review was to analyze sources that explore employee commitment, employee turnover, employee retention strategies, and leadership strategies. To complete this literature review, I used multiple online databases and online libraries including peer-reviewed articles, doctoral studies, and books. I searched in the online databases with keywords and terms that included *employee commitment, employee turnover, employee retention, leadership effectiveness, employee development, job satisfaction, employee motivation,*

leadership strategies, adaptable leadership, employee engagement, flexible leadership, and *leadership styles.* Walden University's electronic library databases, which include Business Source Complete, ABI/INFORM Complete, Hoover's Company Records, LexisNexis Academic, Google Scholar, ProQuest, and websites were the source of my literature collection. I concentrated on peer-reviewed sources published in the last 5 years. Of the 227 sources analyzed, 194 (85.5%) were peer-reviewed and within the last 5 years; 33 (14.5%) sources were seminal, not peer-reviewed, or peer-reviewed sources outside the 5-year period. The literature review consisted of four categories: (a) employee commitment, (b) employee turnover, (c) employee retention, and (d) leadership strategies. Through an in-depth analysis of the literature review, I advanced the conceptual framework of the study. I used the literature review as a roadmap to guide the conceptual framework and the study itself. Yukl and Lepsinger (2006) noted that through flexible leadership theory, leaders need to adapt to specific employees and their personalities so the leaders can develop strategies and methods best suited to increase employee commitment and reverse employee turnover.

Organizations need effective leadership to develop and implement strategies, overcome obstacles, and increase employee commitment. Leaders need to be proactive, collaborative, inspirational, and rational so that employees can stay committed to the organization and its success (Lam, O'Donnell, & Robertson, 2015). Leadership is one of the most important aspects of business and a major factor of success for an organization (Landis, Hill, & Harvey, 2014). Leaders need to be able to adapt to every situation and every employee in order to be impactful and effective, so they assimilate themselves to

many challenges and scenarios (Campbell & Radford, 2014). Adaptable leadership was the essence of the conceptual framework of the study, which was flexible leadership theory. Yukl and Mahsud (2010) established that flexibility, adaptability, and innovation are critical to the ever-changing landscape of an organization and the business world. To achieve commitment and retention in an organization, a few methods that can be adjusted are collaboration, vision, intuition, emotional intelligence, compassion, and consistency (Singh, 2013; Ferri-Reed, 2013). Leaders may use different behaviors and styles relevant to the situation or employee at hand.

Leadership Strategies

Leaders need to develop strategies that cover multiple differences among employees and to create an atmosphere that adheres to the necessities and expectations of those employees, using different leadership styles to meet the different demands (Al-Asfour & Lettau, 2014). Adapting is part of the evolution of business. Leaders need to be flexible and adaptable in changing their strategies and styles depending on the employees they encounter (Russell, 2004). Both employees and organizations can benefit from leadership strategies that were developed and implemented with a mindset of flexibility and adaptability, thus increasing employee commitment and improving employee turnover.

Behaviors. Transformational leadership is one of the most widely used types of behavior in today's business environment (Washington, Sutton, & Sauser Jr., 2014). Eyal and Roth (2010) identified transformational leadership as a type of behavior that motivates employees to surpass their potential while encouraging them to become

involved and support a leader's vision and goals for the future. This transformational

behavior leads to positive employee commitment (Zhang, Avery, Bergsteiner, & More,

2014) and positively affects organizational performance (Hassan, Fuwad, & Rauf, 2010).

Moreover, transformational behaviors—such as idealized influence, inspirational and

intellectual motivation, coaching, encouragement, and individual attention—produce

increased job performance from employees through a positive work atmosphere

(Odumeru & Ogbonna, 2013; Birasnav, Rangnekar, & Dalpati, 2010).

  In contrast, Badshah (2012) suggested transactional leadership behavior, which is

a transaction process between the leader and follower. Transactional leadership is an

exchange-based theory of leadership. Followers observe the standards set by the leader

through either rewards or punishment (Odumeru & Ogbonna, 2013). Followers exchange

their services to leaders either to receive positive reinforcement or to avoid negative

reinforcement. Ronald (2014) termed two types of functions with this relationship:

contingent reward and management by exception (active or passive). Contingent reward

is a quid pro quo system, where something is given or taken in return for something else,

but management by exception is described as methods or procedures in place to observe

followers and intercede if there is a possible negative incident (active) or if the negative

incident already occurred (passive) (Ronald, 2014). Both functions help to build the

foundation of transactional leadership. Transactional leadership behavior is referred to as

managerial leadership and focuses on supervision and employee performance (Odumeru

& Ogbonna, 2013).

The next leadership behavior that organizations can use to lead effectively is servant leadership. Washington et al. (2014) explained that servant leadership emphasizes to serve first and moves away from self-interest, highlighting selflessness over self-interest through five activities: (a) importance of followers and building the followers up, (b) providing genuine leadership, (c) creating a group identity, (d) serving for the good of followers, and (e) sharing position and authority that benefits followers and the organization. Aligning the five activities allows leaders to serve others first and put the good of those they lead upfront and move self-interest to the background, which is the meaning of *servant leadership* (Washington et al., 2014). Along with these five activities, Parris and Peachey (2012) introduced seven qualities of a servant leader: (a) vision, (b) honesty, (c) integrity, (d) trust, (e) service, (f) modeling, (g) pioneering, (h) appreciation of others, and (i) empowerment. These seven qualities help transform leaders of an organization into servant leaders who put the good and interests of their followers above the leader's own interests. Being able to provide a shared vision for the future, while staying honest and trustworthy, may prove to be a groundbreaking achievement in an organization that shows appreciation for its employees and encourages them to excel. Servant leadership may lead an organization to increase employee commitment and reduce employee turnover.

Leadership is crucial to the success of any endeavor, especially business practices, and with many types of leadership behaviors to choose from, organizational leaders have to do their due diligence to know which is most effective. In order for business strategies to work and be effective, leaders should encompass behaviors that allow them to be

adaptable to any situation or task and be flexible to change (Yukl, 2012). Adaptable behaviors would increase employee engagement, thus improving performance (Yukl, 1989). Having the ability to be flexible and adaptable allows leaders to be more effective in any situation, which employees gravitate to and increases their commitment to an organization (Piansoongnern, 2013). Being able to increase employee commitment may improve employee turnover, which could save organizations time and money; retaining employees can be more beneficial than recruiting new talent. Confidence, empowerment, admiration, and establishing good practices build the connection between leadership approaches and employee commitment, which creates a productive and innovative work atmosphere, increasing job satisfaction and decreasing employee turnover (Al-sharafi & Rajiani, 2013). Leader behavior is critical to the type of employee behavior, positive or negative, that may affect how employees view their commitment to an organization.

Decision-making. Along with proper behaviors, organizational leaders should be able to make decisions that are comprehensive and effective so that employees are fully informed about the scope of the decisions and can accept organizational transformation (Carter, Armenakis, Feild, & Mossholder, 2013). Leaders who make effective decisions not only help their organizations, but also gain the trust of their employees (Malinen, Wright, & Cammock, 2013). Leaders need to be cognizant of their decisions because those decisions have a positive or negative impact on the organization and their employees, which plots the course of employee commitment (Baron, 2012). Organizational leaders integrate the correct behaviors with effective decision-making abilities, so they can lead and manage their employees successfully and in a positive

manner, which may lead to increased employee commitment and reduced employee turnover.

Talent management. Incorporating talent management into leadership is crucial in developing effective strategies that may increase employee commitment and improve employee turnover in an organization. Talent management includes the process of attracting the right person for the right position at the right time and retaining them to improve organizational performance through development and career planning (Ramaiah & Raut, 2014). Managing employee talent may help leaders establish an employee attrition plan that will increase organizational commitment and improve employee turnover. The attrition plan should contain tactics that include proper role definition and a clear vision for the future of the organization, which may then attract, motivate, and retain employees (Rachel, Pavithra, & Imran, 2016). Being able to execute an employee attrition strategy effectively in an organization could make organizations more appealing to current and future talent. The use of appropriate talent management strategies will not only make organizational leaders successful but also give them a competitive advantage over other organizations in attracting and retaining employees (Rabbi, Ahad, Kousar, & Ali, 2015).

Organization leaders have a multitude of approaches they can implement to increase employee commitment (Shuck & Rose, 2013). According to Serrano and Reichard (2011), employee commitment can be improved through (a) coaching and training employees; (b) a work atmosphere of trust, respect, and mentoring; (c) work that is significant and inspiring; and (d) better compensation packages and fringe benefits.

Applying these talent management methods into leadership strategies may allow organizational leaders to increase employee commitment and improve employee turnover, which will enhance organizational success.

Effective leadership. Many aspects of leadership are beneficial to organizations. Depending on the situation and the type of employee, leadership strategies may need to change. Being able to motivate and guide employees with a vision of excellence for the organization and to overcome any obstacle is the essence of a visionary leader, who creates an environment of success based on effectiveness and performance (Taylor, Cornelius, & Colvin, 2014). Along with these attributes, leaders may need to amalgamate different styles of leadership in order to construct a well-rounded approach to leadership that aligns with every employee in an organization. Asante (2015) explained that leaders must have and embrace transformational traits, which includes collaboration, respect, trustworthiness, and the ability to develop and grow their employees and themselves. A mixture of all these characteristics may provide a leader with the tools needed to improve commitment and engagement with an organization.

However, none of this is possible without the organizational leaders' commitment to enhancing leadership. An investment in developing leaders not only generates knowledgeable leaders but also creates successful work environments based on positive culture, effectiveness, and commitment (Van Dusen, 2015). Investing in leaders is a critical action that organizational leaders may need to take to secure the success of their business. It establishes a foundation for future leaders to create strategies that not only

impact the performance and profitability of an organization but also increase employee commitment and improve employee turnover in the organization.

Ineffective leadership. Along with leaders increasing employee commitment and improving employee turnover, they must also shy away from characteristics that promote ineffective leadership. A lack of vision, a lack of communication, the misuse of authority, and a lack of experience combined with a lack of resources, no strategic planning, and lack of support all contribute to ineffective leadership, which diminishes performance and productivity (Toor & Ogunlana, 2009). These types of negative attributes may decrease employee commitment and increase employee turnover. A lack of vision, no ethical conscience, nonexistent labor relations, and ineffective methods of leadership will lead to a negative impact on both organizational and individual performance (Aboyassin & Abood, 2013). Employees feel less secure in an organization because the possibility of receiving negative criticism deters them from communicating their viewpoints (Allen & Rogelberg, 2013). Negative criticism is an element of leadership that may need to be avoided in order to improve the organization's performance and productivity as well as employee commitment and turnover. Organizational leaders must cultivate an environment of professional leadership that consists of vision and strategy with personal leadership traits that entail expertise and trust, which will promote employee cooperation with an organization (Mastrangelo, Eddy, & Lorenzet, 2014). Employee cooperation that comes from professional and personal leadership also gives way to a commitment to the organization, which may improve employee turnover.

Person-organizational fit. An aspect of leadership important to an organization is the ability to find the right fit between employees and their position and function in an organization. Person-organizational fit and work atmosphere can affect production, employee commitment, and employee turnover. An improved and positive job fit between a person and an organization encourages behaviors that are beneficial to the organization in terms of performance, productivity, and engagement (Ünal & Turgut, 2015). Disconnected employees lessen the drive and production of the organization and undermine success when an employee is not an appropriate fit for the organization (Moreland, 2013). High-fit work atmospheres provide productivity and commitment to the workplace (Smith, 2012). A direct correlation exists between a high-caliber work atmosphere and organizational fit, and when these two factors align seamlessly with employees, they may be more committed to the organization and turnover intentions decrease (Ünal & Turgut, 2015). Enhanced behaviors, such as committed employees and positive work environments, may allow organizational leaders to grow and thrive in a competitive market because they have a workforce committed to success.

Organizational leaders must enforce a positive person-organization fit through effective communication, trust, respect, care, benefits, and career development; these elements can improve job satisfaction, responsibility, and commitment (Farzaneh, Dehghanpour Farashah, & Kazemi, 2014). The use of these elements is essential to building a solid relationship between employees and organizations, which may help develop strategies and methods that will continue to improve the culture of the organization as well as increase the engagement of the employees within that

organization. An effective relationship between employees and the leaders will cultivate an environment of accomplishment, which reduces stress and increases the intentions of employees to stay with an organization (Arbour, Kwantes, Kraft, & Boglarsky, 2014). Leadership strategies that encompass an enhanced employee-organization relationship may improve (a) employee motivation to perform, (b) satisfaction with the job, and (c) openness to mentoring, which are factors associated with increased employee commitment and improved employee turnover.

Mentoring. Leaders who have attributes that positively affect their employees could increase the employee job satisfaction and commitment to an organization. One leader attribute is the ability to mentor employees and provide the vision and guidance needed for success, which will affect organizational commitment (Arora & Rangnekar, 2015). The ability to mentor effectively may benefit both employees and the organization. When there is effective mentoring by leaders, organizations see a rise in job satisfaction and employee commitment (Kim, Egan, Kim, & Kim, 2013). Mentoring can provide an opportunity for employees to grow and achieve success within an organization, which are motivating factors to stay committed to an organization. Employees see mentoring as a chance to learn from leaders who have attained goals and continue to strive to accomplish more in their careers. Leaders, who provide valuable mentoring, can create an atmosphere of encouragement and development for their employees, which inspires them to stay committed to the organization (Cetin, Kizil, & Zengin, 2013). Employee commitment to an organization could increase performance while reducing turnover.

Career development. Organizations offer employees many different benefits including financial compensation and salaries; however, employees tend to want more of the following benefits (a) vacation time, (b) career development and training, and (c) job flexibility (Custers, 2013). Organizational leaders need to consider career development opportunities when trying to improve employee commitment and reduce employee turnover. Training and development programs could attract new talent into the organization while also increasing employee commitment and retention. Chen, Chen, Tsui, and Chiang (2016) indicated that a complete training and development system would stimulate employee loyalty. Employee loyalty plays a major role in the reduction of employee turnover, which is critical for organizational performance and profitability. Vandenberghe and Afife (2013) concluded that organizations with a lack of career development opportunities had increased turnover intentions and reduced commitment to the organization. This lack of career development programs could be detrimental to organizations by decreasing productivity and increasing costs. Organizational leaders should create a business strategy that incorporates career development opportunities. Business practices that factor in career training and development for employees will improve career and organizational commitment, which in turn can reduce employee turnover (Yahya & Tan, 2015).

There are many approaches organizational leaders can implement in their business practices to increase employee commitment and reduce employee turnover. In today's business world, flexible and adaptable leadership is not only essential but necessary for organizations (Yukl & Mahsud, 2010). Vroom (1964) also concluded that flexibility and

adaptability is needed depending on the ever-changing landscape of an organization with different situations and conditions. Having the attributes of flexibility and adaptability might help leaders be more effective within an organization and may provide employees with the leadership needed to increase their commitment to the organization, which in turn may reduce employee turnover.

Employee Commitment

Leaders can positively influence employee commitment by increasing their involvement within the organization (Serrano & Reichard, 2011). Leadership strategies should be created not only from the goals and vision of an organization but also through the needs of the employees. In the flexible leadership theory, Yukl and Lepsinger (2006) justified the concept of adjusting leadership strategies according to situations, environments, and conditions. Organizational leaders should develop flexible leadership practices that meet the needs of the organization as well as those of their employees, and construct a strategy that can positively affect employee commitment and reduce employee turnover.

Employee commitment appertains to a commitment to not only an organization, but to its vision, goals, and standards. Committed employees show an increase in performance, satisfaction, and development in addition to improved employee turnover rate (Ahmed, Pavani, & Kumar, 2014). Employees who are less committed or not engaged within an organization complete less work, bring a negative atmosphere to the organization, and are resistant to any type of change (Marrelli, 2011).

Change/trust. One of the aspects consistent within an organization is change. Organizational leaders should adapt to any change so they may be successful; however, organizational leaders must also have to ability to implement change. Influences that impact a current phase and move into a desired phase is called change (Kushalappas & Pakkeerappa, 2014). Change is needed to establish new business practices, remedy old ones, and stay competitive in an ever-changing market. Change management strategies may play a critical role to the successful integration of change within an organization. A set of methods which transitions change within an organization from one phase successfully to the next is change management (Ionescu & Bolcas, 2015). However, the implementation of change is often met with resistance from both individuals and organizations. Resistance to change is unproductive and detrimental to the success of an organization. Organizational leaders need to be able to create plans and strategies so they may improve the change management processes of their organization and effectively integrate change into the culture of the company, which may improve commitment and reduce turnover.

One of these strategies is to build trust between the employee and the organizational leader (Seifert, Brockner, Bianchi, & Moon, 2016). Organizational leadership impacts an employee's commitment to the organization if trust exists among the leader and employee (Malinen, Wright, & Cammock, 2013). For example, organizational leaders who provide different incentives and treat their employees with respect and fairness may increase trust between employee and organization, which may increase employee commitment and reduce employee turnover. Trust with organizational

leaders plays a crucial role in employee commitment, and leaders foster this trust in order to gain success (Zhang, Avery, Bergsteiner, & More, 2014). All of these factors are essential to improving employee commitment, which in turn could reduce employee turnover. Having a solid foundation of trust may help with the commitment of the employee; however, it is not enough because employees have to be engaged as well. Organizational leaders need to develop strategies that will improve trust, which may increase the commitment of employees.

Engagement. Leaders may have to assess why employees are not encouraged to participate and formulate a plan that best fits their business needs. Employee engagement is a developing view described as a business opportunity and theoretical perspective (Sambrook, Jones, & Doloriert, 2014). Employee engagement is a fresh and rising business notion, and leaders have seen engagement as a view that is central to success and persistence (Choo, Mat, & Al-Omari, 2013). Many organizations use a business strategy to integrate effective employee engagement (Cattermole, Johnson, & Jackson, 2014). Employee engagement plays a major role in the successful implementation of strategies to increase employee commitment and improve employee turnover. Anitha (2014) concluded that working environment, team, and peer relationships are signs of this type of employee engagement, which directly impact employee performance either positively or negatively and shows the importance that employee engagement has on organizational success. Motivated and inspired employees increase engagement, which in turn improves productivity and profitability (Jauhari, Sehgal, & Sehgal, 2013). For employee engagement to be effective, a new model of leadership needs to be developed,

which includes engagement, productivity, and retention (Radda, Majidadi, & Akanno, 2015). A leadership model would include strategies and methods that are most effective to increase employee commitment and reduce employee turnover. I will be looking into which strategies and methods would be most effective and impactful.

Commitment to an organization will not only provide stability and productivity but also may bring success and profitability. Kumar and Pansari (2015) determined that high levels of employee engagement in terms of (a) employee satisfaction, (b) identification, (c) commitment, (d) loyalty, and (e) performance, resulted in higher levels of profits. The increase in profitability is a motivating factor for organizations to ensure that employees feel engaged and committed to their organization (Shuck & Reio, 2014). Organizational leaders must implement effective leadership strategies, like communication and motivation, to increase not only commitment to an organization but also reduce employee turnover (Duxbury & Halinski, 2014). Organizational leaders may need to have effective communication so that there is collaboration on shared goals and business strategy of the organization to increase employee commitment and reduce employee turnover. Establishing a connection with leadership strategies, employee commitment, and employee turnover is key to the success of an organization both internally and externally. Plus, external success means having a positive social impact in the world. Organizational commitment increases the behavior of organization citizenship, which features positive civic virtues such as courtesy, altruism, and moral commitment (Zayas-Ortiz, Rosario, Marquez, & Colón Gruñeiro, 2015). Positive civic virtues may help establish a foundation for positive social change and be a critical part of an

organization, which could help develop solutions to business problems like effective leadership strategies that improve employee commitment and reduce employee turnover.

Organizational leaders need to consider the factors that contribute to the increase of productivity and the improvement of performance. Performance may increase when organizational leaders work to increase employee engagement. To do this, organizations must comprehend the influence employee involvement has on productivity. Phipps, Prieto, and Ndinguri (2013) stated the factors that contribute to involvement within organizations are (a) decision-making capabilities, (b) training, and (c) developmental programs, that in turn would increase the commitment to the organization as well as an improvement in productivity. Leaders may need to incorporate involvement factors into their strategies so organizations can improve employee turnover. Leaders need to find the motivational triggers that will make employees want to produce and perform. Some of the motivational triggers can be financial, career opportunities and promotions, or recognition (Fomenky, 2015). It is motivational triggers that employees look for within an organization in order to feel engaged and committed as well as inspired and motivated to achieve a company's vision and goals.

Work-life balance. Besides motivational factors, organizational leaders need to improve the quality of work life for employees as well because it will keep them satisfied and committed to the organization, which in turn not only improves productivity but also reduces employee turnover (Chinomona & Dhurup, 2014). Wasay (2013) showed a positive relationship between employee commitment and work-life balance. Opportunities to work from home and an open floorplan work environment increased

employee commitment and reduced turnover (Bakker, Demerouti, & Lieke, 2012).

Organizational leaders that offered part-time work, paternity/maternity leave and job

sharing had higher levels of employee commitment (Wasay, 2013). Organizational

leaders that create a business strategy that involves the implementation of a flexible

work-life balance may increase the chances of employees staying committed to the

organization. Employees with improved commitment may work for an organization for a

longer period of time, which may increase retention and reduce turnover. Factors

improving the quality of work life need to be implemented effectively into leadership

strategies, which may lead to increased performance and productivity. Once leadership

strategies are in place, organizations may see an increase in employee commitment and

an improvement in employee turnover.

      Work atmosphere/conflict. Along with creating a positive work atmosphere that

promotes respect, productivity, and teamwork, organizational leaders could also be

proactive in alleviating conflict, whether it be task-oriented or relationship-oriented,

within the company. Different aspects of organizational and employee interaction

engineer different types of conflict, which resulted from the lack of teamwork and respect

as well as the increase of role ambiguity and job stress (Avgar, Kyung Lee, & Chung,

2014; Hill, Chênevert, & Poitras, 2015). Organizational leaders may need to evaluate

their company culture to ensure they are not only meeting the standards expected by

employees but also minimizing the conflict that arises among employees and the

organization. An evaluation is necessary because conflict does not only produce a level of

negativity that is detrimental to organizational performance and profitability but also

yields adverse behaviors in employees, such as decreased employee commitment and increased employee turnover (Bhatti, Bashir, & Nadeem, 2015). Decreased commitment and increased turnover are two elements of business that may contribute to organizational failure and decline. Leaders need to implement strategies that overcome these kinds of conflict while encouraging their employees to be at their best, which may result in improved employee commitment and reduced employee turnover in the organization.

Evaluations. Organizational leaders need to be able to assess how effective their strategies are in increasing job satisfaction and employee commitment. One type of assessment that organizations can use is core self-evaluations, which individuals use to evaluate their worthiness, competence, and capabilities (Karatepe & Demir, 2014). Organizational leaders could establish connections between core self-evaluations and how effective their strategies are for commitment. Zhang, Wu, Miao, Yan, and Peng (2014) determined there is a significant relationship between core self-evaluations and job satisfaction through the mediating factor of organizational commitment, which means a high core self-evaluation results in higher commitment that in turn produces higher job satisfaction. Organizational leaders could use this tool to determine the type of approaches they need to take to ensure employees have a higher core self-evaluation. Leaders can use core self-evaluations to determine what methods they should use to continue keeping employees with high core self-evaluations motivated and provide guidance to those with low core self-evaluations, while increasing commitment in an organization by attracting and retaining employees with high core self-evaluations (Kim, Liden, Kim, & Lee, 2015). Organizational leaders could use high core self-evaluations

because this assessment produces increased job satisfaction, which may lead to increased employee commitment while reducing employee turnover.

Moreover, Moreland (2013) concluded that performance influences behaviors and commitment, thus surveys can be used as instruments to gauge performance. Organizational leaders could use yearly surveys to measure engagement that indicates areas organizations need to work on to improve job satisfaction and performance, while increasing employee commitment. Leaders can examine the survey outcomes to obtain insight on how employees view job-related matters that impact employees, as there is a correlation between employee commitment and employee engagement (Bishop, 2013; Brown & Reilly, 2013). Organizational leaders can use surveys to increase employee commitment by observing actions and behaviors while recognizing coaching and training opportunities for employees (Risher, 2012). Organizational leaders will be able to take the outcomes of the surveys to make strategic adjustments to increase employee commitment and reduce employee turnover, which in turn will increase performance and help organizations achieve business goals (Merry, 2013). Organizational leaders may be able to use yearly surveys to transform themselves, so they can maintain pace with an evolving business world as well as create strategies to circumvent low levels of productivity and engagement and high levels of stress, which if done appropriately may increase employee commitment and reduce employee turnover.

Stress. There are many factors that contribute to the decline of employee commitment to an organization. One of these factors is stress. Job-related stress produces negative outcomes such as (a) ineffectiveness, (b) reduced productivity, (c) diminished

motivation to work, and (e) decreased job satisfaction (George & Zakkariya, 2015). Stress-related outcomes are detrimental to organizations and leaders must be able to discover approaches which may aid in mitigating these unfavorable outcomes. Peng and Mao (2015) described one way to reduce job stress within an organization is to have a high person-job fit, which is the correct pairing of the abilities of employees to the demands of the organization. High person-job fit may not only increase self-worth but also improve motivation, performance, and job satisfaction. Positive elements may be needed to overcome negative influences that will arise within an organization. The combination of high motivation and high job satisfaction result in increased productivity and performance as well as improved commitment and turnover (Aleksic, Babic, & Eric, 2013). Leaders may need to institute techniques to reduce stress and increase job satisfaction because this may increase the overall success of an organization as well as improve employee commitment and employee turnover.

While there are many contributing factors organizational leaders face that negatively impact commitment and retention, stress may be one of the main negative factors within the workplace environment. Sanjeev and Rathore (2014) determined that organizational stress has a negative adverse relationship with organizational commitment. Stress could lead to negative thoughts and actions about the job, which in turn reflects onto the organization. Increased levels of organizational stress will result in decreased job satisfaction with the organization (Masihabadi, Rajaei, Amir, & Parsian, 2015). Decreased job satisfaction could lead to not only diminished productivity and performance but also increase the lack of employee commitment and raise employee

turnover. Leaders need to find ways to reduce the levels of job stress in order to avoid a potential reduction in performance and productivity. Ackfeldt and Malhotra (2013) identified two approaches organizations could implement to minimize stress and maximize commitment, which consisted of professional development and empowerment. Organizational leaders could use these two approaches to motivate employees to be more productive as well as increase their satisfaction with the organization. Increased job satisfaction could result in improved employee commitment and reduced employee turnover.

Employee Turnover

Employee turnover is not only a major complication for an organization to overcome; it is also an expensive one. Organizational leaders deal with two types of employee turnover, voluntary and involuntary, which consist of employee initiating separation and organizations discharging unqualified employees, respectively (Hongvichit, 2015). Both of these types of employee turnover are detrimental to an organization and create risks that impede growth and improvement of the organization. The costs associated with employee turnover are both direct (i.e. labor costs) and indirect (i.e. loss of quality employees) (Wang, Wang, Xu, & Ji, 2014). The factors that contribute to employee turnover can stem from a lack of leadership skills and strategies. Some elements that drive employees to decide to leave or lose commitment to an organization are due to a (a) lack of communication with leadership, (b) the lack of empathy of leaders, and (c) the lack of collaboration between employee and leader (Smith & Macko, 2014). For an organization to be successful negative behaviors may need to be

remedied. The key first step to improving employee turnover is to have leaders develop effective employee retention strategies, which may give an organization a better chance of success.

Disengagement. Organizational leaders that have employees who are disengaged or uncommitted may see an increase in employee turnover. There are many reasons why employees are disengaged with their organization, such as (a) lack of trust and communication with leadership (Marrelli, 2011), (b) unattainable goals and negative work environment (Pater & Lewis, 2012), and (c) a disconnection between employee and organization (Wollard, 2011). All of these factors can lead to disengagement and a lack of commitment to an organization and its value and vision. Leaders need to create strategies that solve these problems and provide employees with a positive view of the organization and its leadership. A positive view may eliminate the disengagement employees feel and increase their commitment and value to the organization, which may also reduce employee turnover.

Human capital. An important element for any organization to have is that of the intention of an employee to stay with the organization. The commitment employees have toward an organization can, either positively or negatively, influence the intentions they have toward that organization (Kaur & Mahajan, 2014). Employees need to be valued and supported in order to establish a positive connection between commitment and intention. To do this, organizational leaders need to invest in human capital, which is the acquirement of skills and abilities through education and training (Khan, Humayun, & Sajjad, 2015). Human capital investment creates the training and development

opportunities employees seek within an organization, which increases productivity and improves turnover (Bae &Patterson, 2014). Investment into human capital is an essential first step on a path to improve strategies that may increase commitment and improve turnover but to do this leadership must play a major role.

Organizational leaders have to integrate employee commitment strategies in their overall business strategy. Organizational leaders must uncover the techniques that will motivate their employees to perform at high levels, which will enhance human capital (Netke, 2013). Josan (2013) identified leadership that involved vision, motivation, and guidance, would not only improve commitment and turnover but also show a solid investment in human capital, which retains and attracts talent. Human capital is one of an organization's most valuable assets, and investing in employees not only improves productivity but it also creates loyalty and trust with the organization, which improves commitment and reduces turnover (Rahman & Nas, 2013). The biggest asset an organization has is their employees, and establishing methods that increases employee engagement levels will improve employee commitment to the organization while reducing employee turnover (Smith, 2012). Incorporating leadership strategies that give significance to employees may provide a strong foundation for an organization not only for future success but also for increased employee commitment and decreased employee turnover.

Life-cycle approach. Organizational leaders may need to be able to develop effective leadership strategies so they can implement business practices successfully. Organizational leaders must integrate different elements of business, such as human

capital, into their strategy in order to accomplish this feat. One such approach can be to amalgamate human capital into the lifecycle approach, which goes from the pre-hire process (raw materials) to the succession plan (recovery stage), thus giving way to sustainable human capital, which improves performance (Banerjee, 2013). Being able to use this tactic may benefit organizations because it could allow them to create strategies based on a lifecycle approach that was shown to improve performance, which in turn helps improve employee commitment and employee turnover.

Social capital. Felício, Couto, and Caiado (2014) stated that human capital, in terms of experience and knowledge, positively influences performance and social capital, which consists of individual relationships and behaviors of leaders. Elevated performance and positive social capital are two aspects organizational leaders can use to help with the enhancement of engagement and retention. Leaders need to be able to adopt human capital into their strategies, which will enable those strategies to become effective and vital for the heightened performance of an organization (Surijah, 2016). Organizational leaders' performance is one aspect of an organization that may have an impact on employee commitment and employee turnover.

Work culture. Organizational leaders not only need to implement strategies which will improve employee turnover but also find what factors to avoid, so that employee turnover does not increase. El-Nahas, Abd-El-Salam, and Shawky (2013) identified some of the factors that increase employee turnover as weak communication, distrust, stress, lack of development, and a poor employee-organization fit. Negative factors show the inadequacies of both an organization and leadership thus causing a

decrease in employee commitment which leads to an increase in employee turnover. In order to overcome these obstacles, organizations must create a culture which has a positive influence on employee perception and behavior through just and fair practices and philosophies (Ribeiro & Semedo, 2014). Just and fair standards may improve employee commitment and reduce employee turnover. Together with just and fair standards, organizational leaders must acknowledge the diversity of their employees and that each one responds to the job scope differently, thus organizational leaders should provide challenging job functions to employees with a high propensity for growth and accomplishment while providing a culture for learning and development for those with a lack of drive and determination (Zargar, Vandenberghe, Marchand, & Ayed, 2014). Combining just and fair standards with the correct job functions for each unique employee while avoiding negative factors may increase employee commitment and at the same time improve employee turnover.

   Diverse culture. Opportunities exist for organizations to grow and succeed in today's global market. One of these opportunities is the improvement of teamwork. An adequately guided team can adapt to change and take advantage of opportunities for growth (American Society for Quality, 2015). Effective leaders could guide employees to work together and create a strong sense of teamwork and cohesion. Strong teamwork results in improved productivity, shared vision for the achievement of common goals, and a continual progression of strengths and skills (American Society for Quality, 2014). The inclusion of a multicultural setting is essential for the success of an organization in both domestic and international business. Hurst et al. (2015) identified that shared knowledge

and teamwork needs to be highlighted and reinforced to ensure a successful partnership within an intercultural environment.

Successful partnership is contingent on being able to provide support and acceptance of a multicultural team. Individuals must be able to evaluate their cultural values and identities so they can understand and encourage other individuals' cultural identity, which builds positive associations and is a component to attaining business goals (Levitt, 2013). In order for these diverse teams to be dynamic, leaders must play a critical role in its survival. Nelson (2014) described several features leaders can use to motivate diverse teamwork, which consisted of (a) creating an atmosphere of trust, (b) embracing differences, (c) expanding the view of skillsets, (d) make information available to all, and (e) provide growth and opportunities for all the individuals of the team. Leaders that have motivating features could provide organizations with a stable, multi-layered work environment that promotes diversity and reap the benefits of multicultural teamwork.

Organizational leaders need to be able to develop and implement strategies and approaches that not only integrate a diverse culture into the workplace but also be able to increase employee commitment through effective multicultural leadership. Leaders need to infuse culturally diverse management practices with caring and support in order for employees to show positive employee commitment with an organization (Leveson, Joiner, & Bakalis, 2009). The amalgamation of diverse cultures could not only increase employee commitment but also improve employee retention. Cloutier, Felusiak, Hill, and Pemberton-Jones (2015) determined that hiring a diverse workforce will help organizations retain employees and increase commitment, stability, and revenue. The

benefits of retention should encourage organizations to promote a multicultural

environment as well as provide leadership with the tools needed to effectively lead a

diverse workforce to improve productivity and profitability while increase commitment

and retention.

Along with this increased commitment and retention, a diverse cultural work

environment can positively influence social change. The acknowledgement of

diversification can be created through cultural blending and stereotype dilution, which

uses a sense of understanding of cultures, the assessment of the significance of the

cultures, and an emotional attachment to the cultures to help overcome stereotypes

(Elliot, Xiao, & Wilson, 2015). Diversification could help reduce the categorization or

labeling of individuals thus providing a common ground for all. Organizational leaders

must be able to produce a positive diverse work environment. Rao (2014) indicated a

positive multicultural work environment will help organizations reduce hostility and

resistance that arises with cultural differences and capitalize on the strength of its

diversity. Having an optimistic approach toward cultural diversity could help

organizations bring about positive social change along with improving business practices.

Leaders need to be at the forefront of the multicultural initiative that is part of

every organization. Organizational leaders need to establish strategies to promote

teamwork in a multicultural setting while instituting tactics to improve business practices

and positively impacting social change. Leaders need to (a) build trust, (b) manage

conflicts, (c) empower the diverse team equally, (d) mitigate negative behaviors, and (e)

focus on the individual (Alonso & Wang, 2014). All of these factors could help

organizations provide successful leadership that may create effective teamwork in a multicultural environment, promote diversity to improve employee commitment and retention, and impact positive social change through the acceptance and open-mindedness of diverse group of individuals.

Ethical culture. While organizational leaders need to be able to cultivate a positive person-organization fit, they must be able to establish a person-organization fit that has an ethical culture that resonates with employees. Employees with a low person-organization fit with no connection to an ethical culture have a lack of job satisfaction and commitment, which increases turnover intentions (Ruiz-Palomino, Martínez-Cañas, & Fontrodona, 2013). An atmosphere that lacks a sense of ethics not only degrades the image of an organization but also negatively impacts the actions and behaviors of employees. Yang, Tsai, and Tsai (2014) stated that employee emotional exhaustion is brought upon by a deficiency in ethical climate, which results in employees losing focus on work, unable to identify themselves with the organization, and increasing their intentions to leave. Organizational leaders need to be able to establish strategies that improve the ethical climate of the organization and in order to begin that process organizations must have ethical leadership in place. Strategies created and implemented by a lack of ethical leadership cause employees to feel disconnected and disenfranchised with the organization, which fails to retain valuable human capital and increases employee turnover (Babalola, Stouten, & Euwema, 2016). Organizational leaders need to produce strategies embedded with ethical leadership into the culture of the company, so

they positively impact the actions and behaviors of employees, which may help increase employee commitment with the organization and reduce employee turnover.

Overload. There are many features that can affect employee commitment and employee retention from job stress to a negative work environment, and another one of these aspects is role overload. The overload experienced by employees can have a negative mark on organizations. Rageb, Eman, El-Samadicy, and Farid (2013) concluded that role overload has a significant impact on turnover intentions, which indicates a connection between higher role overload to higher turnover intentions. Along with turnover intentions, overload can change the commitment of an employee to an organization. The emotional exhaustion caused by work overload has a negative influence on employee commitment (Karatepe, 2013). Negative influence can decrease organizational commitment and productivity while increase turnover and failed business practices. Organizational leaders need to develop strategies that reduce employee overload, which can help increase commitment and reduce turnover. Fila, Paik, Griffeth, and Allen (2014) identified that organizational leaders need to fragment workplace characteristics into manageable roles to increase job satisfaction. Fragmentation could reduce overload, which in turn can increase job satisfaction and employee commitment while reducing employee turnover within an organization.

Employee Retention

Employee turnover can cost an organization 50 to 200% of a previous employee's salary in recruiting expenditures (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). These expenditures are damaging to the sustainability and profitability of an organization,

thus making employee retention strategies ever so important to develop. Leadership plays a major role in this development process of retention strategies. Aruna and Anitha (2015) concluded that two important retention strategies leaders must develop within their organization are mentoring and positive work environment, which helps provide a sense of commitment to the organization and its leaders. Kasekende, Byarugaba, and Nakate (2013) also determined that job satisfaction and the alignment of goals, vision, and standards, all influenced employee retention in a positive manner, thus improving the turnover rate of an organization. Employee retention is an essential part of the success of an organization; however, for that to happen, effective leadership strategies need to be in place.

Motivation. Retention strategies are a fundamental aspect of business that should be taken seriously and with the utmost importance. Leaders with effective retention strategies help sustain the growth of businesses in terms of attracting and retaining a talented workforce (Sandhya & Kumar, 2014). However, in order to develop effective retention strategies, organizational leaders must know what motivates their employees to stay committed to the organization. Organizational leaders must establish a connection between retention and commitment; and to do that they have to find the components that are most influential to employees and beneficial to organizations (Ibidunni, Osibanjo, Adeniji, Salau, & Falola, 2016). Strategies can be developed and implemented when these factors are determined. Retention strategies, at the same time, are not only effective but appropriate when outside influences are considered (Idris, 2014). Organizational leaders can create strategies that not only retain employees but also increase their

commitment to the organization once all these factors are met. Organizational commitment may also improve employee turnover, which in turn could increase productivity and profitability.

Pinto (2011) and Vallerand (2012) documented two types of motivational behaviors for employees, intrinsic and extrinsic motivation, where intrinsic was grounded in values and principles, and extrinsic centered on incentives and rewards. Organizational leaders could use these two motivational behaviors to help develop approaches that may improve employee commitment. Two essential elements that contribute to the success of an organization are employee performance and employee commitment (Shahid & Azhar, 2013). Vallerand (2012) determined that organizational leaders see a connection between employee motivation, employee commitment, and employee performance. Seeing the connection may help organizations understand their employees better to construct strategies tailored to the motives of the employee, which may also improve employee commitment and employee performance as well as reduce employee turnover.

Cerasoli, Nicklin, and Ford (2014) indicated that two main responsibilities of leaders consisted of influence and motivation of others. Organizational leaders need to understand the importance of motivation and leadership with respect to their employees. Properly motivated employees are the foundation of an organization because they determine the type of performance conducted, either high or low, on an organizational level and on an individual level (Giauque, Anderfuhren-Biget, & Varone, 2013). Leaders need to take employee motivation into account so they can develop the correct strategies needed to improve performance within an organization. The connection between

motivation and performance may help organizations increase their employee commitment and reduce their employee turnover.

Human resource management. Human resource management could have an essential function in increasing employee commitment and reducing employee turnover. Inabinett and Ballaro (2014) indicated that human resource management is responsible for the retention of employees and not the responsibility of organizational leadership. However, leadership is essential to the retention of employees and increasing their commitment to an organization and improving the employee turnover within an organization. Leaders must implement effective strategies that include (a) recognition, (b) career growth, (c) decision-making capability, (d) positive work environment, and (e) better compensation so organizations can improve employee turnover, which in turn increases productivity and profitability (Salome, Douglas, Kimani, & Stephen, 2014). The positive effect retention strategies can have on an organization's bottom line is immeasurable and irreplaceable. An organizational leader being able to produce a work environment which is not only hard to leave but also desirable to new employees is crucial to the success of an organization (Sri, Krishna, & Farmanulla, 2016). While human resource management can play a role in retention, it is up to leaders to create effective strategies that will increase employee commitment and improve employee turnover, which has an important positive impact on an organization's earnings.

Negative factors. Organizational leaders should also consider the factors that cause employees to lose commitment and negatively impact their turnover intention. Suhasini, Godina, and Babu (2014) established negative factors such as (a) stressful work

environment, (b) role ambiguity, (c) lack of career development, and (d) work overload are detrimental to retention strategies. Correction of negative factors may help organizational leaders create effective strategies that are beneficial to the organization and their employees. Every employee has different values and different motivations. Some employees may be motivated by higher salaries or company brand image while others value a positive work environment, career development, and a respectable work-life balance (Guha & Chakrabarti, 2016). Motivating influences may need to be incorporated into the culture of leadership so organizational leaders could develop effective strategies which promote employee commitment and reduces employee turnover. Organizational and individual goals and values need to be in alignment so there can be a higher employee engagement, which in turn positively impacts turnover intention (Memon, Salleh, Baharom, & Harun, 2014). Organizational leaders must establish retention strategies which encompass different elements of motivation while trying to eliminate the negative factors, thus increasing employee commitment and improving employee turnover. Employees who perceive their effort as valuable will involve and enthrall themselves in the success of the organization (Steger, Dik, & Duffy, 2012). Leaders need to commit to approaches and strategies that invest in employees and their abilities, which in turn will improve not only performance but also employee engagement (Nasomboon, 2014).

Positive atmosphere/image. There are many approaches organizational leaders can take to ensure a positive atmosphere for their employees; however, one approach that they may need to establish is a positive brand image. Employees recognize important

work through the organization's goals, products, and services and are ecstatic to serve the

organization's consumers based on their unique involvement (Subramoniam, 2013).

Crafting a positive brand image will result in employees believing in the value of the

organization as well as living the brand (Du Preez & Bendixen, 2015). Being able to trust

and believe in the brand can help organizational leaders not only retain employees but

also attract new employees. Ito, Brotheridge, and McFarland (2013) determined that

brand image has a significant influence on the entry and exit of employees within an

organization. There is an association between the satisfaction and commitment

employees have with their organization and its brand image to the entry and exit of the

employees. A positive brand image not only produces increased satisfaction and

commitment but also improves employee retention rates and diminishes employee

turnover intentions (Kashyap & Rangnekar, 2014). Leadership plays a pivotal role in

establishing a positive brand image of an organization, which may help develop a

company value needed to increase job satisfaction and attract new employees while at the

same time increase employee commitment and improve employee turnover within an

organization.

Lack of compensation. Organizational leaders who have subpar compensation

packages or incentives have employees who perform poorly and are unproductive within

the organization (Ellig, 2013). Leaders might be able to circumvent negative attributes by

developing methods based on suitable compensation packages employees sit fit.

Subramoniam (2013) concluded organizations who have different forms of compensation

packages have employees who are satisfied, committed, and engaged with the

organization. Some of the compensation packages include (a) stock options, (b) tuition reimbursement, (c) raises, (d) benefits, and (e) bonuses (Weldon, 2012). Leaders may be able to reduce turnover by providing better compensation packages. Also, organizations with complete compensation packages may be able to attract new employees who will stay committed to the organization.

Participation. Organizational leaders that do not involve their employees in decision-making processes might have a negative impact on commitment and performance. Tims, Bakker, Derks, and Van Rhenen (2013) determined organizational leaders that allow employees to partake in the decision-making processes have higher performance and goal alignment between organization and employee. The collaboration between employee and organizational leaders provides a positive work environment conducive to better performance and satisfaction (Markey & Townsend, 2013). Leaders who involve their employees in the processes and policies of the organization increases performance and satisfaction, which may increase employee commitment while reducing employee turnover.

Favoritism. Organizational leaders should not show any type of favoritism toward their employees, whether they are high or low performers within the organization because high employee performance does not always parallel to increased employee commitment (Weldon, 2012). Brown and Reilly (2013) established that employees with low employee commitment can have high employee performance. Organizational leaders that treat their employees equally and fairly may have a better chance of increasing their commitment to the organization and their performance as well. Weldon (2012) identified

organizations that concentrated on employees with high performance decreased

confidence and satisfaction of the rest of the employees as well as increase their turnover

intentions. Leadership strategy should center around all employees without any

favoritism, which may increase employee performance and employee commitment and

reduce turnover intentions.

A combination of engagement and satisfaction should take place in order for

improved retention strategies to emerge. Organizational leaders should be consistent in

their approach to ensure a viable and profound strategy that will increase employee

commitment and improve employee turnover, which includes the integration of previous

experiences, current perceptions, and future expectations (Tejpal, 2015). The inclusion of

the past, present, and future may show employees that organizations value and care about

employee knowledge, employee observations of the company, and the opportunities

developed by employees for success. Organizational leaders may have to provide an

atmosphere built on stability, continuity, and practicality, so they can establish

philosophies to retain employees. Leaders, which utilize talent management practices like

investment in talent, support, and caring, also play a critical role in enhanced retention

strategies (Plessis, Barkhuizen, Stanz, & Schutte, 2015). Organizational leaders may need

to think outside the box so they could continue to have a competitive advantage over

other organizations. Creating a new process of introducing new employees to an

organization and elaborating on how their individuality and strengths can benefit both the

employees and the organization, which will lead to increased retention and improved

engagement (Cable, Gino, & Staats, 2013). The new investment into the individual may increase employee commitment and improve employee turnover.

Transition

The first portion of this doctoral research study was a summary of the problem statement, purpose statement, nature of the study, research questions, conceptual framework, significance of the study, and literature review. There was a plethora of factors that impacted employee commitment and employee turnover; however, there was a lack of information on leadership strategies that organizational leaders use to improve employee commitment and reduce employee turnover. Organizational leaders can discover strategies to improve employee commitment by staying involved and committed to the process of discovery (Keeble-Ramsay & Armitage, 2014). Fully utilizing these types of behaviors can lead to improved productivity, job satisfaction, and employee commitment (Merrell, 2012). Overall, the findings of this doctoral research study were of great use to organizational leadership who want to improve employee commitment and decrease employee turnover.

The second portion of this doctoral research study included a detailed summary of the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection, data analysis technique, and reliability and validity. In the third portion of this doctoral research study, I provided the results of the study, an analysis of the entire doctoral research study, and its impact and significance to social change and business practice.

Section 2: The Project

The research method I used was a qualitative single case study. In the study, I interviewed participants and reviewed company documents and other external website content to examine strategies senior business leaders have used to improve employee commitment and reduce employee turnover. In Section 2, I will provide the following: (a) purpose statement, (b) role of the researcher, (c) participants, (d) research method and design, (e) population and sampling, (f) ethical research, (g) data collection instruments, (h) data collection techniques, (i) data organization technique, (j) data analysis, and (k) reliability and validity of the doctoral study.

Purpose Statement

The focus of this qualitative single case study was to explore strategies that some senior leaders in a Fortune 500 financial organization have used to increase employee commitment and reduce employee turnover. Vice presidents and directors who have successfully implemented effective strategies and methods to increase employee commitment and reduce employee turnover in a Fortune 500 financial institution located in Hudson County, New Jersey, was the population for this study. The findings from this study contribute to social change by potentially improving job satisfaction and reducing the unemployment rate. This reduction in the unemployment rate may provide an increase in consumer spending, which can stimulate the economy and create more jobs. The creation of new jobs can help communities prosper and attract more new jobs, which could also positively affect social change (Sands, 2015).

Role of the Researcher

In this study, I functioned as the primary data collection instrument. Researchers conducting a qualitative single case study undertake the responsibility as the data collection instrument by collecting data in a trustworthy manner and diminishing bias (Cope, 2014). I collected data by interviewing participants, who were purposely selected to partake in the study, in person in a natural setting selected by the participant using semistructured interview questions. All the participants worked in the Hudson County, New Jersey, area, where all interviews took place. Along with the interviews, I examined company documents. Having more than one method of data collection will build the creditability of the study (Houghton et al., 2013). I followed the processes outlined in the Belmont Report, which included the procedures needed to guarantee that a research study using human subjects is done ethically (Miracle, 2016).

To help mitigate bias, I did not have any working relationship with the participants, and I compiled the data based on the responses given by the participants during the interview process and verified their responses through member checking. Member checking is a technique used to validate the interview responses of participants by returning the data collected back to the participants to check for accuracy and reverberation with their experiences (Birt, Scott, Cavers, Campbell, & Walter, 2016). Having an established protocol builds trusting relationships with the participants and maximizes the data collected (Wolgemuth et al., 2015). I used appropriate interview processes that were applied to all participants of the study, building a trusting relationship. I collected data from the participants and analyzed it for thematic patterns.

The analysis of these thematic patterns helped address the research question: What strategies do senior leaders in a Fortune 500 financial institution use to increase employee commitment and reduce employee turnover? The findings of this study will help business leaders develop strategies to use in their organizations.

Participants

In a qualitative single case study, researchers recruit participants who not only have experience with the topic being studied but also find value and relevance in the findings of the study to themselves and their organizations (Darke, Shanks, & Broadbent, 1998). The participants for this study included directors and vice presidents who work for a Fortune 500 financial institution in Hudson County, New Jersey, and have used successful strategies for increasing employee commitment and reducing employee turnover. The participants were purposely selected to participate in the interview and were asked to sign a consent form prior to the interview. Palinkas et al. (2015) determined purposeful sampling as the identification and selection of data-rich information related to a specific topic of interest. Creating a systematic and transparent way of obtaining participants is beneficial to providing adequate information for a qualitative single case study (Benoot, Hannes, & Bilsen, 2016). When data saturation is met, I will determine the number of participants acceptable in this study. Robinson (2014) identified that qualitative case studies do not have a set number of participants for a sample size, but when data saturation is met, no more information will bring value to the study. The initial set number I determined for this study was five participants, but this may change depending on when data saturation is met.

The procedures I used to gain access to participants were in-person professional relationships, phone calls, and emails. Maintaining an open line of communication and a working relationship with participants helped to ensure the study ran appropriately and ethically. I also acquired permission from the Walden University Institutional Review Broad before conducting this study to guarantee that participants were protected. Furthermore, I took processes to ensure the data given by the participants were protected by keeping names, consent forms, and interview information confidential and secure in a locked safe.

Research Method and Design

The research method I selected for this study was qualitative, and the research design was a single case study. I chose this research method and design based on the nature of the topic, which dealt with employee commitment and employee turnover. The significance of increasing employee commitment and reducing employee turnover in an organization is critical to the success of an organization and needs further examination. The qualitative research method and the single case study design were the best fit for this study because they provide the understanding of modern-day business occurrences and the use of multiple data sources om a single organization and not multiple organizations.

Research Method

When conducting a research study, three research methods are available for researchers to use: qualitative, quantitative, and mixed methods. Qualitative research involves the use of multiple data sources to discover patterns or themes in a given situation (Cope, 2014). Data sources include interviews, observations, and company

documents. Quantitative research involves the use of instruments to accumulate data for statistical analysis to test a theory or hypothesis (Yilmaz, 2013). The quantitative research method was not suitable for this study because it requires the examination of multiple variables, which was not the focus of this study. Mixed-methods research combines qualitative and quantitative (Caruth, 2013). Because the mixed methods approach uses the quantitative method, it did not provide the information needed for this study, thus making it invalid for use. A qualitative research method was the most appropriate approach for this study because it relies on a plethora of data in everyday occurrences. According to Astalin (2013), the qualitative research method is suitable for research because the data and meaning emerge organically in a real-life context and build a complete description of the themes or patterns in that phenomenon.

Research Design

A single case study research design was the research design most appropriate for this study. A single case study research design aligns with the qualitative process that deals with examining an occurrence thoroughly in real-life circumstances to establish connections and resolutions, which are not easily seen but are important to solving the problem (Cronin, 2014). The tools I used for data collection were interviews and company documents. A single case study research design incorporates real-life situations to collect data from a variety of sources, which highlights a conclusion or set of conclusions (Dasgupta, 2015). The single case study was most appropriate for this study because I was exploring one organization by interviewing vice presidents and directors to gain knowledge on how they develop strategies to improve commitment and reduce

turnover; I also reviewed company documentation as an additional source of data. This comprehensive analysis of a specific business problem provided clarity to identify strategies to improve employee commitment and reduce employee turnover for the subject organization.

Researchers may also use other qualitative research designs for a study, including grounded theory, phenomenology, and ethnography. Grounded theory focuses on the systemic analysis of theories in a set of data to develop a new theory (Johnson, 2015). Grounded theory was not suitable for this study because the aim of this study was to determine the strategies to improve employee commitment and reduce employee turnover. The main purpose of phenomenology is to explore human experiences from the perspective of participants within a phenomenon, which was not the intent of this study; the objective of this study was to examine strategies to increase employee commitment and reduce turnover (Davidsen, 2013). Ethnography was not suitable for this study because it deals with the observation of a group of people within a culture in a natural environment to define cultural context for the topic of the study over a long period of time, which was not the intent of this study (Lopez-Dicastillo & Belintxon, 2014).

Population and Sampling

The population sample for this qualitative single case study included vice presidents and directors situated in Hudson County, New Jersey. Participants of the qualitative singe case study included male and female vice presidents and directors, who were chosen through purposeful sampling and were interviewed face-to-face in a natural setting selected by them. Purposeful sampling is a standard technique used in qualitative

research studies where a researcher selects information rich cases for the study that will provide insight and understanding to a phenomenon or topic of interest (Benoot, Hannes, & Bilsen, 2016). This technique is pertinent for case study research in validating a sample because common themes can be established that cover multiple variations of the topic of interest (Duan, Bhaumik, Palinkas, & Hoagwood, 2015; Marais & Van Wyk, 2014). The conditions for selecting participants in the study included (a) vice presidents and directors who are leaders in a Fortune 500 financial institution, (b) work for an organization with a high retention rate within a 5-year period, and (c) have strategies for improving employee commitment. The selected vice presidents and directors had a minimum of 10 employees who they managed and were able to recommend strategies for the improvement of employee commitment and the reduction of employee turnover in an organization.

Fusch and Ness (2015) identified that data saturation is necessary when determining the sample size for a study and that data gathered must be a combination of rich quality data and a thick quantity of data. Data saturation is met when there is no new data being collected, no new patterns being discovered, and no new coding being conducted (Tran, Porcher, Falissard, & Ravaud, 2016). In a qualitative research study, once data saturation is met, the sample size will be set. In this study, I interviewed a minimum of five participants. I ensured data saturation for this study by collecting comprehensive data and identifying essential themes in common through interviewing five participants who were vice presidents and directors who met the study conditions.

Morse (2015) stated that building rich quality data in the process of inquiry by attending to scope and replication is more critical to a study than a vast quantity of data.

The interviews and company documents indicated information on employee commitment and employee turnover within the organization as well as leaders' strategies. The results of the study established leadership strategies, which organizations can use to increase employee commitment and reduce employee turnover.

Ethical Research

The information collected from each participant during the interview sessions was coded to protect the identity and confidentiality of all participants. Researchers have the responsibility of conducting ethical research and safeguarding the confidentiality of all participants (Morse & Coulehan, 2015). Upon the approval of the study from the Institutional Review Board, with approval number 03-14-18-0202233, I sent invitations to the study participants through email and answered any questions the participants had pertaining to the informed consent form. All participants must be administered an informed consent for involvement in a research study (Zuraw, 2013).

The locations of the interviews were places convenient to the participants. Each face-to-face interview was given an allotted time of 1 hour, but time was increased or decreased depending on the responses given by each participant. Participants were able to disengage from the interview at any time without ramifications by contacting me through email or by phone. There were no payments or incentives given to participants for their involvement in the study.

The data collected from the research study were saved onto a flash drive and will be secured in a combination safe for a period of 5 years under my sole control to protect the rights of the participants. The information on the flash drive was also password

protected to circumvent any unauthorized access. Participant names and identifiers were saved under a coding system to guarantee confidentiality. Researchers use coding systems to safeguard information of participants and ensure confidentiality (Fein & Kulik, 2011). I will destroy the flash drive along with any other resources and documents used in the study after the 5-year period has elapsed.

Data Collection Instruments

The primary data collection instrument for the study was the researcher. I used semistructured interviews for data collection. Adams (2010) concluded that semistructured interviews can be a useful and important tool that is rewarding and provides a positive experience, which allows researchers to access a broad range of viewpoints and perspectives on a given topic. All of the interviews consisted of 11 open-ended questions, which aimed at uncovering the viewpoints and experiences of business leaders' strategies to increase employee commitment and reduce employee turnover. I used a voice recording device in conjunction with note-taking instruments. Immediately following the completion of the interview, I performed member checking by emailing the participants the transcripts of their face-to-face interview, interpretations of the data from the interview, conclusions of the data from the interview, and checking for accuracy and validity. Furthermore, company documents and other external website content were used in the data collection process. The amalgamation of interview data with company documents, archival records, observations, and external sources were not only important but also recommended (Yin, 2014).

Upon the approval of the study from the Institutional Review Board, I emailed an invitation to participate to each participant along with an informed consent form clarifying the risks and benefits of participating in the study. I was available to answer any questions the participants had about the study. The allotted time for each interview was 1 hour, but more or less time was given depending on the participant's responses. The interviews were at a location selected by each participant to ensure trust and comfort. All the participants answered the same 11 interview questions (Appendix A), which served to explore the experiences of each participant in answering the central research question. The data obtained helped uncover themes that leaders can use to create strategies to improve employee commitment and reduce employee turnover.

Upon completion of the interview, my next steps were data collection, coding, and data analysis. The follow-up interview process included the participants' evaluations of my comprehension of the interview discourse for accuracy. Along with accuracy, the reliability and validity of the data collection instrument were improved through member checking. Reilly (2013) explained member checking as a respondent validation, which confirms the data, interpretations, and conclusions of the researcher with the participant of the interview and is an imperative and preeminent way to insure truthfulness and authenticity. The data collected from the interviews were stored in a combination safe, and after a period of 5 years, I will destroy the flash drive along with any other resources and documents.

Data collection was essential to gathering the relevant data needed to answer the chief research question of what strategies do some senior leaders in a Fortune 500

financial institution use to increase employee commitment and reduce employee turnover. The primary data collection instrument extracted answers that focused on support for the research question, which was taken directly from the participants to identify strategies business leaders use to improve employee commitment and reduce employee turnover in the work environment.

Data Collection Technique

The requisites of a qualitative case study include the collection of data and information from multiple sources (Yin, 2014). This qualitative case study included the data collection instruments of semistructured interviews, company documents, and external website content pertaining to employee commitment and employee turnover. Researchers use the combination of interviews with company documents, archival records, and external sources to collect data for qualitative case studies (Yin, 2014). I used the following procedure to schedule the semistructured interviews. I scheduled the time, date, and location of each interview based on the agreement obtained from the participant.

Participants of the study answered questions pertaining to their experience on improving employee commitment and reducing employee turnover in an organization. The interview included 11 questions, which was asked face-to-face with each participant who were vice presidents and directors in a Fortune 500 financial institution. Each interview was allotted a time of one hour; however, more or less time was given depending on the responses of the participant. The interviews included a question on

what strategies the selected senior leaders used to increase employee commitment and reduce employee turnover.

The interviews of each participant were held face-to-face and their responses were recorded using a digital voice recorder. Alongside semistructured interviews, I collected data from company documents, note taking, and external website content. The analysis of the data collected did uncover strategies that could increase employee commitment and reduce employee turnover.

Data collection techniques give rise to advantages for research studies, which include (a) gaining insight and context on the topic, (b) gaining understanding of a topic from a participant's experience and knowledge, and (c) gaining useful information for the research study (Doody & Noonan, 2013). In addition to these advantages, data collection techniques also have disadvantages, which include (a) intrusiveness to the participant, (b) time-consuming to both participant and researcher, (c) expensive data collection methods, and (d) may be susceptible to bias (Doody & Noonan, 2013). A pilot study was not relevant to the study. Yin (2014) stated that a pilot study is essential in a convoluted case study to discover any concerns in the data collection process before the actual case study; however, a pilot study was not needed in this qualitative singe case study because this study was not a convoluted case study.

Once I received approval from the Institutional Review Board, the following procedure for the research study was followed. Contact information was collected from the participants of the study. Initial contact was made with the participant to clarify any questions or concerns they had about the study and the informed consent form. The

informed consent form was collected through e-mail or face-to-face. I scheduled the interviews and met with participants. Upon completion of the interviews, the data was imported into a data analysis software.

Before completing the data analysis of the information collected, I contacted the participants to confirm the correctness of the interviews through the member checking process through an in-person interaction (Koelsch, 2013). Member checking is the process by which participants check or approve the understanding of the researcher of the data collected from the interview (Koelsch, 2013). I notated on the initial transcription if the participant decided to make any changes to the data collected from the interview. The data was analyzed through the data analysis process suggested by Yin (2014), which included (a) accumulating the data, (b) deconstructing the data, (c) reconstructing the data, (d) understanding the data, and (e) concluding the data. I used this process to analyze the data and imported it into a data analysis software.

Data Organization Technique

The organization of data was a critical aspect of examining and understanding data in the study. Constant organization and inspection of data is necessary in a qualitative case study (Boblin, Ireland, Kirkpatrick, & Robertson, 2013). I was the primary data collector of information from each participant of the study. I then classified each participant by a number, which was documented and coded in a Microsoft Excel spreadsheet for confidentiality. Confidentiality and anonymity can be reached within a study by using a coding system for each participant (Gibson, Benson, & Brand, 2013).

The data collected was recorded, examined, transcribed, and stored onto a flash drive by the researcher. In order to avoid any unapproved access to the information given by the participants during the interview process, access was limited to only myself. To safeguard the rights of the participants of the study, I have sole control of a flash drive that contains the information collected from the study, which was secured in a combination safe. Gibson et al. (2013) indicated that to safeguard the rights of participants, confidential data should be secured and stored. The information on the flash drive was also password protected to circumvent any unauthorized access. Participant names and identifiers were saved under a coding system to guarantee confidentiality. I will destroy the flash drive along with any other resources and documents used in the study after a 5-year period has elapsed.

Data Analysis

I conducted a qualitative single case study, which included participant interviews, external website content, and company documents. Yin (2014) explained since techniques have not been properly established, all data analysis of the single case study should use a broad analytic approach. External website content and company documents included electronic information and archival information as well as newsletters and quarterly reports.

The qualitative data analysis was based on the process suggested by Yin (2014), which included (a) accumulating the data, (b) deconstructing the data, (c) reconstructing the data, (d) understanding the data, and (e) concluding the data. I executed a manual analysis of the data after transcribing the participant interviews and collecting relevant

content from company documents and external websites. I accumulated the participant interviews, company documents, external website content, and member checking, and transfer all data into Microsoft Word. Next, I deconstructed the data by each participant for manual analysis. Data was then reconstructed and manually analyzed for themes. I then featured the themes based on the manual analysis. The data was then imported into a data analysis software, deconstructed, reconstructed, and understood. The understanding of the data revealed themes that support the manual analysis upon which a conclusion was made on main themes. These main themes provided strategies business leaders can use to improve employee commitment and reduce employee turnover within an organization.

The purpose of the data analysis conducted was to uncover themes that can answer the research question of this qualitative single case study. The data analysis process of a qualitative study is an important step to providing direction, organization, and significance to the data of the research (Hilal & Alabri, 2013). Researchers need to analyze data to uncover consequential patterns and themes that answer the main research question of the qualitative study (Yin, 2014). I consolidated the data collected into sections similar to the sections in the literature review. The topics of each section that I used are employee commitment, employee turnover, employee retention, and leadership strategies as well as subtopics that include evaluations, stress, overload, mentoring, and career development. I analyzed the data using the following process (a) accumulating the data, (b) deconstructing the data, (c) reconstructing the data, (d) understanding the data, and (e) concluding the data (Yin, 2014).

NVivo, a qualitative data analysis software, was used to organize and code data analysis in a qualitative research study (Hilal & Alabri, 2013). Researchers can use software like NVivo to create patterns and themes (Woods, Paulus, Atkins, & Macklin, 2015). The strengths of using the NVivo software included effectiveness for semi structured interviews, suitable for interpretive approach and researcher driven study, and was efficient with small sample sizes and different types of data (Sotiriadou, Brouwers, & Le, 2014). I was able to use the NVivo 12 software to verify the patterns and themes uncovered through the manual analysis of the data and the sections described in the literature review.

According to Borrego, Foster, and Froyd (2014), the linkage between the method, the literature review, and the findings of the study is the conceptual framework. The conceptual framework for the study was Yukl's flexible leadership theory (Yukl & Lepsinger, 2006). I analyzed the data in view of Yukl's flexible leadership theory, which included sustainability and effectiveness. I selected this conceptual framework to assist in understanding the data that was collected in the study. Examining leadership through the view of Yukl helped determine patterns and themes that support the phenomenon. I explored strategies through the lens of Yukl by comparing and contrasting patterns and themes in a review of the literature. I verified the accuracy of the collected data through member checking. I analyzed the data of the study by the regularity of repetitive patterns and themes in the literature and by comparing the findings of the study to new available research studies since the approval of the proposal to substantiate the findings.

The central focus of data analysis was on the main research question of the study. The most common form of data collection in a qualitative research study is interviewing, which aims at gaining knowledge into the phenomenon being studied (Jamshed, 2014). The objective of a researcher is to discover shared patterns and themes based on the experiences and knowledge of participants (Cleary, Horsfall, & Hayter, 2014). In a qualitative research study, the development of patterns and themes is the focal point of the data analysis process.

Reliability and Validity

The significance of a research study is reliant on the level of confidence others have in the findings of a researcher. Qualitative researchers ensure trustworthiness criteria in qualitative findings through dependability, creditability, transferability, and confirmability, whereas quantitative researchers use reliability and validity (Anney, 2014). The following sections provided information on the use of a case study procedure in a qualitative research study.

Reliability

The foundation for the reliability of the research study was determined through the soundness of the research process, which included the research question, data collection method, data interpretation, and I. In a qualitative research case study, reliability occurs when other researchers follow the same protocols established in the study and obtain the same results (Yin, 2014). For each participant in the study, the information was collected comprehensively and identically. The transcripts of each participant responses were recorded accurately to ensure the reliability of the

mechanisms. A main focus of a researcher in a qualitative research study is to build trustworthiness (Elo, Kaariainen, Kanste, Polkki, Utriainen, & Kyngas, 2014). The subsequent model developed by Guba (1981) tackles the four concepts of qualitative research, which included dependability, creditability, transferability, and confirmability.

Dependability

When researchers follow research procedures, the procedures become invaluable to them. When the audit trail of a researcher is duplicated by another researcher, dependability will occur (Connelly, 2016). A synonym of dependability is reliability. I secured dependability by having participants accurately check the information gathered through member checking. Reilly (2013) explained member checking as a respondent validation, which confirms the data, interpretations, and conclusions of the researcher with the participant of the interview and is an imperative and preeminent way to insure truthfulness and authenticity.

Validity

Trustworthiness and experience of the researcher are two important factors in establishing validity in a qualitative research study (Ali & Yusof, 2011). Validity is tantamount with trustworthiness. An assessment of data by the researcher for consistency among the participants of the study will help achieve internal validity within the qualitative research study (Yin, 2013). The use of multiple sources within a case study will improve validity (Yin, 2014). I collected information from multiple sources, which included conducting interviews, company documents, and external website content, to address validity. The interviews conducted by me were done in a consistent manner for

all participants. It is imperative in a qualitative research study to differentiate between internal and external validity, which are equivalent to creditability and transferability, respectively (Onwuegbuzie, Leech, & Collins, 2012). An essential element in determining trustworthiness is to guarantee creditability (Harper & Cole, 2012).

Creditability

Creditability within a qualitative research study is established through the experiences of the participants of the study. Thomas and Magilvy (2011) concluded for creditability to happen a researcher must construct a parallel among participants through a review of their interview transcripts. I used member checking to substantiate creditability. Member checking is the process by which participants check or approve the understanding of the researcher of the data collected from the interview (Koelsch, 2013).

Transferability

When research findings are generalizable in multiple contexts or with other participants then transferability transpires (Burchett, Mayhew, Lavis, & Dobrow, 2013). Transferability is analogous with external validity because the findings of the research study will function in other contexts (Woolcock, 2013). I provided information about the geographical location and type of industry of the study to guarantee transferability. Providing this information ensured that transferability does not happen.

Confirmability

According to Thomas and Magilvy (2011), confirmability is established through the concepts of creditability, transferability, and dependability. Noble and Smith (2015) concluded that the findings of the study must be objective and of the participants of the

study and void of the researcher's preconceptions. I revealed personal issues and bias in the study to establish confirmability in the study. Since this was the first time I had conducted a study on this topic, there were no biases or personal issues to report. I used member checking to help eliminate any biases that may arise during the course of the study.

Data saturation was obtained in this qualitative single case study. The sample size of this qualitative single case study was determined when data saturation was met (Fusch & Ness, 2015). I made sure that the sample size was sufficient to answer the research question of the study and at the same time not too large that I was unable to examine the information collected (Francis et al., 2010). According to Guest, Bunce, and Johnson (2006), the number of participants required to attain data saturation in a qualitative case study ranges from five and twelve interviews. To ensure data saturation, I interviewed a minimum of five participants for this qualitative single case study that were vice presidents and directors and also meet the requirements of the research study.

Transition and Summary

In section 2 of this research study, I conducted a qualitative single case study to understand the leadership strategies that senior leaders in Fortune 500 financial institutions need to improve employee commitment and reduce employee turnover using Yin's (2014) analysis process. I audio recorded semistructured face-to-face interviews to collect data and explore the experiences and strategies of the participants. In addition to semi structured interviews, I reviewed company documents and other external website content to triangulate the data collected. I used a purposeful sampling method to select

participants in senior leadership positions, which consisted of vice presidents and directors, in Fortune 500 financial institutions in Hudson County, New Jersey. Before the collection of data occurred, I obtained permission from Walden University's Institutional Review Board to continue with the study. Once the transcriptions of the interviews were complete, I utilized the qualitative data analysis software NVivo to uncover common themes and patterns in the study. In addition, I explained the purpose statement, role of the researcher, population and sample size, research method and design, ethics, data collection instrument and techniques, data analysis, and the reliability and validity of the study.

In the third section of this study, I incorporated the presentations of findings, application to professional practice, implications for social change, recommendation for action, and recommendation for future research. Finally, I completed the study with reflections and conclusions.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The focus of this qualitative single case study was to explore strategies that some senior leaders in a Fortune 500 financial organization have used to increase employee commitment and reduce employee turnover. The population for the study included five vice presidents and/or directors who have successfully implemented effective strategies and methods to increase employee commitment and reduce employee turnover in a Fortune 500 financial institution located in Hudson County, New Jersey. I collected data using semistructured interviews, company documents, and external website content. I used member checking and triangulation to reinforce the study's validity and reliability. I verified that all five participants had implemented methods to increase employee commitment and reduce employee turnover and worked at a Fortune 500 financial organization.

The conceptual framework of Yukl's flexible leadership theory guided the course of action for the research study, which led to the creation of groups and principal themes. Participants agreed that the integration of employee commitment strategies was critical to reducing employee turnover and increasing leadership effectiveness. While reviewing the data and coding it, three major themes materialized: (a) effective and truthful communication, (b) effective leadership and feedback, and (c) improving organizational atmosphere and work environment. The findings of the study were in conjunction with the values of flexible leadership theory discussed during the literature review. In the following section, I explore in detail study outcomes and my analysis.

Presentation of the Findings

The objective of this qualitative single case study was to answer the central

research question: What strategies do some senior leaders in a Fortune 500 financial

institution use to increase employee commitment and reduce employee turnover? To

answer this question, I used semistructured interview questions reflecting the values of

flexible leadership theory. The interview questions were open-ended to allow the

participants to discover what leadership strategies they engaged to increase employee

commitment and reduce employee turnover. Five participants agreed to participate in the

study, which was the projected initial participant size. I apportioned each participant a

unique identifier (i.e., I1, I2, etc.) to preserve confidentiality. The data coding comprised

of common terminology and keywords that materialized from the interview transcriptions

and secondary data sources. My analysis of the interview transcriptions, interview notes,

company documents, and external website content compiled from each of the participants

incorporated Yin's (2014) five-step process: (a) compiling, (b) disassembling, (c)

reassembling, (d) interpreting, and (e) concluding.

Through data analysis, I discovered that senior leaders' main challenges to

increasing employee commitment and reducing employee turnover were poor/negative

work atmosphere/culture, lack of leadership effectiveness/support, and poor

communication. This outcome aligned with the findings from Farrell (2016), which

indicated challenges to increasing the commitment of employees included lack of

leadership effectiveness and poor communication. Moreover, the data analysis showed

that the senior leaders' strategy to overcome these challenges was using their resources to

effectively engage their employees while keeping a positive work culture/atmosphere to retain talent. This outcome was consistent with Dai and Qin (2016), who discovered that, to increase employee commitment, leaders need to acquire the skills necessary to improve the organizational culture/atmosphere by having honest communication and leadership effectiveness/support, which is unique and unable to be duplicated by competitors. In conjunction with that principle, three major themes emerged from data analysis about strategies to improve employee commitment and reduce employee turnover: (a) effective and truthful communication, (b) effective leadership and feedback, and (c) improving organizational atmosphere and work environment. In the subsequent sections, I examine each major theme in comparison and contrast to the literature review themes and subthemes.

Theme 1: Effective and Truthful Communication

The first theme that appeared from the data analysis was effective and truthful communication. The flexible leadership theory conceptual framework and literature review support this theme. In the literature review, I examined how communication affected employee commitment and employee turnover. The theme effective and truthful communication aligns with the adaptive leadership and components of sustainability part of the conceptual framework. Communication is an instrument that effective leaders use to increase employee commitment while reducing employee turnover.

All five participants specified that effective and truthful communication is a significant strategy for increasing employee commitment and reducing employee turnover. Clear and concise communication is critical to employee commitment (Shaban,

Al-Zubi, Ali, & Alqotaish, 2017). The participants stated that a plethora of methods make communication effective, but each participant indicated that face-to-face communication was the most effective form. I3 stated, "Leaders cannot expect their staff to perform their best if we (leaders) cannot communicate our expectations effectively." I5 stated, "Our company cannot succeed without effective communication. Leaders need to hone their skills as well with consistent communication training." The participants were given the chance to confirm the necessity for communication. All participants provided the different ways effective communication was utilized in their organization. Through the review of company documents, I observed I2 and I5's meeting notes and email messages to their staff, which promoted collaboration and ingenuity, and I4 provided me with messages from employees during an open forum discussion on how to improve the workplace. These documents support the theme of effective and truthful communication.

The outcomes of this study aligned with Decker (2016) and Li, Gupta, Loon, and Casimir (2016), who specified that leaders need to communicate frequently with employees to build trust and confidence. Lamprakis, Alamani, Malliari, and Grivas (2018) indicated that resistance can increase by the way leaders communicate, thus negatively impacting employee commitment. The adaptive leadership and overall flexibility part of the conceptual framework is contingent on leaders' capability to communicate effectively (Schaubroeck, Lam, & Peng, 2016). Leadership pellucidity relates back to Yukl's flexible and adaptable leadership theory, mostly in the way employees need to feel productive, comprehend the purpose of their work, and feel involved in the organization. Truthfulness, open communication, and common goals are

essential for organizational success (Schmitt, Den Hartog, & Belschak, 2016). As a result, employees recognizing trust among leaders and employees will replicate their leader's comportment. Flexible leadership theory provided the concept of employee commitment as a supporting element of the theory: I revealed a clear relationship between employee commitment and engagement activities of senior leaders in a Fortune 500 financial organization.

Theme 2: Effective Leadership and Feedback

The second theme to appear from the data collection analysis was effective leadership and feedback. The flexible leadership theory conceptual framework and the literature support this theme. In the literature review, I examined how leadership strategies and behaviors affected employee commitment and employee turnover. The theme effective leadership and feedback aligns with the adaptive leadership and elements of effectiveness part of the conceptual framework. Leadership strategies and behaviors are apparatuses that effective leaders use to increase employee commitment while reducing employee turnover. Information from the company's website provided relevant data on person-organization relationships through company-sponsored social events, community service volunteering, and other excursions. Reactions posted by employees supported the need for effective leadership and the importance of feedback.

Leadership is a critical element to organizational effectiveness and success (Alkahtani, 2015; Matjie, 2018). All participants specified the person-organization relationship as imperative. I1 stated, "Leaders should interact, support, and listen to their employees. Employees that feel appreciated and important show increased levels of

commitment." I4 shared, "At first, disengagement in the employees was rampant and there was no synergy. Therefore, I aimed to build trust and confidence with them and always show them that I lead by example." These results were consistent with the literature. Organizations that have a positive work environment have a better chance at increasing employee turnover and reducing employee turnover. Leaders with observable actions of engagement influence employee commitment (Blomme, Kodden, & Beasley-Suffolk, 2015; Caniëls, Semeijn, & Renders, 2018; Lee, Idris, & Tuckey, 2019; Silva, 2015).

The results of this study aligned with the literature, demonstrating that employees are most likely to stay committed when leaders create an environment of collaboration, allow employees to take part in the decision-making process, and are open to feedback. Flexible leadership theory's element of effectiveness is the adaptability needed to find the most productive person-organization relationship among employees. Boon (2015) and Mensah and Bawole (2018) indicated that when leaders focus their efforts on increasing employee motivation and cohesion, they have a better person-organization relationship and successful fit between the two. Thus, leaders should create an environment of openness and trust. Černe, Batistič, and Kenda (2018) and Osborne and Hammond (2017) posited that an absence of psychological attachments to a company and leaders decreases job satisfaction and employee commitment. Effective leadership and feedback relate back to Yukl's flexible leadership theory and how employees need to feel valued, important, and part of team.

Theme 3: Improving Organizational Atmosphere and Work Environment

The final theme to appear from the data collection analysis was improving organizational atmosphere and work environment. The flexible leadership theory conceptual framework and literature review support this theme. In the literature review, I examined how organizational atmosphere and work environment affected employee commitment and employee turnover. The theme improving organizational atmosphere and work environment aligned with the adaptive leadership, components of sustainability, and elements of effectiveness part of the conceptual framework. Improving the organizational atmosphere and work environment is an instrument that effective leaders use to increase employee commitment while reducing employee turnover. Through company documentation and website content, I analyzed each participant's initiative on work atmosphere and work culture. All participants had strategies that included positive attitudes, performance appraisals, productivity, and involvement.

Throughout the interviews, all participants specified that accolades and benefits were critical to employee commitment. All participants (100%) stated that it was crucial to have an organizational atmosphere and work environment that promotes the acknowledgement of those performing their work exceptionally. Maymand, Abdollahi, and Elhami (2017) and Zuliawati, Suhaimi, and Norlina (2018) indicated that communications between employees and employee attitude have a tremendous influence on performance and productivity, and on the happiness of each employee. The organizational atmosphere and work environment are crucial and is an essential factor in how employees interact within the company. The benefits could comprise of vacation

time, tuition reimbursement, healthcare, and salary. I2 stated, "Pay raises are not always available because of budgetary concerns; however, vacation time is as important and valuable to employees." Each participant stated they make it a habit to congratulate, recognize, and show appreciation to employees who conduct exceptional work. I3 specified, "I try to recognize hard work and excellent performance with a personal touch, either through one on one conversations or notes. My employees appear to enjoy them."

Each participant indicated that employees perform better when there are realistic expectations and unambiguous objectives. Jena, Pradhan, and Panigrahy (2017) and Kumar (2019) explained how clear expectations and roles, along with benefits impact commitment. Therefore, realistic expectations and unambiguous objectives satisfy Yulk's adaptive leadership, components of sustainability, and elements of effectiveness in flexible leadership theory (Yukl & Lepsinger, 2006; Yukl & Mahsud, 2010). These results were in alignment with the literature review. Cesario and Chambel (2017) and Suwanti, Udin, and Widodo (2018) explained that person-organization fit impacts productivity, cohesion, and commitment. Leaders can use benefits to increase person-organization fit (Dunderdale, 2018; Memon, Salleh, & Baharom, 2015). Additionally, Darma and Supriyanto (2017) and Salas-Vallina, Alegre, and Guerrero (2018) indicated when organizational leaders promote an atmosphere that rewards for commitment, employee commitment is improved.

The results of the study were in alignment to the flexible leadership theory conceptual framework and with the significance of the study. All the themes that appeared improved the comprehension of employee commitment in this qualitative,

single case study and assisted in answering the principal research question and purpose of the study. I2 stated, "In a previous company I worked at, the turnover rate was horrendous. There were no strategies in place to increase commitment or make employees feel important. My current company does an exceptional job at providing opportunities for employees, making them feel valued, and introducing new benefits to keep them engaged." This study has furthered the knowledge of strategies senior leaders could use to improve employee commitment and reduce employee turnover in their company. The focus of flexible leadership theory is on adaptive leadership, components of sustainability, and the elements of effectiveness (Yukl & Lepsinger, 2006; Yukl & Mahsud, 2010). Adaptive leadership is the flexibility and malleability of leaders finding the best type of leadership to fit each employee in an organization. Components of sustainability relates to establishing performance effectiveness, positive atmosphere, and leadership methods, which include motivation, resiliency, and intuition. Elements of effectiveness encompasses strategies for productivity, human capital, and adaptability, which help with commitment. Thus, employees perform better and stay committed to an organization when they are part of a positive work environment, have a clear understanding of their roles from effective communication, and have confidence in their leadership (Decker, 2016; Larson, 2018; Redelinghuys, Rothmann, & Botha, 2019; Ruck, Welch, & Menara, 2017; Söderhjelm, Larsson, Sandahl, Björklund, & Palm, 2018; Thompson & Glaso, 2015). Kahn's psychological condition of engagement and Yukl's flexible leadership theory are satisfied when the employee-organization fit is high (Boon, 2015; Dechawatanapaisal, 2018; Kahn, 1990; Yulk & Lepsinger, 2006). Leaders need to

effectively communicate clear objectives, provide a positive work culture, and have adaptable leadership methods to increase employee commitment and reduce employee turnover (Da Silva, Castro, Dos-Santos, & Neto, 2018; Iordanoglou, 2018; Sanchez-Ruiz, Blanco, & Gomez-Lopez, 2019; Taneja, Sewell, & Odom, 2015; Tegor, 2017; Zhong, Wayne, & Liden, 2016). These results contributed to the advancement of business practices and performance when employees are committed to their organization.

Applications to Professional Practice

The findings of the study uncovered effective and truthful communication, effective leadership and feedback, and improving organizational culture and work environment as the top approaches senior leaders use to increase employee commitment and reduce employee turnover. These findings may help in providing recommendations for strategic behaviors along with future research studies. Additionally, the results may advance business practices by improving employee commitment strategies and providing guidelines for senior leaders to reduce employee turnover. Senior leaders need the correct instruments to function effectively and increase employee engagement (Wray, 2016). Penn (2015) explained that organizational leaders are negatively impacted by employee disengagement. Therefore, it is imperative for senior leaders to create leadership strategies that increase employee commitment and reduce employee turnover with the tools accessible to them (Mathieu, Fabi, Lacoursiere, & Raymond, 2015). Decreased employee commitment and increased levels of employee turnover are due to an abundance of ineffective leadership strategies within an organization.

The findings of this study may help leaders gain the knowledge needed to create effective approaches that impact employee commitment and employee turnover. Senior leaders may be better equipped to create and implement new leadership strategies to increase employee commitment and reduce employee turnover. Accordingly, senior leaders may learn from the results the best approaches to stay competitive, retain and attract new talent, and surmount challenges. Senior leaders can also reduce their organization's employee turnover, which increases profitability and reduces costs, with the information gathered from this study. Additionally, the findings of this study may also improve on business practices that senior leaders can use to development strategies to increase employee commitment and reduce employee turnover, which improves productivity and human resource capabilities. Lastly, this study may encourage future research studies on the acumen of business needed regarding employee commitment and employee turnover.

Implications for Social Change

The findings of this qualitative, single case study have several implications for social change. A committed employee plays a critical role in today's business world. A committed employee produces opportunities for leaders in an organization (Resmi, Gemini, Silvian, & Kannan, 2014). The findings of this study may help create the foundation for positive social change. The leadership strategies explored in this study to increase employee commitment may increase job satisfaction and motivation that may improve performance and leads to pay increases, which may stimulate economies. Leaders and employees are both met with obstacles to overcome when dealing with less

committed employees (Katsikea, Theodosiou, & Morgan, 2015). Leaders must create

strategies that promote job satisfaction and motivate their employees to stay committed,

which reduces turnover (Sun & Wang, 2016). This reduction in employee turnover can

also reduce the unemployment rate, which can stimulate the economy and produce

opportunities for business leaders to create new jobs. The creation of new jobs can allow

communities to prosper and attract new businesses and more jobs, thus leading to a

positive impact on social change. Leaders can adopt the results of this study to improve

their knowledge of methods to increase job satisfaction and motivation. This research

study contributes to the body of knowledge about the leadership strategies needed to

increase employee commitment and reduce employee turnover.

Recommendations for Action

Business leaders in any industry ought to contemplate whether the results of this

research study coincide with existing strategies to increase employee commitment and

reduce employee turnover in an organization. Based on the findings of this research

study, I was able to produce four recommendations senior leaders could adopt when

executing leadership strategies to increase employee commitment, which also reduces

employee turnover. Implementation of the following recommendations could increase

employee commitment and reduce employee turnover in an organization.

The first recommendation is to ensure communication is unambiguous and

succinct. Senior leaders can integrate weekly face-to-face meetings with their leadership

team and employees, which allows for an improved flow of communication from top to

bottom and bottom to top in the organization. The second recommendation is

implementing a flexible leadership mindset, or liquid leadership, which allows for leaders to conform and interact with each employee differently. This type of leadership helps find the best strategy to improve the person-organization fit, which allows for employees to be placed in positions for success, motivation, and satisfaction. This leadership style also allows for employees from different levels of the organization to feel comfortable in voicing their concerns and thoughts, which builds support and confidence with leaders. Employee commitment is the motivation and job satisfaction employees have in the organization (Mathieu et al., 2015). This recommendation aligns with effective leadership and feedback.

The third recommendation is fostering cohesion among leaders and employees with social events, outings, and team building gatherings, which promotes a positive culture and atmosphere. These activities build camaraderie, teamwork, and importance. Establishing an atmosphere of commitment creates committed employees through increased levels of engagement shown within an organization (Oswick, 2015). This recommendation corresponds to improving organizational atmosphere and work environment. The fourth recommendation is to implement an awards program that recognizes those employees who perform their work exceptionally, which vastly improves and positively influences organizational atmosphere and work environment.

Organizational leaders in any field of business who want to improve employee commitment and reduce employee turnover must consider the findings of this doctoral research study. Organizations considering new approaches in retaining and recruiting talent should take the results of this study into consideration. Future doctoral researchers

may discover the results of this research study beneficial. For academic purposes, Walden University distributes the findings of this doctoral research study. I will provide a synopsis of the results of this study, and its importance, in future leadership trainings for organizations interested in improving employee commitment and reducing employee turnover

Recommendations for Further Research

The purpose of this qualitative single case study was to explore strategies that some senior leaders within a Fortune 500 financial organization use to increase employee commitment and reduce employee turnover. I selected five senior leaders located in Hudson County New Jersey for this study who: (a) are vice presidents and directors and leaders in a Fortune 500 financial institution, (b) work for an organization with a high retention rate within a 5-year period, (c) have strategies for improving employee commitment, (d) have a minimum of ten employees that they manage, and (e) will be able to recommend strategies for the improvement of not only employee commitment but also the reduction of employee turnover within the organization. The findings of this research concluded in several themes that established leadership strategies to increase employee commitment and reduce employee turnover. Future researchers can utilize these themes in future studies in different areas. Future studies in different areas can further authenticate the themes established in this study for leaders who want to execute these effective leadership strategies to increase employee commitment and reduce employee turnover.

One limitation of this study was the exclusion of experiences from employees of the organization. One condition in this study was that the participants had to be vice presidents and/or directors. Future researchers should add more conditions that incorporate the experiences of employees within an organization. Future researchers can incorporate participants that were led by vice presidents and/or directors to narrow the scope of the study. In addition, future researchers can delve deeper into a specific theme to determine the procedure in executing this successful leadership strategy to mitigate decreases in employee commitment while improve an organization's employee turnover.

Reflections

This doctoral excursion was met with both enthusiasm and discouragement; however, I enjoyed every minute of it. I cultivated the ability to write in a scholarly manner while learning how to properly research information for a variety of topics and themes. With guidance and mentoring, I was able to solve problems that arose in the study while gaining more expertise on the topic of my study. Through the study, I had the chance to acquire knowledge about effective leadership strategies that increased employee commitment while reducing employee turnover. I had the opportunity to enlist vice presidents and directors, which provided quality and significance to my study. Administering the interviews did not come without obstacles and because of malfunctions with the digital voice recorder some interviews had to be rescheduled. However, once all the interviews were finished the reasons for each of the participant's accomplishments became apparent.

My understanding of the concepts of employee commitment and employee turnover increased because of my doctoral campaign. Through the data collection process, I did not allow my personal bias about leadership strategies to affect my doctoral study and was receptive to all information gathered. I was thankful for all the participants and the time they took out of their busy schedule to participate in my study and loved every second of completing this doctoral research study. The results of this doctoral study aligned with my initial expectations and did not change my viewpoints on employee commitment and employee turnover. My understanding of the themes identified in this research study was minimal. I am happy I made the choice of researching leadership strategies to increase employee turnover and reducing employee turnover. The findings of this doctoral study increased my recognition and awareness of the responsibilities of leaders in increasing employee commitment and reducing employee turnover.

Conclusion

The purpose of this qualitative single case study was to examine leadership strategies senior leaders in a Fortune 500 financial institution use to increase employee commitment and reduce employee turnover. Employee commitment and employee turnover are critical features in organizational success, performance, and productivity. The implementation of these leadership strategies is crucial to a company's profitability, sustainability, and competitiveness. Seventy percent of organizations report that destructive turnover intentions account for negative finances, which can cost an organization three times an employee's salary, due to a lack of employee commitment and loyalty (Temkar, 2013). It is essential for organizational leaders to develop and

maintain strategies that improve effectiveness and performance from their employees by increasing their commitment to the organization. Yet, there are leaders that lack the strategies needed to increase the commitment of their employees. Senior leaders need to understand that their workforce is diverse, with different sets of opinions, principles, standards, and motivations, so they can create strategies that are effective and engaging (Jauhari & Singh, 2013).

I was able to explore leadership strategies to increase employee commitment and reduce employee turnover through the analysis of the semistructured interviews, company documentation, and external website content for themes, as well as the research completed for the literature review. Senior leaders must pay attention to 3 main themes: effective and truthful communication, effective leadership and feedback, and improving organizational atmosphere and work environment. These themes resulting from the research study specified that the use of flexible leadership theory is effective for leadership strategies that increase employee commitment and reduce employee turnover. When senior leaders communicate in an unambiguous, succinct, and truthful manner, it develops employee trust and effectiveness that can increase commitment while reducing turnover. Senior leaders that use effective liquid leadership and listen to feedback from their employees improves the atmosphere and work environment of the organization, this can increase job satisfaction and employee motivation into staying committed which can reduce turnover.

Five senior leaders from a Fortune 500 financial institution in Hudson County New Jersey partook in semistructured interviews along with member checking and

provided company documentation. After the collection and analyzation process, three major themes emanated from the research study: effective and truthful communication, effective leadership and feedback, and improving organizational atmosphere and work environment. These findings establish that there are specific strategies leaders can use to increase employee commitment and reduce employee turnover. It is critical for senior leaders to pinpoint which leadership strategies to implement so they can increase employee commitment and reduce employee turnover. Finally, reinvesting, honing, and upgrading these leadership strategies are welcomed to guarantee future prosperity.

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Appendix A: Semistructured Interview Questions

1. From your experience, what circumstances/reasons cause employees to leave an organization?

2. What actions have you used that enable employees to stay committed to an organization?

3. What strategies do you use to improve retention with your organization?

4. What strategies do you find to be least effective in increasing employee commitment and reducing employee turnover?

5. What strategies do you find to be most effective in increasing employee commitment and reducing employee turnover?

6. How do you assess the effectiveness of your strategies to catalyze employee commitment to reduce employee turnover?

7. What obstacles prohibit leadership from increasing employee commitment?

8. How did you address the obstacles to implementing the strategies for reducing employee turnover?

9. What leadership strategies and styles do you use that are critical to reducing employee turnover?

10. What leadership strategies and styles do you use to improve employee commitment?

11. What additional information would you like provide that we have not covered already?