2019

Strategies for Mitigating Employee Turnover in the Nigerian Financial Services Industry

Oluwabukunmi Fapohunda
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Oluwabukunmi Fapohunda

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Krista Laursen, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Carol-Anne Faint, Committee Member, Doctor of Business Administration Faculty

Dr. Brenda Jack, University Reviewer, Doctor of Business Administration Faculty

The Office of the Provost

Walden University
2019

Abstract

Strategies for Mitigating Employee Turnover in the Nigerian Financial Services Industry

by

Oluwabukunmi Fapohunda

MBA, Walden University, 2016

BSC, Babcock University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2019

Abstract

Business owners and leaders have committed resources, time, and funding to understand and mitigate the phenomenon of employee turnover. The purpose of this study was to explore the strategies that managers used to mitigate employee turnover in the financial services industry in Nigeria. The transformational leadership model was the conceptual framework for this single case study. Semistructured face-to-face interviews were conducted with 10 middle-level managers who had experience and knowledge of employee turnover at an organization in the financial services industry in Nigeria. The company's policy documents and audited financial statements were also reviewed. Thematic coding was used for data analysis, and qualitative data analysis software was used to achieve accuracy in data classification and organization of the analysis. Data analysis led to the emergence of 8 themes: human resources, industry comparison and benchmarking, training, good relationship management and communication, conducive work environment, rewards and compensation, low employee turnover as a post strategy implementation benefit, and increased productivity and efficiency as a post strategy implementation benefit. The implications of this study for positive social change include the potential to reduce the unemployment rate, create financial independence, and reduce the poverty level in the financial services industry in Nigeria. Leaders and business owners may use the strategies from this study to promote satisfied employees who earn a satisfactory income, find fulfillment in their jobs, and support for their families and communities.

Strategies for Mitigating Employee Turnover in the Nigerian Financial Services Industry

by

Oluwabukunmi Fapohunda

MBA, Walden University, 2016

BSC, Babcock University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2019

Dedication

I dedicate this doctoral study to God almighty, my husband Gbenga, and my beautiful daughters, Oluwafunmilola Nathania and Oluwademiladeayo Nicole, my biggest cheerleaders; you all are the best. I thank my parents, Professor and Mrs. Samuel Babatunde Agbola, for their unwavering support and constant nudge throughout my doctoral study journey. To my sister and my brother, thank you for the motivation and for believing in me. To my Quantum family, thank you for the support as always.

Acknowledgments

First, I acknowledge God for making it possible for me to start this daunting but fulfilling doctoral journey and completing it. Secondly, I acknowledge the unending support of my indefatigable doctoral chair, Dr. Krista Laursen, who was a constant pillar of support throughout my doctoral study journey. Dr. Laursen provided unfettered guidance, coaching, and mentorship to me, and she never for once gave up on me. Thirdly, I acknowledge my second committee member Dr. Carol-Ann Faint, for her valuable advice and support throughout the program. Fourthly, I acknowledge I acknowledge my university research reviewer committee member, Dr. Brenda Jack, for her prompt and immense support throughout the program. Fifthly, I acknowledge Dr. Carolyn Mack for her words of encouragement, feedback, and support as always. Finally, I would like to specially acknowledge Mr. Jubril Enakele and the entire staff of my participating organization, for their support and cooperation on my doctoral study journey. Finally, I acknowledge all my colleagues, the entire staff, faculty, community, and resources of Walden University for their unwavering support and dedication to ensure that my doctoral study journey was a huge success.

"The strength of a woman is not measured by the impact that all her hardships in life have had on her, but the strength of a woman is measured by the extent of her refusal to allow those hardships to dictate her and who she becomes." – C. JoyBell, C.

Table of Contents

List of Tables

Section 1: Foundation of the Study

Retaining employees and reducing employee turnover has been a major challenge for business owners and leaders. Reducing employee turnover in the U.S. federal government has been an ongoing goal of policymakers in Washington, D.C (Kim & Fernandez, 2016). The costs associated with employee turnover are not limited to employee recruitment, replacement costs, and training costs. Other costs associated with employee turnover are a reduction in efficiencies, idle time, low morale, and production downtime, all of which cause significant and costly disruptions to the production process. Voluntary employee turnover negatively affects an organization’s performance and financial resources (Al Mamun & Hasan, 2017). Irrespective of the turnover intention, voluntary or otherwise, there are clear incentives for the firm to mitigate turnover, or at least to be able to predict when and where to expect turnovers (Frederiksen, 2017). Business owners, leaders, and entrepreneurs who learn of strategies to mitigate employee turnover may reduce challenges associated with the loss of key employees.

Background of the Problem

The increase in employee turnover in the Nigerian financial services industry necessitated the exploration of strategies managers in the industry can use to retain employees. In a survey conducted by Siyanbola and Gilman (2017), employee and management responses on the frequency of employee turnover revealed that employee turnover pervaded the Nigerian small- and medium-scale enterprises (SMEs) surveyed, with most employees leaving their jobs after less than a year of employment. The leadership of the organization plays a significant role in ensuring the retention of talent in the organization. Employers who value the needs of employees and seek to motivate them create strong bonds with their staff, which positively influence employee retention (Sarmad et al., 2016). Transformational leaders can contribute to developing employee engagement, employer branding, and psychological attachment. Imparting transformational leadership training can also help to generate psychological attachments with employees, which may help reduce the employee turnover rate (Sahu, Pathardikar, & Kumar, 2018).

The purpose of this qualitative single case study was to explore strategies business owners can use to mitigate employee turnover. The focus of the study was middle-level managers in the Nigerian financial services industry. The problem of increasing employee turnover and insufficient research on the strategies that business owners, business leaders, and entrepreneurs can implement to mitigate employee turnover warranted the study. Financial services managers may use findings from this study to identify and implement new strategies to mitigate employee turnover.

Problem Statement

Most employee turnover intentions and actions are related to poor leadership qualities in managers because the leadership qualities of a manager are a strong predictor of employee turnover (Ariyabuddhiphongs & Kahn, 2017). The annual employee turnover rate in the U.S increased from 37.4% in 2012 to 41.9% in 2016 (U.S. Department of Labor, 2017). The general business problem was that financial service managers who do not mitigate employee turnover may experience lost profits and no innovation. The specific business problem was that some managers in the financial services industry lack the strategies to mitigate employee turnover.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that financial service managers use to mitigate employee turnover. The population sample for this qualitative single case study consisted of 10 financial services managers from one company who had successfully reduced turnover within the financial services industry in Lagos, Nigeria. The implications for social change included mitigating employee turnover, decreasing the rate of unemployment, and reducing the poverty level in Nigeria.

Nature of the Study

The three research methods available to researchers are qualitative, quantitative, and mixed method (Saunders, Lewis, & Thornhill, 2015). Researchers use the qualitative research method to explore the what, why, and how of a research problem (Yin, 2017). I selected the qualitative research method because I explored the what, why, and how of a research problem, which is employee turnover. Quantitative research methods are characterized by the fact that variables are subjected to statistical analyses (Boeren, 2017). The quantitative research method was not suitable for the study because I did not use numerical data to measure the relationship between variables. The mixed-methods approach is a combination of qualitative and quantitative methods to investigate complex research questions (Taguchi, 2018). To explore the strategies that financial service managers use to mitigate employee turnover, I did not use analytical procedures to examine numerical data, which rendered the mixed-methods approach inappropriate for my study.

Principal qualitative research designs include narrative, ethnographic, phenomenological, and case study. Researchers use narrative designs to explore the life experiences of people through written or spoken accounts of these individuals. Narrative researchers study the lives of several individuals through these individuals' stories (Bolton, 2015). The narrative design was not appropriate because my intent was not to assess participants' experiences through their stories and apply this to the business problem. The focus of the study was business decisions and situations beyond personal stories of participants. Researchers use ethnographic designs to explore the cultural characteristics of groups from a holistic perspective. Tobin and Tisdell (2015) argued that with the ethnographic studies, the researcher explores culture through close observations and the reading of relevant literature to formulate interpretations. The ethnographic design was not appropriate for the study because the focus was not to study the behaviors and ritual traditions of a cultural group. Phenomenological researchers explore meanings of participants' lived experiences related to one phenomenon. I did not explore the personal meanings of participants' lived experiences; therefore, the phenomenological design was not selected for the study. A qualitative case study design is appropriate for researchers studying a particular person, group, organization, or situation over a specified period to gain a holistic understanding of the causes contributing to the problem (Keenan, Teijlingen, & Pitchforth, 2015). The single case study design was appropriate for the study because I sought to gain insights into the research phenomenon using a particular organization.

Research Question

The overarching research question for this doctoral study was the following: What strategies do financial service industry managers use to mitigate employee turnover?

Interview Questions

The interview questions for this qualitative study were as follows:

1. What is the level of employee turnover in your team?

2. How do you obtain the essential information required to implement strategies to mitigate employee turnover?

3. What strategies have you deployed to reduce the turnover rate in your subordinates?

4. Which of these strategies that you deployed were effective in decreasing employee turnover rate in your subordinates?

5. From your experience, what are the practical benefits you have seen post-implementation of your strategies?

6. What additional information can you provide to assist me in understanding strategies your organization has successfully used to reduce turnover?

Conceptual Framework

The transformational leadership model developed by Burns in 1978 was the conceptual framework for this qualitative single case study. Burns used the transformational leadership theory to explain that followers are inspired to follow transformational leaders to achieve expectations, goals, and vision. Burns identified the following crucial constructs underlying the transformational leadership theory: (a) idealized influence, (b) individualized consideration, (c) intellectual stimulation, and (d) inspirational motivation. Bass (1985) later extended the works of Burns by addressing how transformational leaders motivate subordinates to focus on higher-level needs. Transformational leaders serve as an inspiration to their followers by engaging in effective communication that encourages trust, commitment, and greater satisfaction. Based on this premise, many researchers have dedicated themselves to examining the relationship between transformational leadership and job satisfaction (Yang, 2016).

The transformational leadership conceptual framework aligned with my study through the participating leaders' use of the propositions underlying the transformational leadership constructs. Through individualized consideration, transformational leaders may inspire employees within their organization to remain with the organization. Intellectual stimulation may encourage employees' creativity and innovation, improve their job satisfaction, and mitigate their turnover in the organization. Idealized influence may motivate employees to remain committed to the organization, perform better on the job, and exceed expectations. Through inspirational motivation, leaders can inspire employees to align with the organization's vision and remain committed to the organization.

Operational Definitions

Employee retention: Employee retention refers to the preservation of an existing employment relationship (Michael, Prince, & Chacko, 2016).

Employee turnover: Employee turnover is the percentage or quantity of workers who quit or leave an organization to look for new employment opportunities (Pohler & Schmidt, 2016).

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

Servant leadership: The servant leadership theory explains leaders who promote a caring and healthy work environment where employees consider themselves valued members of the organization (Kermond, Liao, & Wang, 2015).

Transactional leadership: Transactional leaders lead by maintaining a mutually beneficial exchange relationship with followers (Yahaya & Ebrahim, 2016).

Transformational leadership: Transformational leadership motivates and empowers people toward the achievement of extraordinary outcomes (Geier, 2016).

Voluntary employee turnover: Voluntary employee turnover refers to an employee exercising a personal choice to stop working for an organization (Li, Lee, Mitchell, Hom, & Griffeth, 2016).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are reasonable but unverified assertions upon which a researcher relies while conducting a study (Locke et al., 2014). There were five assumptions in this study. The first assumption was that the participants would understand the purpose, aim, and direction of the study. The second assumption was that the participants would respond to the interview questions truthfully, honestly and promptly. The third assumption was that the respondents had sufficient confidence in me to share their personal lived experiences during the interview. The fourth assumption was that middle-level managers who participated in the study would be accessible and could provide company documents showing evidence of strategies for mitigating employee turnover. The fifth assumption was that I would gather sufficient data during the interview process to achieve data saturation, which was required for making informed, valid, and accurate conclusions.

Limitations

Limitations are weaknesses and gaps beyond the control of the researcher that may reduce the generalizability of study findings (Singh, 2015). There were three limitations in this study. The first limitation was that only middle-level managers from the financial services sector would participate in this study. Another limitation was that I included only Nigerian financial services managers in the study population, which limited the generalizability of the results. The final limitation was the sample size. I limited the population sample to 10 middle management employees who had knowledgeable experience in developing strategies for reducing employee turnover in Lagos, Nigeria.

Delimitations

Gutiérrez, Márquez, and Reficco (2016) defined delimitations as elements of a study that set boundaries and limit the scope of the research. There were four delimitations in this study. The first delimitation was that I conducted detailed, face-to-face, semistructured interviews with middle-level managers of a single company to ensure that I captured the culture and experience of the company. Conducting focused studies within an organization constricts the generalizability of the results (Yin, 2017). The second delimitation was that I excluded non-Lagos-based participants. The third delimitation was that I excluded middle-level managers who had no experience in developing strategies for reducing employee turnover. The fourth delimitation was that I used purposive sampling for respondents who may not have had the knowledgeable capability and experience to respond to the research questions. Patton (2015) noted that researchers use purposive sampling techniques to ensure participants are capable of responding to the research questions.

Significance of the Study

The significance of this study to leadership was that transformational leaders could help retain the best talents in the organization, thereby reducing turnover rates. Restaurant managers rely on their labor force at all stages of the business from the preparation to the serving of the food for the creation of competitive advantage (Rathi & Lee, 2015). The multiplier effect of increased turnover rates has been decline in revenues. Wang, Zhao, and Thornhill (2015) argued that the loss of creative and innovative personnel due to employee turnover could negatively affect the revenue generation capabilities of a firm.

Contribution to Business Practice

This study’s findings may help business owners and leaders understand the need to develop and implement the strategies needed to mitigate employee turnover. The findings may also enable business owners and leaders to understand the importance of using strategies to retain talent, increase efficiency, and improve productivity.

Implications for Social Change

The implications for positive social change were to reduce the unemployment rate in the financial services industry, create financial independence, and reduce the poverty level within the financial services industry in Nigeria. Successful businesses create opportunities that bring positive social change to the communities they serve (Steiner & Atterton, 2014). Profitable organizations can create job opportunities within the communities in which they operate, thereby creating wealth for their communities. Profitable organizations are also inclined to donate to charitable causes to promote social change within the community and society. When a high voluntary turnover rate exists, production and revenue decrease while risk increases in an organization's ability to achieve long-term sustainability and community involvement (Abid, Zahra, & Ahmed, 2016).

A Review of the Professional and Academic Literature

The purpose of this qualitative single case study was to explore the strategies for mitigating employee turnover in the financial services industry. Literature relating to strategies for mitigating employee turnover in Nigeria is scarce. The deficiency of research focused on strategies for mitigating employee turnover among workers in the Nigerian financial services industry created an opportunity to add value to the existing literature on the subject. The literature review section includes a review, analysis, and synthesis of existing literature on subjects relating to the phenomenon of employee turnover and strategies for mitigating employee turnover. I accessed various open journals to obtain literature related to the impact of high employee turnover on business organizations, specifically articles relating to the impact of high voluntary employee turnover within the business organizations context.

Databases used to obtain information for this literature review included Business Source Complete, ABI/INFORM Complete, Emerald Management, Sage Premier, Academic Search Complete, and ProQuest Central. The first part of the literature review addresses transformational leadership theory and supporting rival leadership theories (transactional leadership theory and servant leadership theory). Latham (2014) identified some categories of leadership styles as (a) transformational leadership, (b) transactional leadership, (c) spiritual leadership, and (d) servant leaders. The second part of this literature review contains information on employee turnover in the financial services industry and recent literature on employee turnover. The third part of this literature review consists of evidence of employee turnover strategies.

The literature review included 221 academic and nonacademic sources including journal articles, government publications, published books, and dissertations to provide a thorough assessment of the reviewed literature. Of the 221 articles, 198 (90%) were published within 5 years from my expected study completion year of 2019, and 210 (95%) of the sources were peer reviewed. The purpose of this qualitative single case study was to explore the leadership strategies that leaders in the Nigerian financial services industry use to mitigate employee turnover.

Transformational Leadership Theory

Burns developed the transformational leadership model in 1978. Burns used the transformational leadership theory to explain that followers are inspired to follow transformational leaders to achieve expectations, goals, and a vision. Burns used the transformational leadership theory to explain how leaders can inspire subordinates to exceed organizational objectives and achieve a common goal. Over the years, scholars have used the transformational leadership theory to understand different organizational phenomena such as employee turnover and employee retention (Gyensare, Anku-Tsede, Sanda, & Okpoti, 2016). Paladan (2015) found that the transformational leadership theory is a full-range leadership model successful for exploring organizational phenomena.

The transformational leadership theory has received global recognition in leadership literature and has received significant support from empirical research (Paladan, 2015). The key constructs and propositions underlying the transformational leadership theory are (a) individualized consideration, (b) intellectual stimulation, (c) inspirational motivation, and (d) idealized influence (Burns, 1978). Also, the four behaviors of transformational leadership style are triggers that allow employees to do their best (Al-edenat Malek, 2018).

Leadership influences the turnover intentions of employees. Several authors have researched the relationship between turnover and leadership using qualitative and quantitative methods (Ariyabuddhiphongs & Kahn, 2017; Gatling, Kang, & Kim, 2016). Transformational leaders serve as an inspiration to their followers by engaging in effective communication that encourages trust, commitment, and greater satisfaction (Martins Abelha, César da Costa Carneiro, & Cavazotte, 2018). Some researchers based their argument on the fact that employees who have transformational leaders trust their supervisors, have a strong belief in management, are doing well, and are less likely to leave an organization on the basis of trust and performance on the job (Ariyabuddhiphongs & Kahn, 2017). Other researchers sought to determine the indirect relationship between authentic leadership and turnover intentions through the engagement of the employee. Employee commitment entails understanding the values and goals of the organization, indicating interest to dedicate efforts to improve the organization, and being willing to remain as an employee of the organization (Gatling et al., 2016). The research on leadership and turnover is significant because the topic is a common business problem. Also, employees become motivated and willing to remain in the organization if leaders create a supportive work environment in which employee morale is high (Solaja, Idowu, & James, 2016). For example, a transformational leader can inspire an employee who has a turnover intention to leave the organization to change units or departments if the relationship with his or her subordinate is merely formal. An employee who has an authentic leader is most likely to develop a deeper sense of affiliation with the organization, a strong bond, and involvement with the organization. This employee is unlikely to think of leaving and thinks of ways to improve the organization instead.

During exit interviews, employees commonly cite their managers' behavior as the primary reason for quitting their jobs, which emphasizes the importance of leadership to employee engagement. Leadership is a crucial antecedent to higher employee engagement, optimal performance, and overall employee well-being (Carasco-Saul, Kim, Kim, 2015). A transformational leader can change a turnover intention around for the good of the organization. Mittal (2016) explained that the relationship between transformational leadership, psychological influence, and trust is very important. Mittal found that when transformational leaders exhibit characteristics that play an influential and inspiring role that the employees have come to trust, there is a decrease in the turnover rate. Employees who quit their jobs have often attributed their decision to leave due to their immediate line managers. People leave managers, not their jobs. The causes are firmly under the manager's control, and the manager can do a lot to change things (Hill, 2016). Leaders are often responsible for instituting the right influence in organizations through people engagement, vision and culture setting, and providing solutions to challenges that affect the organization. Leadership occupies systemic importance and offers competitive value to organizations (Pradhan & Pradhan, 2015). Because of the role of leaders in organizations, researchers have been interested in studying the evolution of leadership as a concept and the impact of leadership on employees' well-being, work motivation, retention, and productivity (Demirtas & Akdogan, 2015; Samad, Reaburn, Davis, & Ahmed, 2015).

Individualized consideration. Individualized consideration increases the value placed on an employee by putting the employee's ideas into consideration and making the employee feel like a part of the decision-making process. Employing individualized consideration helps organizations develop followers because leaders focus on subordinates' strengths and weaknesses (Paladan, 2015). Boddy (2017) revealed that there is a direct, inverse relationship between transformational leadership and turnover intentions by attending to the needs of the employees and taking their inputs into consideration. Transformational leaders can motivate employees to remain within the organization while making job embeddedness the mediating factor (Eberly, Bluhm, Guarana, Avolio, & Hannah, 2017). Transformational leaders act as mentors and coaches while helping followers achieve their full potential. Practicing behaviors associated with individualized consideration provides leaders with the opportunity to increase a follower’s competence (Burns, 1978).

Transformational leaders are impactful to their followers and subordinates by helping them grow and by nurturing and mentoring them. Furthermore, leaders who practice transformational leadership style consider and engage followers as individuals by helping each employee develop and grow through individualized consideration (Trmal, Bustamam, & Mohamed, 2015). Through individualized consideration, the transformational leader assumes the role of coach and advisor while providing equal attention to followers (Zineldin, 2017). When employees work with transformational leaders, employees become supported, inspired, more committed to the organization, and are less likely to search for employment opportunities. There are positive outcomes from transformational leadership behaviors, especially regarding work outcomes. Rafiee, Bahrami and Entezarian (2015) noted that organizational commitment is conceived of as an interesting and attractive subject because it helps organizations predict job performance, job rotation, level of job satisfaction, employee absence, and voluntary employee turnover.

Intellectual stimulation. Intellectual stimulation promotes the creativity and innovative capacity of employees. Northouse (2016) found leadership behaviors linked to intellectual stimulation promote creativity, create an environment in which employees collaborate to find solutions to organizational problems, and help employees become valuable members of the organization. Leaders' behaviors associated with intellectual stimulation support subordinates and create an environment in which workers can take initiative to solve organizational challenges (Burns, 1978). Intellectual stimulation refers to a leader's ability to stimulate followers to become innovative while challenging the beliefs of everyone in the organization and improving the institution (Northouse, 2016).

Organizational leaders can influence several factors in the workplace that play a significant role in employee engagement. The leadership of an organization has a multiplier effect on the influencing factors of performance goals, work processes, innovation, pay, recognition, communication, and brand decision making (Popli & Rizvi, 2016). Choi, Goh, Adam, and Tan (2016) found that the high rate of turnover among nursing staff is due to lack of job satisfaction and that transformational leadership and empowerment of employees play an important role in enhancing job satisfaction and reducing the turnover rate. Popli and Rizvi (2016) emphasized that there is a positive relationship between transformational leadership and employee engagement. Transformational leaders also prompt employees to exceed their normal performance tendencies by developing a compelling vision for the future through inspirational motivation (Phaneuf, Boudrias, Rousseau, & Brunelle, 2016). Transformational leaders also exhibit intellectual stimulation when they compel followers to continuously search for innovative and better ways of achieving results and remaining productive for themselves and the organization (Phaneuf et al., 2016).

Inspirational motivation. Inspirational motivation encourages an employee to emulate certain traits from a leader. Inspirational leaders communicate their expectations of followers in a passionate manner and motivate subordinates to become committed to the organization’s vision (Burns, 1978). Leaders inspire and motivate their employees to encourage trust, promote teamwork, and increase employees’ organizational commitment (Paladan, 2015). Inspirational motivation refers to a leader’s ability to inspire subordinates to reach a higher level of motivation, which helps leaders influence followers to align personal values with organizational values (Northouse, 2016). Ennis, Gong, and Okpozo (2016) found that transformational leadership reduces turnover intentions because transformational leaders can exhibit stimulating, inspiring, and challenging qualities that motivate employees to achieve a common goal and improve organizational performance. Leaders who practice inspirational motivation have the emotional appeal to inspire followers to focus on organizational objectives rather than individual goals (Northouse, 2016). When employees work with transformational leaders, employees feel supported, inspired, and more committed to the organization and are therefore less likely to search for employment opportunities (Ennis et al., 2016). In challenging times, inspirational leaders build a strong foundation that promotes stability by providing the necessary support, guidance, motivation, and inspiration to subordinates (Patton, 2015). Transformational leadership can reduce turnover when employees face adverse situations or conditions (Eberly et al., 2017).

Idealized influence. Idealized influence is the impact a leader has on his or her followers. Idealized influence is similar to charisma and describes leaders who have such a strong influence over subordinates that followers want to emulate the leaders (Burns, 1978). When a leader's behaviors have a positive influence on followers, workers experience a deep level of inspiration and increased respect and trust in their leaders (Northouse, 2016). Mittal (2016) found that transformational leadership has a high impact on employee trust and commitment to achieve high performance in the workplace and reduce turnover. Employees also associate a leader's behaviors with high standards of moral and ethical conduct (Northouse, 2016). Ariyabuddhiphongs and Kahn (2017) found that employees who have transformational leaders trust their supervisors, have a strong belief in management, and are less likely to leave an organization. Empowering subordinates promotes personal growth and help employees become more independent (Odumeru & Ogbonna, 2013).

Transformational leaders' behavior has a significant influence on their followers, impacting confidence levels, self-worth, and assurance of followers. Gyensare et al. (2016) suggested that a transformational leader's behavior associated with individualized influence has a positive effect on self-esteem and generalized self-efficacy and helps to promote emotional stability. Organizational leaders are encouraged to implement good leadership styles and best human resources practices that can encourage employee engagement to improve performance as an efficient way of reducing the turnover rate of nursing staff (Choi et al., 2016; Popli & Rizvi, 2016). Chen and Wu (2017) found that supervisors in the tourist hotel industry can influence the employee-employer relationship to weaken employee turnover intentions. Employees' perception of their supervisors' leadership style influences their decision to stay with the organization (Alatawi, 2017; Gyensare et al., 2016).

Transactional Leadership Theory

The transactional leadership theory emphasizes a leadership style of performance based on the reward to achieve a goal. The employees are motivated to achieve the goal based on material rewards. Burns (1978) operationalized the transactional leadership concept. Transactional leadership is a style in which the leader promotes compliance in followers through rewards and punishments (Burns, 1978). Burns explained the relationship between transactional leaders and followers in the context of performance and reward for the benefit of the organization and the employee. Burke and Cooper (2016) highlighted three concepts that drive the behaviors of transactional leadership: (a) contingent reward, (b) active management-by-exception, and (c) passive management-by-exception. The transactional leadership style promotes the idea that team members agree to obey their leader when they accept a job (Khedhaouria, Montani, & Thurik, 2017). Transactional leadership refers to the bulk of leadership models that focus on the exchanges that occur between the leaders and the followers (Northouse, 2016). The transactional leader wants tasks completed and gives subordinates motivational inducement to get the job done.

Some researchers argue that the transactional leadership style benefits both the leader and the employee because the leader achieves the goal and the employee gets the reward. Transactional leaders strive to achieve a mutual benefit between the leader and the subordinate (Gross, 2016). Deichmann and Stam (2015) found that transactional leaders pre-inform followers of the expectations accentuating the exchange relationship between the leaders and the followers. This incentive keeps the subordinate accountable to the leader. Once the task is completed and the leader performs his or her obligation of giving the incentive to the follower, the follower is no longer accountable to the leader. Transactional leaders mediate between the organization and the employees to promote the competitive advantage of organizations while offering rewards to motivate individuals (Mohamad & Yahya, 2016; Yahaya & Ebrahim, 2016).

Transactional leaders enforce performance and achievements of goals through rewards for performance and sanctions for non-compliance. Transactional leaders promote compliance in followers through both rewards and punishments (Odunayo, 2015). A transactional leader punishes team members if their work does not meet an appropriate standard (Chan & Dar, 2014). Transactional leadership bases its leadership style on economic exchanges where the leader and his followers enter into a relationship such that goal setting, supervisory control, and output control are listed down in tangible terms (Saxena, 2016). That is, the followers and the leader enter into a kind of tacit contract for performing well in exchange of rewards which may be tangible or intangible. For transactional approaches to be effective and have motivational value, the leader must adequately align rewards or punishments for followers for performing assigned tasks (Hassanzadeh et al., 2015). To enhance efficiency, transactional leaders develop a mutually reinforcing environment in which individual and organizational goals are in sync (Martens & Carvalho, 2017). The downside of the transactional leadership style is its chilling and amoral aspects, which can lead to high staff turnover (Thomas, 2017).

The main reason responsible for this downside is because employees are then not encouraged to be innovative and develop their creativity and ingenuity. Caillier (2016) observed that followers do not experience creativity and innovativeness because of the constricted contractual engagement with transactional leaders.

Most business leaders prefer the transformational leadership style to the transactional leadership style. Transactional leaders create commitments for employees using concepts of commercial contracts, economic exchange, or cost-benefit, and usually in the short-term to achieve a common goal for the organization (Burke & Cooper, 2016; Ceri-Booms et al., 2017). A transactional leader motivates followers through a system of rewards and punishment, expects unquestionable obedience, micromanages subordinates, and takes a straightforward approach (Smith, 2015). Some researchers believe that transactional leadership is key to employee motivation. For example, Gross (2016) claimed that the transactional leadership style is a critical constituent for employee motivation and positively correlates with organizational growth and performance. Qui et al. (2015) also submitted that through transactional leadership, the establishment of relationships that facilitate an adequate work-group bond with the leader’s support could positively influence performance and commitment.

Other researchers believe that the attachment of a reward system to performance is short-term based and not sustainable and therefore not recommended. Gellatly et al. (2014) posited that leaders should avoid the use of strategies that involve the use of compensation and benefits to retain workers, as the employee’s commitment may tether to the reward and not the company. Similarly, Karatepe and Kilic (2015) asserted that a genuine display of support from the leader could prove to be a more efficient and cost-effective strategy than a transactional approach.

Servant Leadership Theory

Robert Greenleaf propounded the servant leadership theory in the early 1970s. The key proponent of this theory is the desire to serve others. The servant leader is one who chooses first to serve and then as an outpouring of that desire comes an aspiration to lead others (Greenleaf, 1977). Sendjaya and Sarros (2002) reported that the life of Jesus Christ models the servant leadership style. The basis of servant leadership theory is for leaders to act as servants to their followers or team (Greenleaf, 1977).

The servant leadership theory includes a focus on humility and service to humanity and the discouragement of self-serving interests. Aspects of servant leadership include placing service before self-interest, listening to others, inspiring trust by being trustworthy and lending an emotional hand (Dubrin, 2013). The main construct in the servant leadership theory is that the leader exudes humility and puts others ahead of self-interest. Servant leadership adds a focus on follower’s growth and empowerment, a sense of community stewardship, and further emphasis on ethics, humility and moral behavior (Greenleaf, 1977). For example, the life of Martin Luther King, Jr. illustrates the servant leadership lifestyle. The commitment to social good is most aligned with servant leadership because, with the servant leadership style, the leaders are devoted to serving others and social good rather than obtaining individual goals. Committing to the social good of an organization is the willingness to take on responsibilities of trying to advance the overall human good and value of the organization (Northouse, 2016). Within this framework, servant leaders are humble yet courageous. They emphasize follower empowerment and development, exhibit strong ethical and moral behavior, and put the 'greater good' above their self-interest (Kiersch & Peters, 2017).

There has been a lot of research conducted on servant leadership internationally, and various types of favorable individual, team, and organizational outcomes which links them to the construct. To date, there has been a validation of different servant leadership measures, and there has been a clear distinction between the theory of servant leadership and other leadership theories (Coetzer et al., 2017). The servant leadership theory is unique and different from other theories in that the focus is on service to people first unlike the transformational leader who assumes the leadership position. Greenleaf (1977) stated that servant leadership stems from the innate feeling of the willingness to serve or to be a follower in a team before leading. Also, the servant leadership theory focuses on the people and their empowerment, unlike the transformational leader who seeks to lead and inspire followers to perform optimally. Tak (2015) revealed that employees who were empowered by their leader were likely to craft their job, relational, and cognitive boundaries, and boost their work engagement.

Some researchers have found that the servant leadership theory has been promoting individual groups and organizational outcomes. The development of empowering leaders who practice emotional healing and encourage subordinates to change the design of their jobs could help facilitate high-quality leader-member exchange relationships in which employees feel increased freedom to act and assign meaning to their tasks or jobs (Yang et al., 2017). Servant leadership theory as compared with the transactional leadership seeks to achieve results but is not result focused and also a theory of results based on rewards. Servant leadership also ensures that individuals grow. The servant leadership model is similar to the leader-member exchange (LMX) theory which focuses on relationship building. Greenleaf states that the best test of whether a person is a servant leader is to determine whether the people served grow as individuals or become motivated to being servants (Greenleaf, 1977). The servant leadership theory when compared with the situational leadership theory supports people development and empowerment and when compared with spiritual leadership theory has the spiritual attributes as the founding model of the servant leadership theory. Recently, empirical research has shown the benefits of servant leadership in various contexts such as nurse managers (Neubert et al., 2016). Organizations are also beginning to incorporate the servant leadership model into the workplace. Organizational stakeholders recognize the power of servant and authentic leadership, perhaps partly due to growing empirical support for positive outcomes ranging from increased helping behaviors to employee burnout and turnover (Hirst et al., 2015).

Servant leadership includes positive attributes such as trust, humility, empowerment, accountability, and service to humanity. According to van Dierendonck and Nuijten (2011), servant leadership comprises eight key characteristics: (a) empowerment which is believing in others and enabling others' development; (b) accountability which means developing clear goals then holding others accountable for achieving set standards; (c) standing back and giving others credit and support; (d) humility which is the awareness of limitations and acceptance of any mistakes; (e) authenticity which is presenting one's 'true' self; courage, daring to take risks and challenge conventional practices; (f) courage which means taking risks and trying new approach to doing things; (g) interpersonal acceptance, empathy, and understanding; and (h) stewardship which means focusing on the common good above self-interest.

Some researchers have found that the servant leadership theory has a positive relationship with the strategies for reducing employee turnover such as job satisfaction, work-life balance, and organizational commitment. Coetzer et al. (2017) found that servant leadership was positively related to work engagement, organizational citizenship behavior, innovative behavior, organizational commitment, trust, self-efficacy, job satisfaction, person-job fit, person-organizational fit, leader-member exchange, and work-life balance in the sampled studies. Furthermore, servant leadership is negatively related to burnout and turnover intention (Coetzer et al., 2017). Servant leaders provide direction and challenging responsibilities for their employees (Chiniara & Bentein, 2016) while offering empathy, emotional support, feedback, and resources. Sousa and van Dierendonck (2017) found that servant leaders with the virtue of humility demonstrated the highest impact on follower engagement, regardless of the leader's hierarchical position.

Employee Turnover and Employee Turnover Intention

Employee turnover intentions often precede employee turnover. Several factors culminate into an employee nurturing the idea of an intention to leave an organization. Employee turnover is the percentage or quantity of workers who quit or leave an organization to look for new employment opportunities (Pohler & Schmidt, 2016).

Turnover is how employers measure the rate at which they gain and lose employees (Liang et al., 2016). Employee turnover intention also refers to an employee's consideration of leaving an organization (Cohen et al., 2016). Borah and Malakar (2015) found that employees who reflect on the possibility of leaving an organization are most likely going to leave should an internal shock, or an external lure arise. Klotz and Bolino (2016) considered employee turnover intentions as a predictor of staff resignations in an organization. Cohen et al. (2016) asserted that turnover intentions and eventual actions are directly related.

The most common reason why an employee would decide to leave an organization is the leader and the kind of organization for which the employee works. However, organizational leaders must strive to reduce the turnover rate by implementing strategies that would reduce turnover because of the harm turnover does to business performance and the organization as a whole. Business leaders recognize the negative effects of turnover intentions as antecedents of turnover and are identifying strategies to meet the needs of the workforce organization (Cohen et al., 2016). Deciding to quit involves some inner dialog in which the employee determines his or her job is no longer conducive to his or her unique needs. Leaders can mediate turnover intentions by learning more about what is catalyzing thoughts of quitting. Pandey (2015) identified some factors that could cause employees to consider leaving one organization for another as (a) an unhealthy work environment, (b) an inappropriate work-life balance, (c) a lack of opportunities for career growth, and (d) poor compensation. Other researchers identified the reasons for a turnover as (a) individual needs, (b) job-related issues, (c) organizational factors, (d) environmental factors, and (e) psychological factors. Individual needs vary because of basic demographic attributes such as (a) age, (b) gender, (c) race, (d) culture, and (e) marital status (Umamaheswari & Krishnan, 2016). Literature, both practitioner and academic, include many reasons for the high turnover rates to be a reflection of (a) an organization's hiring policies, (b) retention strategies, (c) training and development initiatives, and (d) work culture (Cohen et al., 2016). However, the literature emphasizes leadership as the primary reason for employee turnover.

Team spirit and leadership play significant roles in controlling employees' desire to seek employment elsewhere. Followers who enjoy team cohesion and work with supportive and communicative leaders do not consider exiting the company (Nei et al., 2015). Borah and Malakar (2015) found that employees begin to consider turnover intentions when they develop dissatisfaction with their jobs and with their organizations. Employees who lack commitment to the organization have a higher tendency to consider quitting (Lloyd et al., 2015). Cahuc et al. (2016) found that while employee inspiration affects employee satisfaction, employee inspiration does not affect employee loyalty. Leaders concede that the costs incurred when an employee quits are intricate (Mathieu & Babiak, 2016). The loss incurred when an employee leaves directly affects the managers' ability to meet their goals because of the financial loss and the time spent replacing and training the replacement. An organization has to endure the high costs associated with voluntary employee turnover, including downtime, recruiting, interviewing, orientation, and training.

The costs associated with employee turnover are not limited to employee recruitment, replacement costs, and training costs. Other costs associated with employee turnover are a reduction in efficiencies, idle time, low morale, and production downtime, which cause significant and costly disruptions to the production process. Ceyda et al. (2016) found that high employee turnover disrupts the smooth operation of the organization and affects its success negatively. The success of an organization depends on a leader's ability to implement sustainable business practices, profitability, and effective employee retention strategies (McManus & Mosca, 2015). Employee retention in organizations remains a strategic goal for most human resource managers (Vivek & Satyanarayana, 2016).

Factors Contributing to Employee Turnover

Employees have given various reasons for quitting. The reasons for turnover have ranged from dissatisfaction on the job to rewards, work environment and culture to the type of leaders to communication and many other factors (Jagun, 2015). Some researchers have found the following factors as major contributors to employee turnover. I discussed each factor in detail in relation to how it affects employee turnover.

Job dissatisfaction. A major reason why employees leave one organization for another organization is lack of job satisfaction. When employees are not attached to their jobs, lack a passion for what they do and despise what they do, they become dissatisfied. Some leaders also do not support, compensate and reward employees. Robinson and Schroeder (2015) found that by adding that leadership, commitment increases employee job satisfaction leading to employee engagement and overall business performance.

Employees experience increases in job satisfaction from the efforts of their leaders who place significant focus on providing an environment of motivation and inspiration (Haile, 2015). Also, a manager who establishes an environment of self-efficacy, innovation, and creativity could positively enhance an employee's level of participation and job satisfaction (Chang, 2016).

Often, transformational leaders promote job satisfaction in the workplace, unlike transactional leaders who motivate employees temporarily with rewards. The transformational leader could represent the change agent who provides the catalyst for ushering in organizational transformation, inspiring innovation, and creating job satisfaction (Liu et al., 2015). A less satisfied employee is more likely to seek employment opportunities elsewhere. Otchere-Ankrah et al. (2015) stated that an employee's attitude and level of satisfaction with their job could influence turnover intentions.

When employees are unsatisfied or unhappy with their jobs, they tend to look for other places of employment with favorable work conditions where they would attain job satisfaction. Job satisfaction is one of the most analyzed attitudes in the organizational behavior field and is the degree to which the individual positively evaluates his or her job experiences (Yang, 2016). When employees feel that their ideas form valuable inputs toward resolving organizational issues, they may experience feelings of happiness and satisfaction with their jobs (Malik et al., 2017).

Lack of transformational leadership traits. Employees want to leave an organization where no leader exhibits transformational leadership traits or where they do not see their leaders as role models and mentors. They feel no sense of admiration, attachment, and commitment to their leaders. Transformational leaders exhibit great leadership traits that every employee would like to emulate. Transformational leaders possess high levels of emotional intelligence. Leaders who wish to increase organizational commitment must understand that employees bring their minds, bodies, and spirits to work (Silingiene & Skeriene, 2016). Eberly et al. (2017) explained how transformational leadership could retain employees or reduce employee turnover if such employees face adverse conditions such as stress, health concerns, traumatic situations, and burnout in the workplace.

Transformational leaders possess the skills to support the social exchange process used as a ‘pull to stay’ technique that business leaders need to manage turnover and turnover intentions. Transformational leaders serve as an inspiration to their followers by engaging in effective communication that encourages trust, commitment, and consequently greater satisfaction (Martins Abelha et al., 2018). Transformational leaders drive the performance of their teams through the emotional connection they have with their followers (Mathew & Gupta, 2015). Transformational leadership and mission valence may influence turnover intentions, extra-role behaviors, and have, a direct, inverse relationship with turnover intentions by attending to the needs of the employees and considerations (Caillier, 2016).

Lack of performance management and effective communication. Performance management systems and effective communication are interrelated because performance management system is a medium of communication between employees and leaders on employees’ performance and areas of improvement. When leaders are unable to give objective and unbiased feedback to their subordinates, the subordinates would not know their weak areas to improve and perform better. Employees need to know whether they are performing well or otherwise. Brown, Thomas, and Bosselman (2015) examined employee performance appraisal and employee perceptions and intentions to leave their organizations. When employees perceive political motives for conducting performance appraisals, job satisfaction decreases, and turnover intentions increase (Brown et al., 2015). The vast arrays of managerial techniques at the leaders’ disposal are not effective if leaders lack the interpersonal skills that are an intricate part of successful leadership (Ocasio et al., 2015). Ocasio et al. (2015) found that employee relations focus on the nexus of interpersonal structures that pose serious challenges to supervisors and leaders. Communication – focusing on performance feedback – is the most essential.

When employees are made aware that their immediate bosses are happy with their efforts and job input, they feel more motivated to do more and have a sentimental attachment to remain committed to the organization and vice versa. Employees experience positive emotional feelings whenever employers are satisfied with their jobs, particularly when employees receive affirmative feedback or have a gratifying experience (Locke, 1976). For example, leaders can schedule staff meetings often because these meetings enhance communication and keep employees engaged and inspired. The opportunity for communication improves employees’ rate of interaction and contribution to ideas at staff meetings. Effective communication reduces turnover intention because employees are reluctant to resign from a work environment in which employees feel encouraged to interact with others rather than one directional communication (Nwagbara et al., 2013).

Relationship management. Relationship management is an essential strategy to manage employees in any organization. Relationship management promotes the inter-personal relationship and effective communication. Without a healthy, positive, and open relationship which enhances employees' value and commitment, employees would leave an organization for another. Without a good relationship between leaders and employees which reinforces commitment, employee turnover may increase. Nolan (2015) claimed that relationship management requires that leaders possess the social competence to handle and manage the emotions of others effectively. Employees perceiving a genuine interest in their development for greater organizational involvement from their leaders may feel a motivated obligation to reciprocate the positive gesture (Nolan, 2015). Wang and Hu (2017) found that transformational leadership enhances a good coach-athlete relationship, which minimizes an athlete's turnover intention and development of an integrated sports team. The researchers found that employees' perception of their supervisors' leadership style influences their decision to stay with the organization (Alatawi, 2017; Gyensare et al., 2016). If the coach-athlete relationship is excellent, the coach is happy, and the athlete is happy. The athlete, therefore, has no reason or desire to leave the team (Wang & Hu, 2017). When there is a positive and open relationship between a leader and an employee in an organization, the employee would be loyal to the organization and exhibit an affective commitment to the organization.

Training and development. The importance of training and development is a critical strategy to retain workers because employees may leave an organization that lacks solid training and development plans and programs. Training and development begin from the moment the right employee for the job is employed. Training and development over the years have proved to be an important tool that equips employees with the requisite skills, knowledge, and abilities to carry out their tasks and job responsibilities effectively and efficiently in the short, medium and long run. In the middle of the 20th century, company leaders failed to recognize the importance of training and development and thus hired employees for a specific job, assuming the new hires already possessed the skills necessary to perform their jobs (Damij et al., 2015). Cohen (2013) found that leaders need four skills to provide sufficient training to employees, including the ability to (a) assess employees' training needs, (b) understand adult learning theory to assist in the development and execution of training programs, (c) evaluate the success or failure of training programs, and (d) understand action-based training and development techniques. In the 21st century, while leaders recognize staff development and training is critical to organizational growth and profitability, many leaders still neglect staff development and training (Shen & Gentry, 2014). The high rate of employee turnover within the restaurant industry renders training initiatives less efficient as an employee may not stay long enough for the manager to receive the benefit or return on the investment (Liang et al., 2017).

Organizations with well-developed training programs consider whether the training meets two objectives. First, leaders must incorporate objectives into the organization’s approach to career management, including how employees’ reward system (Peng et al., 2016). Organizational leaders need to think about the future. For instance, leaders may question the employees about the kind of proficiency or training they may enroll in for short-term requirements that would help employees achieve long-term goals, as the organization forges through harsh economic times. Training and development allow leaders to increase the performance of employees to meet the current and future challenges faced by organizations (Milman & Dickson, 2014). Deery and Jago (2015) explained that leaders ignore important issues, such as the hiring process, employee orientation and training, and evaluation and feedback until the problems become severe and unavoidable. Investing in ongoing employee training and development may also increase employee loyalty (Talwar & Thakur, 2016)

Conducive organization/work culture. To retain employees, leaders must encourage a positive work atmosphere, model the behavior of an optimistic leader, and allow employees to emulate that behavior because when employees are happy at work, employees continue to do high-quality work. Structuring a workplace environment that promotes respect and admiration for hard work is a key factor in decreasing employee turnover (Mignonac & Richebé, 2013). Alatawi’s (2017) research established that several employees are satisfied with the job with their managers and are happy to continue working with their managers. Alatawi further emphasized that when workers are satisfied, they are more committed to their jobs and less motivated to leave the organization because these employees are loyal and more willing to stay with their managers even in difficult situations.

Mignonac and Richebé (2013) also noted that employee turnover negatively affects productivity in an organization and leads to a financial burden associated with advertising, selecting, hiring new employees, and the cost of hiring a temporary employee. For example, the leaders can organize periodic interactive team-building activities and set up employee appreciation events, company picnics, or cookouts, which contribute to the enhancement of morale and job performance (Bates & Weighart, 2014). The values of an organization may affect job satisfaction, and organizational effectiveness (Adams et al., 2016). As employees become more satisfied with their work environment, their commitment to the organization increases because they believe the organization has fulfilled their obligation to offer the type of work environment they perceive is more conducive for them (Jernigan et al., 2016).

Compensation or remuneration. Employees' compensation and remuneration are essential for meeting with their daily needs and supporting their family. Although some researchers posit that money is not a motivator, employees who are well compensated. Omonijo et al. (2015) identified poor remuneration–salaries and fringe benefits as contributory factors to voluntary employee turnover among nonacademic staff in Nigeria universities. Employees who are not well remunerated or compensated commensurately are more likely to seek employment opportunities elsewhere. Pomeranz (2015) noted that rewards increase employees' retention rate and productivity to a quantifiable level. Therefore, the turnover rate for organizations whose pay is below the industry average may be high.

Pandey (2015) also identified other causes of employee turnover, including remuneration, career growth opportunities, and the work environment. Therefore, competitors would employ the employees who had been well trained by the company. These compensations need not be monetary rewards alone. Anvari et al. (2014) stated that higher wages are one of the factors employers use to attract and hunt for talents. Leaders should compensate employees with perquisites and other benefits in kind. Kuria et al. (2012) noted that leaders should improve the working conditions for their employees, and establish a reward system to motivate workers other than monetary remunerations.

Work-life balance. Every organization should be able to implement flexible policies and non-monetary compensation packages that allow employees to accommodate the hustle and eventualities of life. Organizations who can implement the work-life balance culture have the edge over other organizations regarding lower turnover of employees. Mas-Machuca et al. (2017) found some leaders view work-life balance as a necessity for retaining employees, reaching organizational goals, and for long-term development. As part of the work-life balance policies, employers offer employees career development opportunities and flexible work arrangements (Jaiswal & College, 2014; Munsch, 2016). Work-life balance is important to ensure that employees can perform their duties optimal without disruptions due to some extraneous situations peculiar to each employee. Organizations have begun to take this culture into cognizance and have implemented some policies to accommodate pregnant, older and physically challenged employees.

Jaiswal and College (2014) asserted that managers who focus on employee quality of work life would increase job satisfaction and in turn enhance performance. Some leaders encourage their employees to work from home or virtually. Employees who can balance personal time and official time are less likely to leave their organization while employees whose organization do not encourage them to balance their personal lives and work-life are more likely to be pressured to leave such an organization. Pandey (2015) identified the work-life balance as one of the motivating factors in employees' decision to leave their employment. Jaiswal and College (2014) supported that QWL affects organizational culture and is an indicator related to the functionality and sustainability of an organization.

Organizational support and commitment. Employees are not well motivated when they do not have the assurance of organizational support and the commitment of their leaders. Organizations should take into consideration the importance of building and maintaining good relationships with their employees and designing their jobs in the way that enhances their commitment to their organizations, which would affect their performance positively (Kainkan, 2015). The support includes giving employees the autonomy to make decisions and from taking the initiative to make decisions come innovation and creativity. When employees are not given the autonomy to make decisions, they feel alienated from the organization. Pradhan and Pradhan (2015) observed that for employees to evolve and develop a commitment to organizations, the leaders need to exercise more than mere exchange relationships. Employees who get the support they deserve often have a feeling of self-worth and confidence, become more committed and less likely to leave the organization. When employees are committed, they stay and give their best to the organization (Gathungu et al., 2015). Karatepe and Kilic (2015) asserted that a genuine display of support from the leader could prove to be a more efficient and cost-effective strategy than a transactional approach to reducing employee turnover. When the organizational support and commitment is not assured, employees are less confident that there would be fair play and fair treatment among all employees and are less committed and more likely to seek organizational support and commitment elsewhere. Caillier (2016) asserted that the cardinal effects of transformational leadership are (a) enhanced positive employee work attitudes, (b) increased organizational commitment, and (c) reduced turnover intentions.

Summary of Literature Review

The literature review contained a detailed understanding of employee turnover and the strategies to mitigate employee turnover. The information in the literature review was useful to readers and researchers who sought to understand the causes and effects of employee turnover on the organization and how managers, leaders and business owners can mitigate employee turnover. The turnover intention, if precautions are not made, eventually lead to an actual turnover and the turnover, could be caused by several factors. Some of these factors included a) an unhealthy work environment, (b) an inappropriate work-life balance, (c) a lack of opportunities for career growth, and (d) poor compensation.

Other researchers identified the reasons for a turnover as (a) individual needs, (b) job-related issues, (c) organizational factors, (d) environmental factors, and (e) psychological factors. Individual needs vary because of basic demographic attributes such as (a) age, (b) gender, (c) race, (d) culture, and (e) marital status (Umamaheswari & Krishnan, 2016). I identified some factors responsible for employee turnover in the literature review. Some of the factors were lack of transformational leadership, lack of performance management, ineffective communication, poor relationship management, lack of training and development, and inappropriate organization/work culture. New research would serve as a contribution to businesses to explore the strategies that financial services managers may implement to decrease employee turnover.

Transition

In Section 1, I presented the foundation of the study, the background of the problem, the problem statement, the purpose statement, the nature of the study, the research question, the interview questions, the conceptual framework, operational definitions, assumptions, limitations, and delimitations of the study, significance of the study, contribution to business practice, implications for social change, and review of the professional and academic literature. Also, I highlighted the implications of employee turnover on both leaders and organizations. The literature reviews incorporated concepts around leadership, transformational leadership, and the constructs of the transformational leadership theory, employee turnover, causes of employee turnover, the cost of employee turnover, and strategies for reducing voluntary employee turnover.

In Section 2, I restated the purpose statement and elaborate on components in Section 1 to include more information about data collection tools and techniques. I discussed my role as the researcher and the eligibility of the participants. I also included more information about research design and research methods, population and sampling, ethical research, data collection instruments, and technique. Furthermore, I included data organization techniques and analysis. I based the concluding part of section 2 on reliability and validity.

In Section 3, I presented my study findings. I also discussed the findings as they applied to professional practice and possible implications for social change. Finally, I made recommendations for action and further research, reflections, summary, and study conclusions.

Section 2: The Project

Section 2 of this study contains an outline of the fundamentals of the research project. The main sections include a restatement of the purpose statement, the discussion of my role in the research process, and information about my participants. The subsections in this section include the research methodology and design, population and sampling, ethical research considerations, data collection instruments, data collection technique, data organization technique, and data analysis technique. Other subsections include information on achieving data saturation, reliability, and validity of data analysis. Section 2 concludes with a transition and summary.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that financial service managers use to mitigate employee turnover. The population for this qualitative single case study consisted of 10 financial services managers from one company who had successfully reduced turnover within the financial services industry in Lagos, Nigeria. The implications for social change included mitigating employee turnover, decreasing the rate of unemployment, and reducing the poverty level in Nigeria.

Role of the Researcher

In a qualitative single case study, the researcher plays a central role of (a) being the primary instrument for collecting data, (b) recruiting the participants for the study, (c) managing the interview process, and (d) transcribing and analyzing data from the interviews (Fusch & Ness, 2015). In this study, I conducted semistructured, face-to-face interviews with the managers in the financial services industry in Nigeria. I was the primary instrument for collecting the data. Berger (2015) argued that researchers engaging in all phases of a research study should develop a deeper, more meaningful understanding of the study. I was very familiar with employee turnover because I am the executive director of finance, human resources, and administration at an organization within the financial services sector, in which I had 12 years of experience.

I noticed employee turnover as a business problem, which inspired my desire to conduct this study. The interview process was intended to include predefined open-ended interview questions to guarantee uniformity (see Appendix A) and an interview protocol for consistency (see Appendix B). The use of an interview protocol sets the tone, establishes order, facilitates uniformity, and helps participants understand their rights (Castillo-Montoya, 2016). Marshall and Rossman (2016) argued that open-ended questions are useful in probing and encouraging participants to share more details about a topic of interest. In the course of establishing my relationship with the interviewees, I explained my role as a student researcher and the aim of the research work and the contribution of the research work to business and social change.

The focus of this qualitative single case study was to identify strategies for mitigating turnover in the financial services industry in Nigeria. Oleszkiewicz, Granhag, and Kleinman (2017) found that allowing participants to review interview transcripts ensures the correctness of the records and mitigates researcher bias. I maintained a cordial yet professional relationship free of bias and sentiments with my participants. Researchers’ direct relationship with the participants may cause bias and compromise the quality of a study (Joseph, Keller, & Ainsworth, 2016) but researchers can highlight and identify existing relationships to enhance objectivity (Srinivasan, Loff, Jesani, & Johari, 2016).

As the researcher, I ensured that my research met Walden University's institutional review board (IRB) ethical standards and that my research was within the boundaries of the ethical principles of the Belmont Report. To mitigate personal bias, I formulated questions that offset biases while keeping an open mind regarding the interviewees' responses. I did not prompt any interviewees' responses or offer my opinions during the interview sessions. Berger (2015) recommended that researchers engage in frequent self-assessments and retain responsibility for personal factors while remaining conscious of their role in the study. I ensured that my interviewees stayed focused on the questions and the time allocated for each interview. I also ensured the uniformity of my interview sessions and data saturation with the use of my interview protocol. Salterio, Kenno, and McCracken (2016) argued that an interview protocol promotes a uniform interview pattern and enhances the collection and saturation of data.

Participants

The right set of participants contributes to the fulfillment of a study (Oleszkiewicz et al., 2017). Gould et al. (2015) highlighted the importance of selecting eligible participants who have experience and knowledge related to the phenomenon under investigation. I selected participants possessing knowledge and experience regarding the phenomenon under investigation to ensure alignment with the overarching research question. Participants should be eligible and knowledgeable about the phenomenon under study so that they can provide the needed inputs and perspectives (Marshall & Rossman, 2016).

The focus of this qualitative single case study was to explore strategies to mitigate employee turnover in the financial services industry in Nigeria. A purposive sampling technique was appropriate for this study because it emphasized the involvement and inclusion of the right participants. The group of participants for this study was middle-level managers who had experienced a high level of turnover and had implemented strategies to mitigate the rate of turnover in the organization. Heywood, Brown, Arrowsmith, and Poppleston (2015) argued that researchers using the case study approach must include participants who have adequate knowledge and experience relevant to the research topic. The focal industry for this study was the financial services industry in Nigeria. My choice of an organization in the financial services industry was predicated on the fact that the financial services industry had been plagued with high turnover, including the study site organization. Knowledgeable participants are useful in creating a fuller and deeper understanding of the research phenomenon (Hoyland, Hollund, & Olsen, 2015).

The ability of a researcher to gain unfettered access to participants in a study is critical to the success of the study. Researchers need to gain access to participants who are willing and qualified to participate in a study (Peticca-Harris, deGama, & Elias, 2016). I had a good relationship with the human resources manager of my chosen organization, and I had the assurance of access to my target participants. The purposeful selection of participants is helpful when acquiring critical knowledge to facilitate the understanding of a phenomenon (Kazadi, Lievens, & Mahr, 2015).

My internal contacts assured me of their assistance in recommending suitable participants. My means of communication were e-mails, telephone conversations, and face-to-face conversations to identify suitable interview locations, dates, and times. The head of human resources obtained a formalized permission from the organization to enable me to carry out the interview process based on a formalized request I intended to send to the organization. As part of the process to enhance ethical research, the letter contained important information about the study, including (a) the purpose and business impact of the study, (b) the anticipated social change implications of the study, (c) the basis for selection, (d) the assurance of confidentiality, and (e) the right to freely participate and withdraw without consequence at any time. According to Gandy (2015), visiting prospective organizations and contacting them by e-mail are effective strategies because researchers are able to provide the institutions with sufficient information about the study to make a decision.

The existing professional relationship I had within the financial services industry was an added advantage for me by saving time and ensuring a smooth and efficient process. Establishing a working relationship with participants strengthens the engagement and makes the research process less cumbersome (Srinivasan et al., 2016). I leveraged my professional network within the financial services industry and personal contacts in the organization to foster a professional relationship with the interviewees.

Furthermore, I allayed my interviewees' fears by making them feel relaxed and calm during the interview process by assuring them of confidentiality and an option to disengage from the interview process at any time. I made the participants comfortable by assuring them that the study would focus on their views and experiences while protecting their identity and respecting their right to discontinue their participation. Participants are motivated to get involved in a study if they believe in the researcher and the objectivity of the research (Dasgupta, 2015). I offered each participant a gift card of N5,000.00 ($14) to motivate them, and I kept the interview timely in consideration of my interviewees' schedule.

Research Method and Design

The research methodology gives an understanding of the procedures and techniques be used in a study. The research methods and design are chosen to ensure the reliability and validity of the research. The three research methods available to researchers are qualitative, quantitative, and mixed methods (Saunders et al., 2015). In this section, I present the justification of my choice of research method and design for this qualitative single case study.

Research Method

I selected the qualitative research method because I wanted to explore the what, why, and how of employee turnover. Researchers use the qualitative method to explore the what, why, and how of a research problem (Yin, 2017). Researchers also use the qualitative method to understand the social and cultural context of a phenomenon (Eriksson & Kovalainen, 2015). The qualitative method was ideal for this study because the focus was to explore the strategies to mitigate employee turnover in the financial services industry. The phenomenon of the study was employee turnover. Sneison (2016) noted that in qualitative research, the attached meanings and perspectives of the participants are essential for understanding a phenomenon. I used open-ended, semistructured interviews to explore the experiences of participants regarding employee turnover. Using open-ended interviews creates opportunities for participants to express themselves fully and freely on the subject (Gustafsson Jertfel, Blanchin, & Li, 2016).

The quantitative method is another method available to researchers. Quantitative researchers do not require the participants' experiences to understand a phenomenon (Groeneveld, Tummers, Bronkhorst, Ashikali, & van Thiel, 2015). In a quantitative study, the researcher seeks to analyze data numerically (Allen, 2015). Quantitative research methods are characterized by the fact that variables are subject to statistical analyses (Boeren, 2017). The quantitative research method was not suitable for the study because the intent of my study was not to use numerical data to measure the relationship between variables.

The mixed-methods approach is the third research method available to researchers. Bolton (2015) claimed that mixed-methods research includes both qualitative and quantitative data in a single study. The mixed-methods approach is a combination of the qualitative and quantitative methods to investigate complex research questions (Taguchi, 2018). Researchers use the mixed-methods approach to bring meaning to complex social phenomena; however, the mixed-methods approach presents challenges for novice researchers because of the high level of complexity in its design, integration, and rigor (Skalidou & Oya, 2018). The mixed-methods approach is useful in understanding a phenomenon by combining the qualitative and quantitative methods (Morgan, 2016). I did not select the mixed-methods approach because I did not intend to use analytical procedures to examine numerical data, which is the quantitative portion of a mixed-methods study, and because of the level of sophistication, time, and rigor that the mixed-methods approach requires.

Research Design

Principal qualitative designs include narrative, ethnographic, phenomenological, and case study. Qualitative research includes several designs such as phenomenology and ethnography (Ingham-Broomfield, 2015). The narrative design is useful in the identification and exploration of participants' stories about their experiences (Marshall & Rossman, 2016). Researchers use narrative designs to explore the life experiences of people through written or spoken accounts of these individuals. Narrative researchers study the lives of individuals through individuals' stories (Bolton, 2015). The narrative design was not appropriate because my intent was not to explore participants' experiences through their stories. The focus of the study was related to business decisions and situations beyond personal stories of experiences.

Researchers use ethnographic designs to explore the cultural characteristics of groups from a holistic perspective. Ethnographic researchers explore how the beliefs and attitudes of cultural groups influence a community (Ross, Rogers, & Duff, 2016). Ethnography is a research design in which the researcher concentrates on individuals within a cultural setting to explore the values, beliefs, and communications among that population (Wall, 2015). Ethnographers explore the culture of a group in the natural surroundings of the group over time to provide insight from the viewpoint of the members of that culture (Yin, 2015). Tobin and Tisdell (2015) argued that with the ethnographic strategy the researcher explores culture through close observations and the reading of relevant literature to formulate interpretations. The ethnographic design was not appropriate for my study because the focus was not the exploration of behaviors and ritual traditions of a cultural group.

Phenomenological researchers explore meanings of the participants' lived experiences related to one phenomenon. Dasgupta (2015) argued that the phenomenological design is ideal when researchers focus on the lived experiences of individuals. In business research, researchers employ case studies because any facts relevant to the phenomenon may be a source of data because of the role of context and situation (Carolan, Forbat, & Smith, 2015). I did not intend to explore the personal meanings of participants' lived experiences; therefore, the phenomenological design was not selected for the study. The qualitative case study design is valuable for researchers studying a particular person, group, organization, or situation over a specified period to gain a holistic understanding of the causes contributing to the problem (Keenan et al., 2015). Researchers use case studies to conduct interventions, policy developments, and program-based reforms studied in detail in a real-life context (Runfola, Perna, Baraldi, & Gregori, 2016). Kidd et al. (2016) argued that the case study design is useful when the researcher intends to focus on specific events or situations. The single case study design was appropriate for the current study because I sought to gain insights into the research phenomenon using a particular organization.

Researchers strive to achieve data saturation in qualitative studies because data saturation enhances the quality, accuracy, reliability, and validity of their work. Tran, Porcher, Tran, and Ravaud (2016) emphasized the importance of qualitative researchers being deliberate in the approach adopted in achieving data saturation. Data saturation occurs when researchers do not observe new patterns of information in incremental data (Fusch & Ness, 2015; Morse, 2015). If a researcher fails to reach data saturation, it means that the data are not sufficient and may be inaccurate if another researcher carries out the same study. Failure to reach data saturation has an impact on the quality of the research conducted and hampers content validity (Fusch, & Ness, 2015). To achieve appropriate data collection and data saturation, I deployed: (a) use of an introduction letter (see Appendix C), (b) use of the same set of interview questions for all participants (see Appendix A), and (c) use of an interview protocol (see Appendix B). Furthermore, if I needed to achieve data saturation after the deployment of the techniques above, I would have interviewed additional participants until no new themes emerge from the collected data. Qualitative research data saturation occurs when no more patterns emerge from the data (Hennink et al., 2016).

Population and Sampling

The inability of a researcher to retrieve information from everyone gave rise to sampling. Sampling is when a researcher selects a specific group of individuals to retrieve valuable data for a specific purpose. The number of participants belonging to the target subset of the population refers to the sample size (Fugard & Potts, 2015). An assertive researcher can ensure that the selected sample has the required information appropriate for the study. Colombo et al. (2016) stated that researchers must determine if the target population is accessible and aligns with the research topic. Researchers make extensive use of purposeful sampling in qualitative studies to obtain rich and meaningful data (Ghariani et al., 2015).

For this qualitative single case study, I adopted the purposive sampling method. The rationale for selecting the purposive sampling method was to understand the participant’s viewpoint, obtain rich and meaningful data. Researchers using purposive sampling rely on personal judgment and experience for the selection of participants who they think possess useful information about the research topic (Heywood et al., 2015). Barratt and Lenton (2015) posited that purposive sampling is helpful in meeting the participant selection criteria as the researcher has the flexibility in governing the participant selection process according to the relevant knowledge and experiences relating to the research topic.

For this research, I interviewed 10 middle-level managers in the financial services industry regarding strategies they use to mitigate employee turnover in the financial services industry until I attained data saturation. If I did not attain data saturation with these ten participants, I would have interviewed additional participants until no new themes emerged from the collected data. Sampling in qualitative studies includes using a small number of individuals or locations from which data are collected because a small number of individuals can provide a deep understanding of the issue under study (Yin, 2015). Campbell (2015) substantiated Allen (2015)'s conclusion by attesting that focus groups of ten participants can produce an abundance of information and demonstrate data saturation.

Emmel (2015) stated that researchers focus on a group of individuals from which they would select a suitable sample for data collection. I intend to carry out open-ended, semi structured face-to-face interviews with the participants. The eligibility criteria for the participants is knowledge and requisite experience based on the strategies to mitigate employee turnover in the financial services industry. I intend to ascertain the participants' experience and knowledge from their personnel records in the company and by discussing the interview protocol (see Appendix B) with the participants. Eligible study participants must possess knowledge and experience related to the problem under investigation (Patton, 2015). Knowledgeable participants are useful in creating a fuller and thicker understanding of the research phenomenon (Colombo et al., 2016; Hoyland et al., 2015).

Ethical Research

Researchers should endeavor to conduct their research in the most ethical manner possible. According to Northouse (2016), ethics promotes the kinds of values and morals an individual or society finds desirable or appropriate. The consent process would originate with Walden University's approval and participants' consultation to participating in the study. I commenced my data collection and sampling after I had collected all my consent forms and gotten IRB approval to conduct my research.

I gave a copy of the consent form to each participant to read or read to the participant. In the consent form, I explained the purpose of the study and how findings from the study may lead to positive business practice and social change contributions. In the consent form, I solicited participation and assured potential participants that I would protect their confidentiality. I also informed participants that they can opt out of the research at any time they wish. Researchers use an informed consent form to obtain the agreement of participants to participate in a study (Wall & Pentz, 2016). Wall and Pentz (2016) indicated that investigators should not view the consent form as an ordinary document for obtaining the signatures of participants, but a process with the intent of acquiring the understanding of the participants. It is common for participants to sign a written consent form as a prerequisite before the researcher conducts the study (Spertus et al., 2015). I ensured participant confidentiality by withholding participant information from individuals within and outside the organization for privacy and ethical reasons.

I complied with Walden University policies and standards on ethical research and obtained the approval of the IRB before engaging with the participants and have subsequently included my approved IRB number in the final doctoral study. According to Walden's standards, these research types require IRB approval: students participating in research assignments through data collection and analysis involving human subjects, and all doctoral capstones (dissertations and doctoral projects).

As permitted, I offered all my participants a N5,000.00 gift voucher as a monetary incentive for participating in my study. I also gave participants the option to opt out of the study at any point in time. Any participant who wanted to opt out of the research study was given the option to notify me verbally (via telephone calls) or in writing (via emails, letters, or text messages). I treated all participants with respect throughout the interview process whether they opt out or not. Watson et al. (2016) argued that extending incentives to participants encourages participation.

Researchers need to comply carefully with data protection legislation when using personal data, to protect the privacy of their data subjects and to avoid the risk of any harm occurring (Saunders et al., 2015). I also coded the identity of the participants by not disclosing their names out rightly. Instead, I intend to used P01, P02, P03, P04, P05 to P10 to identify the participants from participants 1 to 10. For the company, I used a shortened acronym. Researchers implement several precautionary measures to protect participants' privacy, including using (a) an assigned identifier instead of participants' names, (b) assigned participant identifier to label participant data, and (c) the assigned identifier to reference participants in the results (Ingold et al., 2015).

The information retrieved from this study was placed in a secure fire-proof safe and encrypted on a password-protected hard drive. Consequently, I stored the collected data for 5 years and restricted access so that I can be the sole access to the data. To protect the participants and their employing organizations, researchers keep all data containing identifiable information related to participants or their employers locked in a secure place for at least 5 years to follow IRB guidelines (Brown et al., 2015).

Data Collection Instruments

The researcher's responsibilities include (a) interviewing, (b) observing, (c) documenting, and (d) transcribing responses (Tijdink et al., 2016). Researchers and participants can ask clarifying questions during the interview process of conducting semi structured interviews (Christensen et al., 2015). I was the primary data collection instrument in this study. I interviewed participants, observed their body language to sense any discomfort or hesitation. I also documented all responses and follow-up responses and recorded the entire interview process with permission from the participants. I reviewed company documentation and policies to support my data collection. I interviewed managers or supervisors. Yin (2017) noted that organizational records serve as additional evidence to substantiate the data gathered through interviews.

Yin (2017) found that conducting semistructured interviews with participants allows the researcher to gain an understanding of participants' perspectives of the phenomenon under investigation and to ask clarifying questions during the interview process that leads to the collection of rich data. Also, researchers use document analysis and semi structured interview to explore the phenomenon under investigation (Christensen et al., 2015). Open-ended interview questions provide a means to stimulate the knowledge sharing process of the group, restrict the duration of the session, and eliminate the need to facilitate multiple sessions as a data management strategy (Tijdink et al., 2016).

To obtain the permission of the participants, I sent the consent form and requested the participants to append their signature. The interview contained six open-ended semi structured questions for each participant (see Appendix A). Open questions are not restrictive to the interviewees and facilitate free discussions that lead to the provision of full descriptions of the participants' experiences (Bowden & Galindo- Gonzalez, 2015).

An interview protocol was introduced to affirm some structure in the interview process (see Appendix B).

To ascertain the reliability and validity of data, I used member checking so that participants can see the value and interpretation of their responses. I also gave each participant his or her transcript to confirm the responses provided during the interview. Researchers use member checking to allow participants to correct, confirm, add, and or clarify specific aspects of the data collected (Christensen et al., 2015). Allowing participants to review the data summary established trust and allowed participants to check for data summary accuracy (Morse 2015). Member checking is useful in the development of trustworthiness, an essential element in qualitative research (Birt et al., 2016). To further enhance reliability and validity of data, I corroborated the data I had with company's policies such as mission, vision, value statements and organizational policy documents. Multiple sources are useful in improving the reliability and validity of data that is essential to produce quality research (Fusch & Ness, 2015).

Data Collection Technique

Researchers use of data collection techniques allows for appropriate organization of data and promoting an effective research process (Thomas, 2017). The main objective of a researcher in data collection is to ensure the achievement of the best level of quality through different sources. The validity of a study is enhanced when the conclusions are derived from multiple sources (Fusch & Ness, 2015; Oleszkiewicz et al., 2017). There are several sources of data available to a researcher to collect data during research although each method has its merits and demerits.

I used face-to-face interviews to elicit follow-up questions and data saturation. The advantages of the face-to-face interviews is that the researcher can get the participant's comprehensive and rich response to questions and understand the participant's point of view. Thomas (2017) noted that case study interviews are not restrictive because of the open-ended nature of the questions. The disadvantage to face-to-face interviews is that they could be prone to bias, time-consuming and cost inefficient. To mitigate the disadvantages of the interview method, I introduced the interview protocol (Appendix B) to ensure uniformity and standardized interview procedure.

To ensure that the interview process is valid and reliable, I ensured that I transcribed the interview with each participant and obtain each participant's consent and suitability for appropriateness. The interview process in research accords both the researcher and the participants the opportunity to clarify and possibly rephrase questions and answers (Cole & Harbour, 2015). Also, I used the company's documents such as employee records, company policies, and personnel files to corroborate my data and determine whether there are discrepancies. The advantage of using a company's data is that they are readily available and can serve as a check for the accuracy of information provided by respondents. The disadvantage is that the company documents may be obsolete or unverifiable or that the custodian of the records may be unwilling to release them to the researcher. I mitigated the risk of information access by giving the consent form and enlightening respondents on the contents.

Data Organization Technique

A researcher must ensure the efficient organization of data sources. Cole and Harbour (2015) found that the research interview procedure involves the gathering of data from respondents while the documentation process entails obtaining written information from the company's records. I had a dedicated log book for the interview process and used a digital recorder to record interviews. I used a journal to keep note of body language and other things that the digital recorder may not adequately capture while the digital recorder helps to transcribe quickly and retrieve participants' responses. Researchers can reduce bias by implementing quality control systems such as journaling personal of reflections and keeping interview notes (Birt et al., 2016).

I collected data from the organization through the conduct of interviews and the collection of company documents. I used alphanumeric codes to label organizational documents. I uniquely tagged each participant's response in a file. Participants' responses were uniquely tagged in a file for each respondent. I organized my data by labelling the data from the company's records. I stored the data in a password-protected computer and backed up data on an external hard drive and on a cloud data storage site. I organized my data by transcribing each participant's interview and audio recording into Microsoft Word documents that are password protected per participants and adequately labelled with assigned alphanumeric codes.

Once the data collection process is complete, researchers can transcribe interviews, categorize notes by themes using research logs, and analyze the multiple sources of data for emerging themes using the constant comparative method (Olson et al., 2016). I saved and encrypted each participant's data uniquely by labeling the data by participants' code P01, P02, P03, P04, P05 till P10 for proper organization and confidentiality. Wall and Pentz (2015) argued that researchers should make every effort to protect participants' rights to privacy and confidentiality.

I stored the data collected including the transcripts and an electronic or scanned copy of the logbook saved in two separate flash drives, a CD-ROM and backed-up on an external hard drive with a terabyte capacity. I stored the devices in a fire-proof safe for five years. After the five-year period, I would destroy all data stored in conformity with the Walden University requirements (Walden University, 2016). A five-year period is the ideal storage time recommended for such research evidence (Skelton, 2015). Storage of collected data should follow established ethical research practices (Yin, 2017) to ensure the ethical protection of participants (Thomas, 2017).

Data Analysis

Qualitative case study researchers depend on multiple sources of triangulation to substantiate their findings (Dasgupta, 2015). I used triangulation to analyze my data in this qualitative single case study research. By triangulating data, researchers explore a phenomenon from different perspectives such as interview data and documentation review (Kemner et al., 2015). Methodological triangulation works as a strategy to ensure trustworthiness by cross-checking multiple data sources such as the data collected from the individual interviews, and company documents (Joslin & Muller, 2016).

Yin (2017) recommended five elements of data analysis: (a) compile, (b) disassemble, (c) reassemble, (d) clarify, and (e) conclude. Coding consists of creating data categories and listing keywords (Thomas, 2017). I used a thematic coding method for my data analysis. In qualitative research, researchers identify core ideas or themes by categorization (Ingham-Broomfield, 2015).

The thematic coding system is a process in which the researcher assigns codes focused on the patterns, ideas and main elements that would form the theme for the study (Saldaña, 2015). In qualitative studies, the coding process includes a focus on the how or what of the phenomenon as well as the similarities and differences within and between categories and transcriptions (Morse, 2015). I began by familiarizing myself with the data, then I generated codes relevant to specific areas I identified during the familiarization process. I assigned codes from reading the data several times and identified the prevailing ideas, concepts, patterns, and critical points. Subsequently, I aligned the codes and the themes and checked for further alignment. I related and compared the theme and the data to the research question and the review of the academic literature to ensure alignment with the strategies that managers in the financial services industry use to mitigate employee turnover.

Researchers use the conceptual framework to serve as a link between the research findings, literature, and methodology (Bodenmann et al., 2015). I automated my data analysis process with the use of the NVivo 12 software to facilitate data collection, organization, and analysis. The NVivo 12 software can help the researcher develop the codes and the themes needed to analyze participants' viewpoint during the interview process.

Reliability and Validity

Both validity and reliability are essential to ensure and ascertain the quality of DBA doctoral research work. The provision of valid and reliable findings is useful in confirming that the research has rigor (Auer et al., 2015; Morse, 2015b). Reliability and validity prove that doctoral research work is productive, has good quality and void of bias and errors. Silverman (2016) indicated that both qualitative researchers should be interested in achieving reliability and validity for their research. Quality and trustworthiness may be ensured using methodological triangulation, transcript review, and member checking (Birt et al., 2016).

Reliability

Reliability refers to replication and consistency (Saunders et al., 2015). If a researcher can replicate an earlier research design and achieve the same findings, then that research would be seen as being reliable. Reliability is essential in research because it indicates that there is consistency in the research work conducted. Thomas (2017) denoted reliability as the assurance that the data collection process is repeatable and the results, replicable.

I demonstrated dependability in my study in the following manner. First, I showed dependability by providing a rich description of the purpose for the study in addition to documentation of the process. Second, I also demonstrated dependability via a rich description of participant attributes and the interview protocol. Jacob and Furgerson (2012) indicated that the use of an interview protocol contributes to dependability by enabling the researcher to create inquiry consistency when interviewing participants.

Third, I also demonstrate dependability by performing a pilot test prior to interviewing participants (Moss et al., 2015). Dependability is the ability to ascertain the consistency of data presented from one condition to another or carrying out a test or research in two situations and getting the same results or findings (Thomas, 2017).

The researcher should be able to follow his or her own work and anyone should be able to repeat the researcher’s work and obtain the same outcomes (Yin, 2017). I would test for dependability in the doctoral research work by conducting member checking and data saturation. I tested the same procedures like interviews and direct observation and report the same findings. The consistency reflects in the data collection, analysis, and interpretation of findings. Research findings would be seen as invalid when a finding has been arrived at falsely or when a reported relationship is inaccurate.

Reliability is a crucial characteristic of research quality; however, while it is necessary, it is not sufficient by itself to ensure good-quality research. As indicated earlier, the quality of research depends on not only its reliability but also its validity (Saunders et al., 2015). These strategies enrich the quality of the doctoral research process and ensure reliability and validity. For example, prolonged engagement and persistent observation, triangulation, peer debriefing, and member checking are strategies that can be applied to provide credibility. These strategies give assurance that the data is credible, dependable and free of errors. Triangulation and member checking are medium for establishing the credibility of a research data (Birt et al., 2016).

Validity

Validity refers to the appropriateness of the measures used, the accuracy of the analysis of the results, and the generalizability of findings (Barkhordari-Sharifabad et al., 2017). Researchers use validity to ensure that the models used for the research apply to decisions made based on the outcomes (MacPhail et al., 2015). Validity is essential because validity is a measure that emphasizes that the data presented in the study are accurate and that the result from a particular research study if applied by another research in a different location or case study, would produce the same or similar results.

I ensured the credibility of the study by ensuring that I reviewed the interview transcripts thoroughly to ensure the adequate capturing of all participants' responses. Furthermore, I implemented member checking to ascertain credibility. Member checking is the process of letting participants review, confirm, or modify the interpretations made from the data collected in the interview process (Winter & Collins, 2015). Researchers use member checking to ascertain and confirm the credibility of a participant's response and findings. Researchers use methodological triangulation to converge multiple sources of information to assure credibility (Birt et al., 2016). Houghton et al. (2013) found that strategies to ensure the rigor of research include prolonged engagement and persistent observation, triangulation, peer debriefing, member checking, audit trail, reflexivity, and thick descriptions.

Transferability is the extent to which the conclusions in a particular study can be generalized and applied to other circumstances (DeVault, 2017). Researchers enable readers to transfer the findings from one study to another by providing adequately thick and detailed descriptions of essential aspects of the research study (Sund, 2015). I would ensure transferability by presenting the data in this study in a detailed and adequate form that would enable other researchers to apply findings from this study to their research.

Yin (2017) stated that confirmability pertains to the level of objectivity, truthfulness, and corroboration of the interpretations reflective of the participants' perceptions that remain free of researcher bias. I ensured confirmability by listening to participants' recorded interviews and carefully reviewing transcripts to translate interview answers carefully, as recommended by Sund (2015). Additionally, I ensured that I captured participants' responses accurately and without any bias. I used member checking to ensure that my study findings conform to participants' interpretations and are devoid of my bias or thoughts.

Data saturation occurs when no new emergent patterns arise from the use of multiple sources of data such as interviews, published company policies, and unbiased public documentation (Hennink et al., 2016). I ensured data saturation by using methodological triangulation which affirms the validity of research work by using multiple sources of data. I also ensured data saturation using member checking and review of company documentation and policies. I collected and analyzed study data up to the point at which I obtained no new information or additional insights (see Yin, 2015). In qualitative studies, researchers use methodological triangulation for assuring trustworthiness, efficacy, and accuracy (Birt et al., 2016; Ingham-Broomfield, 2015).

Transition and Summary

In Section 2, I restated the purpose statement and elaborated on components in Section 1 to include more information about data collection tools and techniques. I discussed my role as the researcher and the eligibility of the participants. I also included more information about research design and research methods, population and sampling, ethical research, data collection instruments, and technique. Furthermore, I included data organization techniques and analysis. I based the concluding part of section 2 on reliability and validity.

In Section 3, I started with the introduction, then presented my study findings. I also discussed the findings as they apply to professional practice and possible implications for social change. Finally, I made actionable and logical recommendations for action and further research, reflections, summary, and study conclusions.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative, single case study was to explore the strategies that managers use to mitigate employee turnover in the financial services industry in Nigeria. I received Walden University IRB approval after I obtained a letter of cooperation from the research partner. I facilitated interview sessions and conducted semistructured face-to-face interviews with 10 middle-level managers (60% male and 40% female) who had experience and knowledge of employee turnover at a single participating organization within the financial services industry in Nigeria. Each participant received and executed a consent form after gaining an understanding of the nature of the study, the intent of the form, the voluntary and confidential nature of participation, and rights to participate and/or withdraw. The 10 participants responded to six open-ended interview questions (see Appendix A). The company documents I reviewed included the company's vision and mission, financial reports, employee handbook, organizational memorandum, and company handbook to support my interview findings. I analyzed my interview data using the NVivo 12 qualitative data analysis software to achieve accuracy in my data classification and organization of my analysis.

Presentation of the Findings

The overarching research question for this qualitative single case study was the following: What strategies do financial service industry managers use to mitigate employee turnover? To address this question, I conducted semistructured face-to-face interviews with 10 middle-level managers at the participating organization. Each participant received a consent form, and after fully understanding the intent of the form, the voluntary and confidential nature of participation, and rights to participate and/or withdraw, each participant executed the consent form.

I sought and received permission from all 10 participants to record the interview sessions. Each interview session lasted an average of 25 minutes. I used the code PT 01-10 to label the data transcripts for each participant. For example, PT01 represented Participant 1, and PT10 represented Participant 10. I conducted member checking by asking employees to verify the accuracy of the data captured based on their responses and to ensure the validity and accurate interpretation of each participant’s data. After the member checking, I transferred the content into the Nvivo 12 data analysis software to identify words and phrases that occurred most frequently. These recurring phrases were the codes from which themes emerged. After the coding process, the data analysis led to the emergence of eight themes: (a) human resources, (b) industry comparison and benchmarking, (c) training, (d) good relationship management and communication, (e) conducive work environment, (f) rewards and compensation, (g) low employee turnover as a post-strategy implementation benefit, and (h) increased productivity and efficiency as a post-strategy implementation benefit. The themes supported the transformational leadership conceptual framework established by Burns in 1978 and aligned with the research topic: strategies for mitigating employee turnover in the financial services industry. I corroborated my findings by triangulating the interview data with company documentation including company policies, exit interview forms, and annual audited financial statements to cross-check the interview data and gain a comprehensive understanding of the themes. Themes and numbers of participants are shown in Table 1.

Table 1

Major Themes and Number of Participants

Major themes	*No of participants*
Theme 1: Human resources	6
Theme 2: Industry comparison and benchmarking	6
Theme 3: Training	7
Theme 4: Good relationship management and communication	8
Theme 5: Conducive work environment	5
Theme 6: Rewards and compensation	6
Theme 7: Low employee turnover as a post-strategy implementation benefit	10
Theme 8: Increased productivity and efficiency as a post-strategy implementation benefit	8

Theme 1: Human Resources

Sixty percent of the participants identified human resources as the main source of information for implementing employee turnover mitigating strategies. PT01 stated that information derived from the HR personnel on employee turnover and Internet/online surveys were the best sources of information to enable leaders to formulate key strategies that would help to retain employees in the organization. PT02 observed, “Human resources exit interview sessions are a good source to know why the employee is leaving.” PT06 stated, “Human resources have more information based on the exit interview they conduct and the feedback from those who have left.” PT08 explained, “Exit interviews present an opportunity for employees to voice the unpleasant working conditions that pushed them to search for other job opportunities.” PT09 observed, “Feedback from employees leaving are often the best source of information because it is based on facts,” and PT10 commented that the information derived from exit interviews compiled by the HR department is the best source to strategize on the policies to retain employees. PT06 stated, “Exit interview information serves as feedback for management to deliberate and improve.”

PT08 opined that the HR source of information was an avenue for employees leaving the organization to voice their opinion on unsatisfactory work conditions. This information also presents an opportunity for organizational leaders to improve work conditions and mitigate employee turnover. PT09 explained that the exit interview source was as credible as possible for organizational leaders who are desirous of identifying strategies they could implement to reduce employee turnover. PT10 stated that the exit interview could give the organization insight into why people are leaving the organization.

For leaders to be able to implement effective strategies that can reduce employee turnover, these leaders must first identify the problems. Identifying the reason employees leave an organization is the first significant factor in mitigating employee turnover. Hale, Ployhart, and Shepherd (2016) noted that voluntary employee turnover and exit interviews are utilized as troubleshooting devices. Theme 1 relates to the conceptual framework of individualized consideration, which is one of the key constructs and propositions underlying the transformational leadership theory. Individualized consideration increases the value placed on an employee by putting the employee's ideas into consideration and making the employee feel like a part of the decision-making process. I reviewed exit interview forms of employees who had left the company for the past 2 years to corroborate the information contained in the exit forms and the importance of the information as a source of identifying the strategies for mitigating employee turnover.

Theme 2: Industry Comparison and Benchmarking

Sixty percent of the participants identified industry benchmarking or comparison as the most important source for identifying employee turnover mitigation strategies. PT02 commented that the industry comparisons and benchmarks in terms of remuneration and training were the most important sources for obtaining essential information critical for the implementation of employee retention strategies. PT05 noted, "Industry benchmark and peer-to-peer comparison within the same industry was a useful source to help leaders strategize on how to retain their best talents." Performance evaluations help managers reward employees (Umamaheswari & Krishnan, 2016) and help with career development (Goyal & Chhabra, 2016; Lockwood & Euler, 2016). PT07 observed, “Industry benchmark is a good source to ensure that everyone is fairly treated and to compare with competitors.”

PT08 stated that with industry benchmarking and peer-to-peer comparison with competitors helps the organization to be well positioned strategically when compared with competitors. PT10 commented that industry benchmarking was the best source of information. PT08 further stated, “Industry benchmarking is like a performance evaluation or appraisal of the organization to its peers within the same industry, which is a good source to determine areas of improvement.” I reviewed company documents supporting annual employee compensation review and assessed the basis for salary review of the company for the past 3 years and found that one of the bases for the reviews had been to benchmark with competitors’ salaries within the same industry.

Leaders should develop highly desirable work environments that generate high levels of employee satisfaction, engagement, and morale and encourage the free expression of diverse ideas. Based on the company information, employees leaving the organization are often more expressive during exit interviews. The feedback from these employees serves as a mechanism to determine the areas of improvement for the organization. Employing individualized consideration helps organizational leaders develop followers because leaders focus on subordinates’ strengths and weaknesses (Paladan, 2015). Individualized consideration is a useful strategic component for reducing employee turnover.

Theme 3: Training

Seven of the 10 participants expressed views on how important training is for employees. Training is an important strategy that management can implement to reduce employee turnover. PT01 opined, “Training for me is very important,” and PT02 added, “Training strategy is a critical strategy for retaining employees.” Training programs may increase organizational retention rates (Goyal & Chhabra, 2016; Lockwood & Euler, 2016). PT02 stated that even if there were no monetary compensation from the organization, but there was constant training, “I would know that I had gained more in terms of relevance to the job and adding value to myself in terms of personal development.” Valued employees who see the learning and growth opportunities are more likely to stay with the organization (Goyal & Chhabra, 2016; Lockwood & Euler, 2016; Umamaheswari & Krishnan, 2016). PT03, however, explained that training was an important strategy for retaining employees. PT03 observed, “Training on the job (e.g., managers training subordinates) is a very critical strategy to get the employee settled in the job.” PT03 further explained that the subordinates, through regular training, would see the manager as a mentor or role model because of the constant value added and knowledge transfer from the manager to the subordinate. Employees need to believe managers support them, employees need to believe in job security, and they want employers to reward them for their hard work (Umamaheswari & Krishnan, 2016).

PT05 stated, “To me, training had been a constant strategy that has kept most employees from leaving because the training sessions and calendar have been consistent.” PT07 stated, “Training is a good strategy that I would recommend.” PT08 opined, “Hiring the right set of people and training them is very important.” PT09 also expressed the opinion that training is a very important strategy to reduce employees’ turnover. PT07 stated that the training has made a lot of the employees better on the job and has helped employees stay informed about recent regulations and updates within the industry, which has helped employees in the organization remain relevant. PT08 explained that the new leadership of the organization championed the training strategy, and it has been one of the best initiatives implemented by the organization thus far.

Investing in ongoing employee training and development may also increase employee loyalty (Talwar & Thakur, 2016). PT09 explained that training is a form of personal development for the employees to keep them engaged and productive on the job. PT09 stated that employees are more committed due to the training from the company, and the training programs ensure that employees are updated on trends and developments related to their jobs.

The published financial statements of the participating company supported the involvement of the management with the number of training programs that employees participated in. The financial statements indicated the cost of the training at various levels of the organization. I also reviewed the approved training calendar of the company for the past 2 years to corroborate the training schedule, approved training costs, and frequency of training.

Regarding the conceptual framework, Trmal et al. (2015) stated that transformational leaders consider and engage followers as individuals by helping each employee develop and grow through intellectual stimulation and individualized consideration. Participants in the current study reported that leaders could motivate and retain employees by promoting training and development of employees, which aligns with the transformational leadership model. The four constituents of the transformational leadership model include individualized consideration, idealized influence, inspirational motivation, and intellectual stimulation (Bass, 1985).

Theme 4: Good Relationship Management and Communication

Eighty percent of the interviewees expressed their opinion that relationship management and effective communication were vital strategies for reducing employee turnover in the workplace. Good relationship and effective communication are essential strategies for employee retention. Martin (2017) posited that the transformational leader establishes a relationship with followers through understanding the personal goals and needs of subordinates. Relationship management promotes interpersonal relationships and effective communication. Communication can be verbal or nonverbal; the most important thing is for communication to be effective. Verbal communication and nonverbal behaviors could serve as an informative method of communication that may signal messages among interacting individuals (Tiwari, 2015).

Without a healthy, positive, and open relationship that enhances employees' value and commitment, employees would leave an organization. PT01 stated, "Ongoing feedback and communication is very critical for me to know my areas of improvement and as a way of appraisal from my manager on my performance." PT01 stated, "A good relationship with managers helps to foster communication such that once there is a need for feedback, the manager provides such on a real-time and ongoing basis." PT02 opined that relationship management is a very crucial strategy because once the manager and the subordinate do not have a good relationship, there would be broken communication and little or no feedback because the relationship is either broken or nonexistent. PT02 observed, “Employees that leave organizations most likely do not have a good relationship with their managers or subordinates and as such ineffective or no communication.”

Leaders who foster a culture of communication and trust would increase organizational commitment and negatively influence employee turnover (Smet, Vander Elst, Griep, & De Witte, 2016). PT03 opined, “Having a manager that shows empathy has good interaction with subordinates is important.” PT04 explained that having a good relationship with subordinates’ fosters good interactions and builds a good manager-subordinate relationship. Both PT03 and PT04 stated that in the course of interaction, the manager could understand and be more empathetic toward the subordinates so that both managers and subordinates can communicate well, especially in challenging situations. PT03 explained that with effective communication comes objective appraisal without bias or subjectivity. As the business environment evolves into a global market, practicing effective communication may require managers to change their established worldviews (Henderson, Barker, & Mak, 2016; Zakaria, 2016).

Good relationships with subordinates foster good human relations. PT05 stated, “In communicating with employees, managers could apply moral suasion, and this goes a long way to motivate employees to perform better on the job.” Managers who take time to interact at the individual level with employees experience improved job embeddedness and reduced voluntary turnover (Ekrutlu & Chafra, 2017). PT07 observed, “I encourage two-way communication, i.e., from manager to subordinates and from subordinates to the managers on an ongoing basis.” Therefore, leaders need to communicate goals and expectations so that employees can contribute to the success of the organization (Ikramullah et al., 2016). PT09 opined “I believe in relating to subordinates as a part of a big family and implementing a close relationship with subordinates.” PT10 explained, “Good communication and feedback is an essential strategy.” Managers must holistically approach communication and customize messages based on the audience (Gupta, 2016).

I reviewed various internal company memo that were sent to all employees from the human resources department or from senior management on various policies and updates. I reviewed the frequency of such communication with employees.

Martin (2017) posited that the transformational leader establishes a relationship with followers through understanding the personal goals and needs of subordinates. The findings presented in Theme 4 align with Burns (1978) transformational leadership theory on good relationship management and communication. The component of individualized consideration involves the formation of meaningful relationships that focus on the development of employees (Paladan, 2015). Individualized consideration is a useful strategic component for reducing employee turnover.

Theme 5: Conducive Work Environment

PT01 stated, “Having an organization with a conducive work environment is essential to employee retention because the work environment affects the morale and psychological being of the employee.” Also, PT01 reiterated that employees are happier to go to work where there is a happy work environment for freedom of expression. PT06 said that having a conducive work environment is critical to having committed employees. PT06 stated, “Employees are motivated to stay in an organization where employees feel valued.” PT08 explained that having a conducive work environment takes into consideration a flexible work environment and work-life with flexible time and schedule of the employee. PT08 further observed, “If I get a job with a flexible work schedule, I may consider it because I am a family-oriented person, and I like to spend time with my family.”

PT09 and PT10 explained that a conducive work environment is everything to employees even when there are other challenges at work or home, employees would look forward to coming to work because it lifts their spirit and makes them happy. PT09 expressed, “No employee would love to work in a toxic environment.” Employees who have less stress tend to be happier and were less likely to leave an organization (Kim et al., 2015). PT10 stated, “A conducive work environment consists of happy people, subordinates, and managers alike that cheer an employee in the high and low moments and mean well for the employee.” The management paradigm has evolved into a holistic management approach that requires a deeper understanding of the needs of employees (Ahmed et al., 2016; Silingiene & Skeriene, 2016). Interviewees PT01, PT06, PT08, PT09, and PT10 all agreed that when employees work in a friendly, happy, and empowered environment, they are less likely to leave the organization. Furthermore, Nei et al. (2015) indicated that organizational culture is one of the causes of why employees choose to stay or leave an organization. I observed the verbal and non-verbal cues during my interviews and interaction with the interviews to identify any unpleasant work related environmental factors, but I was unable to identify any.

Ensuring that employees work in a conducive and friendly environment is another important strategy. Other researchers (Gonzalez, 2016 and Ugoami, 2016) suggested that there is a need for additional research into the matter of voluntary employee turnover. In particular, these researchers pushed for longitudinal studies to improve the validity and reliability of findings and to understand the impact of high voluntary employee turnover through seven shared characteristics for improving job satisfaction, communication, and commitment. These shared characteristics include (a) work environment, (b) leadership, (c) workplace well-being, (d) team and coworker relationships, (e) training and career development, (f) compensation, and (g) organizational policies. Consequently, the participants considered that leaders could motivate and retain employees by ensuring that employees work in a happy and healthy conducive environment. All these align with the transformational leadership model.

Theme 6: Rewards and Compensation

Sixty percent of the participants felt strongly that rewards and recognition have a positive effect on employee commitment. Although Nei et al. (2015) reported that salary consideration was a poor predictor of leave intention among workers, the responses from the participants suggested otherwise. All the participants agreed that rewards and compensation are important to reduce employee turnover. Aziz, Hasbollah, Yaziz, and Ibrahim (2017) found a direct correlation between competitive compensation and employee turnover. Thus, as compensation increases, employee turnover intention decreases. PT01 observed, “Employees should be adequately remunerated and promoted, especially if these employees have worked hard enough to deserve such rewards.”

PT01 also explained that since there was a clear job or roles delineation, where objectives appraisals are complete, employees should be adequately rewarded and compensated. She further stated that employees who leave organizations are those who have put in best efforts and those efforts went unrewarded or unappreciated. Pandey (2015) indicated that poor compensation activates turnover intentions among workers. The company’s financial statement corroborated that the turnover rate in the organization was low. PT02 opined that employees should be remunerated and incentivized in line with industry benchmark and competitors such that employees are competitive monetarily, and they, therefore, would not leave the organization for monetary deficiencies.

PT05 stated, “Employee appreciation should be done frequently to encourage employees and to tell employees that their contribution to the growth of the organization is valued.” PT06 explained that monetary and non-monetary compensations should be part of employees’ welfare packages as incentives to stay with the organization. PT06 observed, “Organizations should endeavor to give non-monetary rewards such as long service awards to motivate employees. This is one strategy that needs to be included in this company”. PT07 stated that a fair compensation package is necessary to keep employees in the organization to take care of needs. The use of competitive compensation and benefits is beneficial to employee retention. PT08 stated that for an organization to retain its best talents, such talents must receive competitive compensation. PT08 further disclosed, “There should be both monetary and non-monetary compensation which should be competitive. Also, there is a need for employee recognition to be implemented”. Nzyoka and Orwa (2016) found that total employee compensation is a term which encompasses all benefits that workers receive from an employer.

My review of company remuneration and compensation memorandum revealed that the organization offers competitive remuneration such as monthly salaries and bonuses based on performance. The company also offers some nonmonetary benefits such as healthcare benefits and official vehicles to employees that some companies within the same industry do not offer. Keeble-Ramsay and Armitage (2016) claimed that the leaders could use the relationship between intrinsic work value and rewards as an opportunity for the leaders to increase performance expectations to separate the organization from other organizations. I reviewed the company’s financial statement and corroborated the low turnover level in the organization.

Gross (2016) posited that a transactional leader strives to achieve a mutual interest between the leader and subordinates. However, transactional leaders tend to micromanage and may take a straightforward approach (Smith, 2015). The use of competitive compensation and benefits is beneficial to employee retention. A transactional leader is an advocate for providing workers with financial and tangible benefits to improve productivity and employee retention. The transformational leadership conceptual framework aligned with my research study through the participating leaders’ use of the propositions underlying the transformational leadership constructs such as individualized consideration, where leaders may inspire employees within their organization to remain with the organization. These strategies all align with the transformational leadership and transactional leadership model. The four constituents of the transformational leadership model include individualized consideration, idealized influence, inspirational motivation, and intellectual stimulation (Bass, 1985).

Theme 7: Low Employee Turnover as a Post-Strategy Implementation Benefit

The seventh theme that emerged from conducting data analyses was the practical benefit of low employee turnover that managers had experienced post-implementation of the strategies discussed in themes 3-6. The implementation of the effective strategies proved beneficial in improving the employees’ retention, efficiency on the job, and commendable employee performance. All the participants (100%) agreed that the deployment of the strategies outlined in themes 3-6 were highly effective in the reduction of employee turnover. Gonzalez (2016) explained that leaders of business organizations must take an active role in managing employee turnover because failure to retain key employees lead to organizational collapse. PT01 explained that employees become more self-confident and have a better approach to work. PT02 stated that the employees become more zealous, more motivated, and more focused on the job without time for distractions, such as visiting recruitment websites. PT03 observed, “There has been low turnover since the implementation of strategies.” PT04 stated, “Employees engaged in personal development and improvement at work were less likely to be indifferent toward their job.” PT04 remarked, “Employees had a better challenge for personal development and improvement.”

PT05 stated, “The reason we have very low employee turnover is because of these strategies we had implemented.” PT08 opined that after the implementation of the effective strategies, there was low turnover because nobody was leaving the team anymore. Ugoami (2016) found that business leaders use effective strategies to reduce voluntary employee turnover to retain knowledge by preserving talented employees often difficult to replace. PT09 observed, “Our employees stay with us because of the work culture, the training, and the work environment we have created” and PT10 maintained that the employees became increasingly committed to the job and were even willing to go the extra mile. Organizational commitment relates to creating the image of an organization as a good employer or a great place to work (Saini et al., 2015). PT09 further explained that employees that were known to give excuses hardly gave excuses anymore. PT06 stated that employees showed more willingness to work and even go the extra mile. Rafiee et al. (2015) noted that organizational commitment is an interesting and attractive subject because it helps organizations predict job performance, job rotation, influence the level of job satisfaction, employee absence, and reduce voluntary employee turnover.

I reviewed the audited financial statements of the company and was able to conduct a trend analysis of employee turnover. The trend analysis was conducted over a five-year period to ascertain the employee turnover within the company and to corroborate the feedback I received during the interview process. My review indicated a low employee turnover at the company which was highly commendable.

Theme 7 correlates with the transformational leadership theory based on Burn (1978) theory which posits that leaders who understand employees' needs are effective at improving workers' performance and increasing organizational commitment, which may, in turn, reduce employee leave intentions. By implementing effective strategies such as training and development, good relationship management and communication, conducive work environment and rewards and compensation, managers help employees reduce turnover and increase productivity and efficiency both on the job and on the organization as a whole. Burns (1978) also identified a construct and proposition underlying the transformational leadership theory that is highly correlated to the transformational leadership theory. Intellectual stimulation may encourage employees' creativity, innovation, improved job satisfaction, and mitigated employee turnover in the organization. Leaders who facilitate intellectual stimulation can choose to motivate their followers by nurturing and rewarding an employee's critical thinking and sense of innovation (Peng et al., 2016). The transformational leadership element of individualized consideration and intellectual stimulation was identified as a valuable strategic component for reducing employee turnover in the financial services industry.

Theme 8: Increased Productivity and Efficiency as a Post-Strategy Implementation Benefit

Eighty percent of the participants agreed that the implementation of the effective strategies was instrumental in increased productivity and efficiency both on the job and the organization as a whole. PT01 observed, "Employees had better self-branding, better approach improved employees and improved outlook on the job." PT02 expressed their opinions that employees became improved, and this turned out to better outlook on the job as well as increased productivity and efficiency. PT03 stated, "I observed increased productivity as a result of the on the job training which reduced the time required for the newly recruited employees to research on how to approach assigned tasks and responsibilities." PT05 stated, "There has been increased motivation and commitment from the employees."

PT06 explained that the employees improved drastically on job performance, which was a huge difference from how the employees performed before the implementation of the strategies. PT07 observed, "We noticed improved job performance from the commitment of the employees." PT08 stated, "The company recorded improved efficiency and improved performance." PT10 explained that there was an impressive turn around on the job performance, which has also crystallized into improved productivity for the organization and improved efficiency for the organization. Skills, knowledge, and abilities gained from a training program also depend on techniques, methods, tools, and the delivery process, which involves a proper training cycle to enhance the effectiveness (Shin, Koh, & Shim, 2015).

The review of the audited financial statement of the company showed a five year upward trend of increased revenue and profit, operational efficiency with the most recent year as the highest thus far.

Theme 8 correlates to the literature by providing the readers with an opportunity to assess the effectiveness of the strategies that I presented in themes 3-6. A satisfied employee is one who brings a positive effect and work values that lead to increased efficiency and productivity, which leads to lower absenteeism and employee turnover, as well as the reduction of hiring costs (Reed et al., 2016). Theme 8 further gives closure to the research by giving the resultant effects of the strategies implemented in the organization. Martin (2017) posited that the transformational leader establishes a relationship with followers through understanding the personal goals and needs of subordinates.

Applications to Professional Practice

The findings from this study could be useful for financial services managers seeking to identify and implement new strategies to mitigate employee turnover. The most valuable resources in an organization are the employees of the organization, and as such, business owners and leaders should endeavor to keep these employees. Of all the assets in a business environment, human capital remains the most prized resource and a rallying force for business sustainability, performance, and profitability (Vomberg et al., 2015).

This study’s findings may be of significance to business owners and leaders because the findings may help business owners and leaders understand the need to develop and implement the strategies needed to mitigate employee turnover. The findings from this study may also contribute to enriching the knowledge of business owners and leaders to understand the importance of managers’ using such strategies to retain the best talents, increase efficiency, and improve productivity. The transformational leadership components that emerged from the themes aligned with the element of individualized consideration through the building of meaningful relationships between managers and employees. The other transformational constituents that emerged from the themes tethered to inspirational motivation and intellectual stimulation.

The application of the findings in this study may help business owners and leaders reduce the costs associated with replacing employees and the costs associated with the recruitment of consultants or problem solvers who design and recommend strategies for implementation by top management as a result of high turnover level. High cost outlays result from staff replacement, acculturation of the new staff members, training, and skill building for the new staff, and the risk of losing customer loyalty (Alkahtani, 2015). Therefore, financial services leaders may, through the implementation of the strategies identified in this study, increase revenue and profits by saving costs. In the process of saving costs and increasing revenue, business leaders and owners may benefit from the findings of this study by contributing to the overall sustenance of their businesses. Gonzalez (2016) explained that leaders of business organizations must take an active role in managing employee turnover because failure to retain key employees leads to organizational collapse.

The results of this study are not restrictive to the financial services industry only. Business owners and leaders in other industries may benefit from the findings in this study to reduce employee turnover in their industries because employees are the same in every industry, and their behaviors in various industries are similar. This finding may also be useful to the National Bureau of Statistics in Nigeria on the strategies that could reduce employee turnover levels. Employee turnover is inevitable as supported by Anitha and Begum (2016), who stated that the movement of people across different organizations and industries remains high. I believe that the findings from this study would be impactful for business owners and leaders to reduce their employee turnover and improve productivity and efficiency by retaining their best talents.

Implications for Social Change

The implications for positive social change are to reduce the unemployment rate in the financial services industry, create financial independence, and to reduce the poverty level within the financial services industry in Nigeria. Successful businesses create opportunities that bring positive social change to the communities they serve (Steiner & Atterton, 2014). Profitable organizations can create job opportunities within the communities in which they operate, thereby creating wealth for their communities. Profitable organizations are also inclined to donate to charitable causes to promote social change within the community and society. According to Nygaard, Biong, Silkoset, and Kidwell (2017), when organizations reflect a sense of moral values in the workplace, it can reinforce such virtues in communities and families.

When a high voluntary turnover rate exists, production declines and revenue decreases; the ability of an organization to achieve long-term sustainability and community involvement becomes riskier (Abid et al., 2016). Furthermore, managers and their subordinates may note that the findings of this study contribute to fostering a healthy and good relationship with managers and their subordinates by creating a conducive environment for a good relationship to exist, thereby improving organizational citizenship behavior. Consequently, as business leaders and managers motivate and retain employees, the business prospers and records better profits (Mozammel & Haan, 2016).

Business managers and leaders may use these findings to contribute to the personal development of employees, increased productivity and efficiency, thereby creating a positive change post implementation of the effective strategies. An increase in the turnover rate in Nigeria increases the unemployment rate for the country, resulting in the loss of income for families and increases the poverty rate within the Nigerian economy. As more people get employed, there would be a decline in the poverty level, and the rate of crime would nosedive (Umaru et al., 2013). By reducing the employee turnover rate, organizational leaders can collaborate with communities and the government to partner with them and improve the state of the economy. These organizations may be promoted as change champions and recognized as such. Other organizations may begin to see these change champions and become motivated to make impacts in their communities by contributing to social development. By reducing employee turnover, business owners and leaders can strengthen the economy. By reducing voluntary employee turnover, organizational leaders may maintain sustainability and strengthen the U.S. economy (Harhara, Singh & Hussain, 2015).

Business owners and leaders may use the findings from this study to identify the most effective strategies that align with organizational best practices and that increase employees' commitment and increase overall organizational performance. When business leaders adopt sustainable strategies for reducing voluntary employee turnover, they retain their talented human capital, and this act results in creating successful businesses (Mozammel & Haan, 2016). Leaders and business owners may use findings from this study to propose strategies that would promote happy employees who earn satisfactory income, find fulfillment in their jobs and can provide a means of livelihood and support for their families and communities thereby reducing the rate of unemployment and poverty. For example, when employees pay taxes, the government can provide certain necessities to its citizens, therefore, improving the society or applying the funds for the provision of social amenities to its citizenry.

Recommendations for Action

The recommendation for action in this study is to encourage leaders and business owners to implement the strategies that are effective in mitigating employee turnover. Identifying the sources of strategies and implementing these strategies are critical to improving efficiency and productivity as well as reducing employee turnover. Business leaders should find, analyze, and monitor the main reasons employees leave a business through exit interviews (Houlfort et al., 2015). Although not all employees may be valuable enough to retain, business leaders and owners should deploy the four strategies that are effective to retain their best talents. There are many ways that these strategies can be implemented. Business leaders and owners can incorporate the identified strategies into employee handbook policy manuals, training or conferences, and strategic plans of the company. Hence, the findings from my study may help many business leaders and owners reduce the level of turnover in their organizations, reduce the cost associated with the replacement of these employees, improve revenue and increase the commitment of the employees.

Increased employee commitment and retention of best talents may increase revenue; sustainable business performance helps to position the organization ahead of its competitors. For example, based on the fact that retention of the best talents is critical to the organization, business leaders should endeavor to reward managers whose teams record the least level of employee turnover to encourage other managers to emulate such managers who implement good practices in their team. Gonzalez (2016) explained that leaders of business organizations must take an active role in managing employee turnover because failure to retain key employees leads to organizational collapse. Leaders should encourage managers to recommend training for subordinates, have a good relationship with their team members, and promote a healthy and conducive work environment happy enough to foster employee commitment.

The findings from this study would be beneficial to business leaders and business owners within the financial services industry and other industry because employee turnover affects every industry. Employee turnover is a ubiquitous phenomenon, affecting business entities of all sizes and types (Grzenda & Buezynski, 2015). Employee turnover may be more prevalent in the financial services industry; other industries plagued with high employee turnover may also benefit from the recommendations from this study by implementing the effective strategies identified in this study.

As agreed with the leader of the partner organization in my consent form, I intend to share the result of the findings with the leaders, management team, and entire employees of the partner organization. To disseminate to a wider reach of people, I intend to publish my research findings in scholarly and business journals where information and recommendations from the study could be useful for business owners and leaders across industries. Whenever presented the opportunity, I may share the findings of this study at conferences, training, and seminars on topics related to employee turnover.

Recommendations for Further Research

The purpose of this qualitative single case study was to explore the strategies that managers in the financial services industry use to mitigate employee turnover. Although the information contained in this study and the recommendations contribute to the knowledge base of current research work on the effective strategies for the mitigation of employee turnover, future researchers should focus on addressing the limitations identified in this study. The three primary limitations of this study are: (a) the group of participants which was restricted to the middle-level managers, (b) the focus on the financial services sector, and (c) the sample size of 10 participants.

Recommendations for future research would include focusing on other industries, excluding the financial services industry to broaden the information available for research purposes in more industries so that other industries can benefit from the findings of the study. The issue of employee turnover is not defined by location or industry because it is a general business and leadership challenge (Vivek & Satyanarayana, 2016). Another recommendation would be to consider other participants not limited to the middle-level managers alone so that the business leaders and owners can have a wider array of information and strategies to implement. Future researchers should engage participants at all levels to gain a holistic view of employee turnover problems and from diverse views, which gives a more informed finding from different perspectives and generalizability of findings. Further recommendations are that organizations that experience high employee turnover should also be considered. The partner organization in this study had low turnover and may have recommended strategies based on the low turnover scenario. It would be interesting to find out whether the same strategies identified in this study applies to partner organizations with high turnover rates. The time limit for the interview session could be increased to give enough time to explore more into the strategies and other interesting findings that may be useful to increase the knowledge base of employee turnover. Another recommendation for future research work is to increase the number of participants. My final recommendation is to conduct the study in other more partner organizations and locations not limited to a specific location.

Reflections

The journey to the DBA Doctoral Study process has been an exhilarating and truly rewarding journey. I have met so many people who have now become acquaintances during the class discussions and the residencies. The DBA journey is very demanding and intense and thus has improved my determination and time management skills. I had imagined getting a DBA was a herculean task growing up to know my father as a professor, but I never imagined that I would embark upon this journey with a demanding job and a young family of two girls. My personal experience motivated me to choose the research topic which explored strategies that financial services managers implement to mitigate employee turnover.

My research work and literature review helped me to eliminate most of my personal bias to detach myself from the study and limit the finding to the results from the participants' interview. All the ten participants and the chief executive officer were cooperative and were open and very appreciative of the purpose of the study. The interview sessions were interactive and informative. Due to the busy nature of the participant's work schedule, I had to draw up a schedule to suit the participants' availability.

I have learned a lot of tolerance and perseverance in getting constructive criticism from my instructor, chair, committee, and colleagues. I have learned from the findings based on the feedback from the participants during the interview. All the findings have been very useful in my personal and professional practices. I have applied these learning points to my career advancement, relationship with my subordinates, and bosses by making better and more informed decisions. I would be highly disappointed if I am not able to apply any of the effective strategies at my organization with my colleagues.

I am immensely honored to have taken my DBA Doctoral Study process at Walden University, and I am indeed very grateful for the opportunity to embark on this exciting journey. I am happy to be part of the researchers making an impact and contributing to the body of knowledge aimed at solving business problems all over the world. Furthermore, I am excited that the findings from my study can help make social impact changes in society and the world at large.

Conclusion

Employee turnover has remained a major business problem for employers from various industries and locations for a very long time. Managing employee turnover is an important aspect of operating a business because losing trained workers affects profitability and sustainability; therefore, controlling and predicting employee turnover is an essential business practice in most business sectors (Hongvichit, 2015). Grzenda and Buezynski (2015) argued that employee turnover is a ubiquitous phenomenon, affecting business entities of all sizes and types. Not all managers, business owners, and leaders possess the knowledge or the strategies required to reduce employee turnover. The study identified eight main themes: (a) human resources, (b) industry comparison and benchmarking, (c) training, (d) good relationship management and communication, (e) conducive work environment, (f) rewards and compensation, (g) low employee turnover as a post-strategy implementation benefit, and (h) increased productivity and efficiency as a post-strategy implementation benefit.

Business owners and leaders who are able to implement these strategies to reduce employee turnover may promote compelling benefits such as sustainable revenue, improve efficiency and productivity, reduced costs of employee replacement and training, motivated and happy employees, healthy and great work environment, excellent relationship between all levels of employees, reduced unemployment rate and poverty rate, empowered families with access to social amenities. Managing employee turnover is an important aspect of operating a business because losing trained workers affects profitability and sustainability; therefore, controlling and predicting employee turnover is an essential business practice in most business sectors (Hongvichit, 2015). The importance of mitigating employee turnover to foster business continuity and sustainability cannot be over emphasized.

References

Abid, G., Zahra, I., & Ahmed, A. (2016). Promoting thriving at work and waning turnover intention: A relational perspective. *Future Business Journal, 2*, 127-137. doi:10.1016/j.fbj.2016.08.001

Adams, C., Dawson, A., & Foureur, M. (2016). Competing values framework: A useful tool to define the predominant culture in a maternity setting in Australia. *Women and Birth, 30,* 107-113. doi:10.1016/j.wombi.2016.09.005

Ahmed, A., Arshad, M. A., Mahmood, A., & Akhtar, S. (2016). Spiritual intelligence (SQ): A holistic framework for human resource development. *Administratie si Management Public*, *26,* 60-77. Retrieved from http://www.ramp.ase.ro

Alatawi, M. A. (2017). Can transformational managers control turnover intention? *SA Journal of Human Resource Management, 15*. doi:10.4102/sajhrm.v15i0.873

Al-edenat Malek. (2018). Reinforcing innovation through transformational leadership: Mediating role of job satisfaction. *Journal of Organizational Change Management, 31*, 810–838. doi:10.1108/jocm-05-2017-0181

Alkahtani, A. H. (2015). Investigating factors that influence employees’ turnover intention: A review of existing empirical works. *International Journal of Business and Management, 10,* 152-166. doi:10.5539/ijbm.v10n12p152

Allen, D. (2015). Research, when you know what you’re doing: A review of essentials of qualitative inquiry. *Qualitative Report, 20,* 451-453. Retrieved from http://nsuworks.nova.edu

Al Mamun, C. M., & Hasan, N. M. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management, 15,* 63-71. doi:10.21511/ppm.15(1).2017.06

Anitha, J., & Begum, F. N. (2016). Role of organisational culture and employee commitment in employee retention. *ASBM Journal of Management, 9*(1), 17. Retrieved from http://connection.ebscohost.com

Anvari, R., JianFu, Z., & Chermahini, S. H. (2014). Effective strategy for solving voluntary turnover problem among employees. *Procedia - Social and Behavioral Sciences, 129,* 186-190. doi:10.1016/j.sbspro.2014.03.665

Ariyabuddhiphongs, V., & Kahn, S. I. (2017). Transformational leadership and turnover intention: The mediating effects of trust and job performance on café employees in Thailand. *Journal of Human Resources in Hospitality & Tourism, 16,* 215-233. doi:10.1080/15332845.2016.1202730

Auer, S., Graessel, E., Viereckl, C., Kienberger, U., Span, E., & Luttenberger, K. (2015). Professional care team burden (PCTB) scale for reliability, validity and factor analysis: A qualitative study. *Health & Quality of Life Outcomes, 13,* 2-8. doi:10.1186/s12955-014-0199-8

Aziz, N. A. B. A., Hasbollah, H. R. B., Yaziz, N. A. M. B. M., & Ibrahim, M. A. H. B. (2017). Factors influence the level of staff turnover rate: A study among private nursing homes in Malaysia. *International Business Management, 100*(1), 148-155. doi:10.3923/ibm.2017.148.155

Barkhordari-Sharifabad, M., Ashktorab, T., & Atashzadeh-Shoorideh, F. (2017). Ethical leadership outcomes in nursing: A qualitative study. *Nursing Ethics,* 1-13.

doi:10.1177/0969733016687157

Barratt, M., & Lenton, S. (2015). Representativeness of online purposive sampling with Australian cannabis cultivators. *International Journal of Drug Policy, 26,* 323-326. doi:10.1016/j.drugpo.2014.10.00

Bass, B. M. (1985). *Leadership and performance beyond expectation.* New York, NY: Free Press.

Bates, S., & Weighart, S. (2014). Executive presence: The x factor in employee engagement. *Employment Relations Today, 41,* 47-52. doi:10.1002/ert.21464

Berger, R. (2015). Now I see it; now I don't: Researcher's position and reflexivity in qualitative research. *Qualitative Research, 15,* 219-234. doi:10.1177/1468794112468475

Birt, L., Scott, S., Cavers, D., Campbell, C., & Walter, F. (2016). Member checking: A tool to enhance trustworthiness or merely a nod to validation? *Qualitative Health Research, 26,* 1802-1811. doi:10.1177/1049732316654870

Boddy, C. R. (2017). Psychopathic leadership: A case study of a corporate psychopath CEO. *Journal of Business Ethics, 145,* 141-156. doi:10.1007/s10551-015-2908-6

Bodenmann, P., Baggio, S., Iglesias, K., Althaus, F., Velonaki, V., Stucki, S., & Daeppen, J. (2015). Characterizing the vulnerability of frequent emergency department users by applying a conceptual framework: A controlled, cross sectional study. *International Journal for Equity in Health, 14,* 146. doi:10.1186/s12939-015-0277-5

Boeren, E. (2017). The methodological underdog: A review of quantitative research in the key adult education journals. *Adult Education Quarterly, 68*(1), 63–79. doi:10.1177/0741713617739347

Bolton, R. (2015). Qualitative research methods for community development. *Journal of Regional Science, 55,* 682-684. doi:10.1111/jors.12216

Borah, N., & Malakar, B. G. (2015). Impact of job embeddedness on leave intention. *SCMS Journal of Indian Management, 12*(4), 83-91. Retrieved from http://www.scms.edu.in/jim/

Bowden, C., & Galindo-Gonzalez, S. (2015). Interviewing when you're not face-to-face: The use of email interviews in a phenomenological study. *International Journal of Doctoral Studies, 10,* 79-92. Retrieved from http://ijds.org/Volume10/IJDSv10p079-092Bowden0684

Brown, E. A., Thomas, N. J., & Bosselman, R. H. (2015). Are they leaving or staying: A qualitative analysis of turnover issues for generation Y hospitality employees with a hospitality education. *International Journal of Hospitality Management, 46,* 130-137. doi:10.1016/j.ijhm.2014.01.005

Burke, R. J., & Cooper, C. L. (2016). *The nature and outcomes of destructive leadership behavior in organizations. Risky business: Psychological, physical and financial costs of high risk behavior in organizations.* New York, NY: Routledge.

Burns, J. M. (1978). *Leadership*. New York, NY: Harper & Row.

Caillier, J. G. (2016). Do transformational leaders affect turnover intentions and extrarole behaviors through mission valence? *American Review of Public Administration, 46*, 226-242. doi:10.1177/0275074014551751

Cahuc, P., Charlot, O., & Malherbet, F. (2016). Explaining the spread of temporary jobs and its impact on labor turnover. *International Economic Review, 57,* 533-572. doi:10.1111/iere.12167

Campbell, K. (2015). *Flexible work schedules, virtual work programs, and employee productivity* (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (UMI No. 3700954)

Carasco-Saul, M., Kim, W., & Kim, T. (2015). Leadership and employee engagement proposing research agendas through a review of literature. *Human Resource Development Review, 14*(1), 38-63. doi:10.1177/1534484314560406

Carolan, C. M., Forbat, L., & Smith, A. (2015). Developing the DESCARTE model: The design of case study research in health care. *Qualitative Health Research, 26,* 626-639. doi:10.1177/1049732315602488

Castillo-Montoya, M. (2016). Preparing for interview research: The interview protocol refinement framework. *The Qualitative Report, 21,* 811-831. Retrieved from http://nsuworks.nova.edu

Ceri-Booms, M., Curseu, P. L., & Oerlemans, L. A. G. (2017). Task and person-focused leadership behaviors and team performance: A meta-analysis. *Human Resource Management Review, 27,* 178-192. doi:10.1016/j.hrmr.2016.09.010

Ceyda, M., Hakan, O., & Gaye, K. (2016). Exploring employees’ responses to unmet job expectations: The moderating role of future job expectations and efficacy beliefs. *Personnel Review, 45*(1), 4-28. doi:10.1108/PR-07-2014-0156

Chan, W. S., & Dar, O. L. (2014). Boundaryless careers attitudes, employability and employee turnover: Perspective of Malaysian hospitality industry. *Research Journal of Applied Sciences, Engineering and Technology, 7*, 2516-2523. Retrieved from http://www.maxwellsci.com/jp/j2p.php?jid=RJASET

Chang, Y. (2016). High-performance work systems, joint impact of transformational leadership, an empowerment climate and organizational ambidexterity. *Journal of Organizational Change Management, 29*, 424-444. doi:10.1108/JOCM-09-2015-0150

Chen, T.-J., & Wu, C.-M. (2017). Improving the turnover intention of tourist hotel employees. *International Journal of Contemporary Hospitality Management, 29*, 1914-1936. doi:10.1108/ijchm-09-2015-0490

Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction. *The Leadership Quarterly*, *27*, 124-141. doi:10.1016/j.leaqua.2015.08.004

Choi, S. L., Goh, C. F., Adam, M. B. H., & Tan, O. K. (2016). Transformational leadership, empowerment, and job satisfaction: the mediating role of employee empowerment. *Human Resources for Health, 14*(1). doi:10.1186/s12960-016-0171-2

Christensen, L. B., Johnson, R. B., & Turner, L. A. (2015). *Research methods, design, and analysis* (12th ed.). Upper Saddle River, NJ: Pearson Education.

Coetzer, M., Bussin, M., & Geldenhuys, M. (2017). The functions of a servant leader. *Administrative Sciences, 7*(1), 5. doi:10.3390/admsci7010005

Cohen, S. (2013). Recruitment and retention: How to get them and how to keep them. *Journal of Nursing Management, 44*(4), 11-14. doi:10.1097/01.NUMA.0000428191.14389.ba

Cohen, G., Blake, R. S., & Goodman, D. (2016). Does turnover intention matter? Evaluating the usefulness of turnover intention rate as a predictor of actual turnover rate. *Review of Public Personnel Administration, 36,* 240-263. doi:10.1177/0734371x15581850

Cole, S. L., & Harbour, C. P. (2015). Succession planning activities at a rural public health department. *Qualitative Report, 20,* 148-164. doi:10.1177/1468794106065006

Colombo, T., Froning, H., Garcia, P., & Vandelli, W. (2016). Optimizing the data collection time of a large-scale data-acquisition system through a simulation framework. *The Journal of Supercomputing, 72,* 4546-4572. doi:10.1007/s11227-016-1764-1

Damij, N., Levnajić, Z., Skrt, V. R., & Suklan, J. (2015). What motivates us for work? Intricate web of factors beyond money and prestige. *PloS One, 10*(7). doi:10.1371/journal.pone.0132641

Dasgupta, M. (2015). Exploring the relevance of case study research. *Vision, 19,* 147-160. doi:10.1177/0972262915575661

Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance, and retention strategies. *International Journal of Contemporary Hospitality Management, 27,* 453-472. doi:10.1108/IJCHM-12-2013-0538

Deichmann, D., & Stam, D. (2015). Leveraging transformational and transactional leadership to cultivate the generation of organization-focused ideas. *Leadership Quarterly, 26*, 204-219. doi:10.1016/j.leaqua.2014.10.004

Demirtas, O., & Akdogan, A. (2015). The effect of ethical leadership behavior on ethical climate, turnover intention, and affective commitment. *Journal of Business Ethics, 130,* 59-67. doi:10.1007/s10551-014-2196-6

DeVault, G. (2017). Establishing trustworthiness in qualitative research. *Market Research.* Retrieved from https://www.thebalance.com/establishing-trustworthiness-in-qualitative-research-2297042.

DuBrin, A. J. (Ed.). (2013). *Handbook of research on crisis leadership in organizations.* Cheltenham, United Kingdom: Edward Elgar Publishing. doi:10.4337/9781781006405

Eberly, M. B., Bluhm, D. J., Guarana, C., Avolio, B. J., & Hannah, S. T. (2017). Staying after the storm: How transformational leadership relates to follower turnover intentions in extreme contexts. *Journal of Vocational Behavior, 102,* 72-85. doi:10.1016/j.jvb.2017.07.004

Emmel, N. (2015). Themes, variables, and the limits to calculating sample size in qualitative research: A response to Fugard and Potts. *International Journal of Social Research Methodology, 18,* 685-686. doi:10.1080/13645579.2015.1005457

Ennis, M. C., Gong, T., & Okpozo, A. Z. (2016). Examining the mediating roles of affective and normative commitment in the relationship between transformational leadership practices and turnover intention of government employees. *International Journal of Public Administration, 41*, 203-215. doi:10.1080/01900692.2016.1256894

Eriksson, P., & Kovalainen, A. (2015). *Qualitative methods in business research: A practical guide to social research.* Thousand Oaks, CA: Sage.

Frederiksen, A. (2017). Job satisfaction and employee turnover: A firm-level perspective. *German Journal of Human Resource Management: Zeitschrift für Personalforschung, 31,* 132-161. doi: 10.1177/2397002216683885

Fugard, A., & Potts, H. (2015). Supporting thinking on sample sizes for thematic analysis: A quantitative tool. *International Journal of Social Research Methodology, 18,* 669-684. doi:10.1080/13645579.2015.1005453

Fusch, P., & Ness, L. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report, 20,* 1408-1416. Retrieved from http://tqr.nova.edu

Gandy, D. (2015). Small business strategies for company profitability and sustainability. *ProQuest Dissertations & Theses Global. (1680832782)*. Retrieved from https://searchproquestcom.ezp.waldenulibrary.org/docview/1680832782?accountid=14872

Gathungu, E. W. M., Iravo, M. A., & Namusonge, G. S. (2015). Transformational leadership and employee's commitment: Empirical review. *Journal of Humanities and Social Science, 20*, 1-7. doi:10.9790/0837-20720107

Gatling, A., Kang, H. J. A., & Kim, J. S. (2016). The effects of authentic leadership and organizational commitment on turnover intention. *Leadership & Organization Development Journal, 37,* 181-199. doi:10.1108/LODJ-05-2014-0090

Gellatly, I., Cowden, T., & Cummings, G. (2014). Staff nurse's commitment, work relationships, and turnover intentions: A latent profile analysis. *Nursing Research, 63,* 170-181. doi:10.1097/NNR.0000000000000035t

Geier, M. T. (2016). Leadership in extreme contexts. *Journal of Leadership & Organizational Studies, 23,* 234-247. doi:10.1177/1548051815627359

Ghariani, G., Touzani, M., & Creton, L. (2015). Exploration of the concept of cinephilia in the context of an emerging country: The case of Tunisia. *International Journal of Arts Management, 17*(2), 33. Retrieved from http://rcnpublishing.com/journal/nr

Greenleaf, R. K. (1977). *Greenleaf servant leadership: A journey into the nature of legitimate power and greatness*. Mahwah, NJ: Paulist Press.

Gonzalez, R. V. D. (2016). Knowledge retention in the service industry. *International Journal of Knowledge Management, 12,* 45-59. doi:10.4018/ijkm.2016010104

Gould, R. K., Klain, S. C., Ardoin, N. M., Satterfield, T., Woodside, U., Hannahs, N., Chan, K. M. (2015). A protocol for eliciting nonmaterial values through a cultural ecosystem services frame. *Conservation Biology, 29,* 575-586. doi:10.1111/cobi.12407

Goyal, S., & Chhabra, N. (2016). Benefits of employee training for developing economy. *Global Journal for Research Analysis, 4,* 39-41. doi:10.15373/22501991

Groeneveld, S., Tummers, L., Bronkhorst, B., Ashikali, T., & van Thiel, S. (2015). Quantitative methods in public administration: Their use and development through time. *International Public Management Journal, 18,* 61-86. doi:10.1080/10967494.2014.972484

Gross, R. (2016). Towards an understanding of the relationship between leadership styles and strategic thinking: A small and medium enterprise perspective. *Journal of Business Studies Quarterly, 8*, 22-39. Retrieved from http://jbsq.org/

Grzenda, W., & Buezynski, M. K. (2015). Estimation of employee turnover with competing risks models. *Folia Oeconomica Stetinensia, 15*(2), 53-65. doi:10.1515/foli-2015-0035

Gupta, S. (2016). New perspectives on communication of change in corporate identity. *IIMB Management Review, 28,* 60-71. doi:10.1016/j.iimb.2016.04.001

Gustafsson Jertfelt, I. H., Blanchin, A., & Li, S. (2016). Cultural perspective in open ended interviews–the importance of being adaptable. *Culture & Psychology, 22,* 483-501. doi:10.1177/1354067X16650809

Gutiérrez, R., Márquez, P., & Reficco, E. (2016). Configuration and development of alliance portfolios: a comparison of same-sector and cross-sector partnerships. *Journal of Business Ethics, 135*(1), 55-69. doi:10.1007/s10551-015-2729-7

Gyensare, M. A., Anku-Tsede, O., Sanda, M.-A., & Okpoti, C. A. (2016). Transformational leadership and employee turnover intention. *World Journal of Entrepreneurship, Management and Sustainable Development, 12,* 243-266. doi:10.1108/wjemsd-02-2016-0008

Hassanzadeh, M., Silong, A. D., Asmuni, A., & Wahat, N. W. (2015). Global leadership competencies. *Journal of Educational and Social Research, 5*(2),137-146. doi:10.5901/jesr.2015.v5n2p137

Haile, G. (2015). Workplace job satisfaction in Britain: Evidence from linked employer employee data. *Labour, 29,* 225-242. doi:10.1111/labr.12054

Hale, D., Ployhart, R. E., & Shepherd, W. (2016). A two-phase longitudinal model of a turnover event: Disruption, recovery rates, and moderators of collective performance. *Academy of Management Journal, 59,* 906-929. doi:10.5465/amj.2013.0546

Harhara, A. S., Singh, S., &, Hussain, M. (2015). Correlates of employee turnover intentions in oil and gas industry in the UAE. *International Journal of Organizational Analysis, 23,* 493-504. doi:10.1108/IJOA-11-2014-0821

Henderson, S., Barker, M., & Mak, A. (2016). Strategies used by nurses, academics and students to overcome intercultural communication challenges. *Nurse Education in Practice, 16,* 71-78. doi:10.1016/j.nepr.2015.08.010

Hennink, M. M., Kaiser, B. N., & Marconi, V. C. (2016). Code saturation versus meaning saturation: How many interviews are enough? *Qualitative Health Research, 27,* 591-608. doi:10.1177/1049732316665344

Heywood, N., Brown, L., Arrowsmith, M., & Poppleston, A. (2015). A quality improvement programme to reduce pressure ulcers. *Nursing Standard, 29,* 62-70. doi:10.7748/ns.29.46.62.s46

Hill, T. (2016). How to keep your best people: develop a “level 4” mindset in your line managers. Development and Learning in Organizations: *An International Journal, 30*(5), 3-6. doi:10.1108/dlo-04-2016-0035

Hirst, G., Walumbwa, F., Aryee, S., Butarbutar, I., & Chen, C. J. H. (2015). A Multi-level investigation of authentic leadership as an antecedent of helping behavior. *Journal of Business Ethics, 139*(3), 485-499. doi:10.1007/s10551-015-2580-x

Hongvichit, S. (2015). The research progress and prospect of employee turnover intention. *International Business Research, 8*(6), 218. doi:10.5539/ibr.v8n6p218

Houghton, C., Casey, D., Shaw, D., & Murphy, K. (2013). Rigour in qualitative case study research. *Nurse Researcher, 20*(4), 12-17. doi:10.7748/nr2013.03.20.4.12.e326

Houlfort, N., Fernet, C., Vallerand, R. J., Laframboise, A., Guay, F., & Koestner, R. (2015). The role of passion for work and need satisfaction in psychological adjustment to retirement. *Journal of Vocational Behavior, 88*(1), 84-94. doi:10.1016/j.jvb.2015.02.005

Hoyland, S., Hollund, J., & Olsen, O. (2015). Gaining access to a research site and participants in medical and nursing research: A synthesis of accounts. *Medical Education, 49,* 224-232. doi:10.1111/medu.12622

Ikramullah, M., Van Prooijen, J., Iqbal, M. Z., & Ul-Hassan, F. S. (2016). Effectiveness of performance appraisal: Developing a conceptual framework using competing values approach. *Personnel Review, 45,* 334-352. doi:10.1108/PR-07-2014-0164

Ingham-Broomfield, R. (2015). A nurses' guide to qualitative research. *Australian Journal of Advanced Nursing, 32*(3), 34–41. Retrieved from http://www.ajan.com.au

Ingold, P. V., Kleinmann, M., König, C. J., Melchers, K. G., & Van Iddekinge, C. H. (2015). Why do situational interviews predict job performance? The role of interviewees' ability to identify criteria. *Journal of Business and Psychology, 30,* 387-398. doi:10.1007/s10869-014-9368-3

Jacob, S. A., & Furgerson, S. P. (2012). Writing interview protocols and conducting interviews: Tips for students new to the field of qualitative research. *The Qualitative Report, 17*(42), 1-10. Retrieved from http://nsuworks.nova.edu/tqr/

Jagun, V. (2015). *An Investigation into the High Turnover of Employees within the Irish Hospitality Sector, Identifying What Methods of Retention Should Be Adopted* (Doctoral dissertation, Dublin, National College of Ireland).

Jaiswal, A., & College, A. M. P. G. (2014). Quality of work life. *Journal of Business Management & Social Sciences Research, 3,* 83-87. Retrieved from http://www.borjournals.com

Jernigan, E., Beggs, J. M., & Kohut, G. F. (2016). An examination of nurses' work environment and organizational commitment. *Journal of Organizational Culture, Communications & Conflict, 20,* 112-131. Retrieved from http://www.isodc.org/

Joseph, R. P., Keller, C., & Ainsworth, B. E. (2016). Recruiting participants into pilot trials: Techniques for researchers with shoestring budgets. *Californian Journal of Health Promotion, 14,* 81-89. doi:10.1177/1043659614539176

Joslin, R., & Muller, R. (2016). Identifying interesting project phenomena using philosophical and methodological triangulation. *International Journal of Project*

Management, *34*, 1043-1056. doi:10.1016/j.ijproman.2016.05.005

Kainkan, M. (2015). The impact of work environment on employees' job satisfaction I nSaudi electricity company in Tabuk region. *Business Management Dynamics*, *4*(9), 35-50. Retrieved from http://www.bmdynamics.com/

Karatepe, O., & Kilic, H. (2015). Does manager support reduce the effect of work-family conflict on emotional exhaustion and turnover intentions? *Journal of Human Resources in Hospitality and Tourism, 14*, 267-289. doi:10.1080/15332845.2015.1002069

Kazadi, K., Lievens, A., & Mahr, D. (2015). Stakeholder co-creation during the innovation process: Identifying capabilities for knowledge creation among multiple stakeholders. *Journal of Business Research, 69,* 525-540. doi:10.1016/j.jbusres.2015.05.009

Keenan, K. F., Teijlingen, E., & Pitchforth, E. (2015). The analysis of qualitative research data in family planning and reproductive health care. *Journal of Family Planning and Reproductive Health Care, 31,* 40-43. doi:10.1783/0000000052972825

Kemner, A. L., Stachecki, J. R., Bildner, M. E., & Brennan, L. K. (2015). Increasing community capacity for participatory evaluation of healthy eating and active living strategies through direct observations and environmental audits. *Journal of Public Health Management and Practice, 21,* S90-S95. doi:10.1097/PHH.0000000000000212

Kermond, C. M. Y., Liao, C., & Wang, J. (2015). An oxymoron? High status servant leaders: A job resource model of servant leadership. *Academy of Management Proceedings, 2015,* 14251. doi:10.5465/ambpp.2015.14251abstract

Khedhaouria, A., Montani, F., & Thurik, R. (2017). Time pressure and team member creativity within R&D projects: The role of learning orientation and knowledge sourcing. *International Journal of Project Management, 35,* 942-954. doi:10.1016/j.ijproman.2017.04.002

Kidd, S., Madan, A., Rallabandi, S., Cole, D., Muskat, E., Raja, S., & McKenzie, K. (2016). A multiple case study of mental health interventions in middle-income countries: Considering the science of delivery. *PLOS ONE, 11*, e0152083-e0152100. doi:10.1371/journal.pone.015208

Kiersch, C., & Peters, J. (2017). Leadership from the inside out: Student leadership development within authentic leadership and servant leadership frameworks. *Journal of Leadership Education, 16*(1), 148-168. doi:10.12806/v16/i1/t4

Kim, T., Liu, Z., & Diefendorff, J. M. (2015). Leader-member exchange and job performance: The effects of taking charge and organizational tenure. *Journal of Organizational Behavior, 36*, 216-231. doi:10.1002/job.1971

Kim, S. Y., & Fernandez, S. (2016). Employee empowerment and turnover intention in the U.S. federal bureaucracy. *The American Review of Public Administration, 47*(1), 4-22. doi:10.1177/0275074015583712

Klotz, A. C., & Bolino, M. C. (2016). Saying goodbye: The nature, causes, and consequences of employee resignation styles. *Journal of Applied Psychology, 101*, 1386-1404. doi:10.1037/apl0000135

Kuria, S., Alice, O., & Wanderi, P. (2012). Assessment of causes of labour turnover in three and five star-rated hotel in Kenya. *International Journal of Business and Social Science, 3,* 311-317. Retrieved from http://www.ijbssnet.com/

Latham, J. R. (2014). Leadership for quality and innovation: Challenges, theories, and a framework for future research. *Quality Management Journal, 21*(1), 11-15. Retrieved from http://www. johnlatham.me

Liang, H., Tang, F., Wang, T., Lin, K., & Yu, S. (2016). Nurse characteristics, leadership, safety climate, emotional labour, and intention to stay for nurses: A structural equation modeling approach. *Journal of Advance Nursing, 72,* 3068-3080. doi:10.1111/jan.13072

Liang, T., Chang, H., Ko, M., & Lin, C. (2017). Transformational leadership and employee voices in the hospitality industry. *International Journal of Contemporary Hospitality Management*, *29,* 374-392. doi:10.1108/IJCHM-07-2015-0364

Liu, Y., Jing, Y., & Gao, M. (2015). Transformational leadership: From the perspective of neurological leadership. *Open Journal of Leadership, 4,* 143-152. doi:10.4236/ojl.2015.44013

Lloyd, K. J., Boer, D., & Keller, J. W. (2015). Is my boss really listening to me? The impact of perceived supervisor listening on emotional exhaustion, turnover intention, and organizational citizenship behavior. *Journal of Business Ethics, 130,* 509-524. doi:10.1007/s10551-014-2242-4

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago, IL: Rand McNally.

Locke, L., Spirduso, W. W., & Silverman, S. J. (2014). Proposals that work: *A guide for planning dissertations and grant proposals* (6th ed.). New York, NY: Sage.

Lockwood, S., & Euler, G. (2016). Transportation systems management & operations workforce development: Recruitment, retention, and career development. *Institute of Transportation Engineers, 86*(8), 15-17. Retrieved from http://www.ite.org

Li, J., Lee, T. W., Mitchell, T. R., Hom, P. W., & Griffeth, R. W. (2016). The effects of proximal withdrawal states on job attitudes, job searching, intent to leave, and employee turnover. *Journal of Applied Psychology, 101,* 1436-1456. doi:10.1037/apl0000147

MacPhail, C., Khoza, N., Abler, L., & Ranganathan, M. (2015). Process guidelines for establishing intercoder reliability in qualitative studies. *Qualitative Research, 16,* 198-212. doi:10.1177/1468794115577012

Malik, W., Javed, M., & Hassan, S. (2017). Influence of transformational leadership components on job satisfaction and organizational commitment. *Pakistan Journal of Commerce and Social Sciences, 11,* 146-165. Retrieved from http://journalindex.org/index.php/asi/article/view/1432

Marshall, C., & Rossman, G. (2016). *Designing qualitative research* (6th ed.). Thousand Oaks, CA: Sage.

Martens, M. L., & Carvalho, M. M. (2017). Key factors of sustainability in project management context: A survey exploring project managers' perspective. *International Journal of Project Management, 35,* 1084-1102. doi:10.1016/j.ijproman.2016.04.004

Martin, J. (2017). Personal relationships and professional results: The positive impact of transformational leaders on academic librarians. *The Journal of Academic Librarianship, 43,* 108-115. doi:10.1016/j.acalib.2017.01.012

Martins Abelha, D., César da Costa Carneiro, P., & Cavazotte, F. (2018). Transformational leadership and job satisfaction: assessing the influence of organizational contextual factors and individual characteristics. *Review of Business Management, 20*(4), 516-532. doi:10.7819/rbgn.v0i0.3949

Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2017). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of Managerial Psychology*, *31*, 586-602. doi:10.1108/jmp-09-2014-0272

Mathew, M., & Gupta, S. (2015). Transformational leadership: Emotional intelligence. *Journal of Indian Management, 12,* 75-89. Retrieved from http://web.a.ebscohost.com/

Mathieu, C., & Babiak, P. (2016). Corporate psychopathy and abusive supervision: Their influence on employees' job satisfaction and turnover intentions. *Personality and Individual Differences, 91,* 102-106. doi:10.1016/j.paid.2015.12.002

McManus, J., & Mosca, J. (2015). Strategies to build trust and improve employee engagement. *International Journal of Management & Information Systems, 19,* 37-42. doi:10.13007/466

Michael, B., Prince, A., & Chacko, A. (2016). Impact of compensation package on employee retention. *CLEAR international Journal of Research in Commerce & Management, 7,* 36-40. Retrieved from http://www.thaavan.org/index.php/commerce-and-management

Mignonac, K., & Richebé, N. (2013). ‘No strings attached?’: How attribution of disinterested support affects employee retention. *Human Resource Management Journal, 23,* 72-90. doi:10.1111/j.1748-8583.2012.00195.x

Milman, A., & Dickson, D. (2014). Employment characteristics and retention predictors among hourly employees in large US theme parks and attractions. *International Journal of Contemporary Hospitality Management, 26,* 447-469.

Mittal, S. (2016). Effects of transformational leadership on turnover intentions in IT SMEs. *International Journal of Manpower, 37,* 1322-1346. doi:10.1108/ijm-10-2014-0202

Mohamad, M. H., & Yahya, K. K. (2016). Does transactional leadership style influences subordinates’ trust? An empirical study in the perspective of local authorities’ employees. *International Journal, 1*(2), 1-12. http://www.ijafb.com

Morgan, D. L. (2016). Living within blurry boundaries: The value of distinguishing between qualitative and quantitative research. *Journal of Mixed Methods Research, 1*(1), 1-12. doi:10.1177/1558689816686433

Morse, J. M. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. *Qualitative Health Research, 25,* 1212-1222. doi:10.1177/107780049500100302

Moss, A. S., Reibel, D. K., Greeson, J. M., Thapar, A., Bubb, R., Salmon, J., & Newberg, A. B. (2015). An adapted mindfulness-based stress reduction program for elders in a continuing care retirement community quantitative and qualitative results from a pilot randomized controlled trial. *Journal of Applied Gerontology, 34*(4), 518-538. doi:10.1177/0733464814559411

Mozammel, S., & Haan, P. (2016). Transformational leadership and employee engagement in the banking sector in Bangladesh. *The Journal of Developing Areas, 50,* 43-55. doi:10.1353/jda.2016.0127

Munsch, C. L. (2016). Flexible work, flexible penalties: The effect of gender, childcare, and type of request on the flexibility bias. *Social Forces*, *94*, 1567-1591. doi:10.1093/sf/sov122

Nei, D., Snyder, L. A., & Litwiller, B. J. (2015). Promoting retention of nurses: A metaanalytic examination of causes of nurse turnover. *Health Care Management Review, 40,* 237-253. doi:10.1097/HMR.0000000000000025

Neubert, M. J., Hunter, E. M., & Tolentino, R. C. (2016). A servant leader and their stakeholders: When does organizational structure enhance a leader’s influence? *The Leadership Quarterly 27,* 896-910. doi:10.1016/j.leaqua.2016.05.005

Nolan, L. S. (2015). The roar of millennials: Retaining top talent in the workplace. *Journal of Leadership, Accountability, and Ethics, 12,* 69-75. Retrieved from http://www.na-businesspress.com/jlaeopen.html

Northouse, P. G. (2016). *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: Sage.

Nwagbara, N., Oruh, E. S., Ugorji, C., & Ennsra, M. (2013). The impact of effective communication on employee turnover intension at first bank of Nigeria. *Economic Insights - Trends and Challenges, 2*(4), 13-21. Retrieved from http://upg-bulletin-se.ro

Nygaard, A., Biong, H., Silkoset, R., & Kidwell, R. (2017). Leading by example: Values-based strategy to instill ethical conduct. *Journal of Business Ethics, 145,* 133-139. doi:10.1007/s10551-015-2885-9

Nzyoka, C. M., & Orwa, B. H. (2016). The relationship between total compensation and employee performance in the insurance industry, case of Mayfair insurance company limited. *Psychology and Behavioral Sciences, 5*(1), 20. doi:10.11648/j.pbs.20160501.14

Ocasio, W., Loewenstein, J., & Nigam, A. (2015). How streams of communication reproduce and change institutional logics: The role of categories. *Academy of Management Review, 40*(1), 28-48. doi:10.5465/amr.2013.0274

Odumeru, J. A., & Ogbonna, I. G. (2013). Transformational vs. transactional leadership theories: Evidence in literature. *International Review of Management and Business Research, 2,* 355-361. Retrieved from http://www.irmbrjournal.com

Odunayo, T. O. (2015). Entrepreneurial orientation: A remedy for receding productivity of small and medium scale enterprise: A Nigeria perspective. *SSRN Electronic Journal*. doi:10.2139/ssrn.2555436

Oleszkiewicz, S., Granhag, P. A., & Kleinman, S. M. (2017). Gathering human intelligence via repeated interviewing: Further empirical tests of the Scharff technique. *Psychology, Crime & Law*, 1-28. doi:10.1080/1068316X.2017.1296150

Olson, J. D., McAllister, C., Grinnell, L. D., Gehrke, W. K., & Appunn, F. (2016). Applying constant comparative method with multiple investigators and intercoder reliability. *The Qualitative Report*, *21*, 26-42. Retrieved from http://www.tqr.nova.edu

Omonijo, D. O., Oludayo, O. A., Eche, G. A., Uche, O. O. C., & Ohunakin, F. (2015). Intentional turnover of the administrative staff in a private faith-based higher institution, southwest Nigeria. *Mediterranean Journal of Social Sciences, 6*, 424-434. doi:10.5901/mjss.2015.v6n2s1p424

Otchere-Ankrah, B., Tenakwah, E. S., & Tenakwah, E. J. (2015). Organizational reputation and impact on employee attitude: A case study of MTN Ghana Limited and Vodafon Ghana Limited. *Journal Public Affairs*, *16*, 66-74. doi:10.1002/pa.1566

Paladan, N. N. (2015) Transformational leadership: The emerging leadership style of successful entrepreneurs. *Journal of Literature and Art Studies*, *5*(1), 64-72, doi:10.17265/2159-5836/2015.01.008

Pandey, S. (2015). Focus on fundamentals to retain employees. *Human Capital*, *19*, 36-39. Retrieved from http://www.humancapitalonline.com/

Patton, M. Q. (2015). *Qualitative research & evaluation methods* (4th ed.). Thousand Oaks, CA: Sage.

Peng, A. C., Lin, H. E., Schaubroeck, J., McDonough, E. F., Hu, B., & Zhang, A. (2016). CEO intellectual stimulation and employee work meaningfulness the moderating role of organizational context. *Journal of Group & Organization Management, 41,* 203-231. doi:10.1177/1059601115592982

Peticca-Harris, A., deGama, N., & Elias, S. R. (2016). A dynamic process model for finding informants and gaining access in qualitative research. *Organizational Research Methods*, *19,* 376-401. doi:10.1177/1094428116629218

Phaneuf, J. E., Boudrias, J. S., Rousseau, V., & Brunelle, E. (2016). Personality and transformational leadership: The moderating effect of organizational context. *Personality and Individual Differences 102,* 30-35. doi:10.1016/j.paid.2016.06.052

Pomeranz, J. L. (2015). Participatory workplace wellness programs: Reward, penalty, and regulatory conflict. *Milbank Quarterly*, *93*, 301-318. doi:10.1111/1468-0009.12123

Pohler, D., & Schmidt, J. A. (2016). Does pay-for-performance strain the employment relationship? The effect of manager bonus eligibility on non-management employee turnover. *Personnel Psychology, 69,* 395–429. doi:10.1111/peps.12106

Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. *Global Business Review, 17*(4), 965-979. doi:10.1177/0972150916645701

Pradhan, S., & Pradhan, R. K. (2015). An empirical investigation of relationship among transformational leadership, affective organizational commitment and contextual performance. *Vision, 19*, 227-235. doi:10.1177/0972262915597089

Qui, H., Haobin, Y., Hung, K., & York, Q. (2015). Exploring antecedents of employee turnover intention: Evidence of China's hotel industry. *Journal of China Tourism Research, 11,* 53-66. doi:10.1080/19388160.2014.908756

Rafiee, N., Bahrami, M. A., & Entezarian, S. (2015). Demographic determinants of organizational commitment of health managers in Yazd Province. *International Journal of Management, Accounting & Economics, 2*(1), 91-100. Retrieved from http://www.ijmae.com/

Rathi, N., & Lee, K. (2015). Retaining talent by enhancing organizational prestige: An HRM strategy for employees working in the retail sector. *Personnel Review, 44,* 454-469. doi:10.1108/PR-05-2013-0070

Reed, K., Goolsby, J. R., & Johnston, M. K. (2016). Extracting meaning and relevance from work: The potential connection between the listening environment and employee's organizational identification and commitment. *International Journal of Business Communication, 53,* 326-342. doi:10.1177/2329488414525465

Robinson, A. G., & Schroeder, D. M. (2015). Employee engagement that works. *Journal of Government Financial Management, 64*(3), 18-23. Retrieved from https://www.agacgfm.org/Research-Publications/Journal.aspx

Ross, C., Rogers, C., & Duff, D. (2016). Critical ethnography: An underused research methodology in neuroscience nursing. *Canadian Journal of Neuroscience Nursing, 38*(1), 4-7. doi:10.2501/IJMR-54-4-503-520

Runfola, A., Perna, A., Baraldi, E., & Gregori, G. L. (2016). The use of qualitative case studies in top business and management journals: A quantitative analysis of recent patterns. *European Management Journal, 35*, 116-127. doi:10.1016/j.emj.2016.04.001

Sahu, S., Pathardikar, A., & Kumar, A. (2018). Transformational leadership and turnover. *Leadership & Organization Development Journal, 39*(1), 82-99. doi:10.1108/lodj-12-2014-0243

Saini, G. K., Gopal, A., & Kumari, N. (2015). Employer brand and job application decisions: Insights from the best employers. *Management and Labour Studies, 40,* 34-51. doi:10.1177/0258042X15601532

Saldaña, J. (2015). *The coding manual for qualitative researchers* (3rd ed.). Thousand Oaks, CA: Sage Publications Inc.

Salterio, S., Kenno, S., & McCracken, S. A. (2016). Financial reporting qualitative interview based research: A primer with an illustrative example. 1-59. doi:10.2139/ssrn.2792438

Samad, A., Reaburn, P., Davis, H., & Ahmed, E. (2015). Towards an understanding of the effect of leadership on employee wellbeing and organizational outcomes in Australian universities. *The Journal of Developing Areas, 49,* 441-448. doi:10.1353/jda.2015.0121

Sarmad, M., Ajmal, M., Shamin, M., Saleh, M., & Malik, A. (2016). Motivation and compensation as predictors of employees’ retention: Evidence from public sector oil and gas selling organizations. *Journal of Behavioural Sciences, 26,* 174-188. Retrieved from http://pu.edu.pk/home/journal/24/

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2015). *Research methods for business students* (7th ed.). Essex, England: Pearson Education Limited.

Saxena, S. A. (2016). Routinization of charisma in family-run firms. *Research Journal, 21*(2), 45-58. doi:10.2139/ssrn.2699490

Sendjaya, S., & Sarros, J. C. (2002). Servant leadership: Its origin, development, and application in organizations. *Journal of Leadership & Organizational Studies*, *9*(2), 57-64. doi:10.1177/107179190200900205

Shen, W., & Gentry, R. (2014). A cyclical view of the relationship between corporate governance and strategic management. *Journal of Management & Governance, 18,* 959-973. doi:10.1007/s10997-012-9248-z

Shin, Y. B., Koh, S. H., & Shim, C. S. (2015). Information processing model to measure important determinants on job satisfaction. *Journal of Business & Retail Management Research, 9*(2), 100-109. Retrieved from http://www.jbrmr.com/

Silingiene, V., & Skeriene, S. (2016). Links between the spiritual intelligence of the leader and an organization’s service quality: A theoretical approach. *Engineering Economics, 27,* 56-65. doi:10.5755/j01.ee.27.1.8863

Silverman, D. (Ed.). (2016). *Qualitative research.* Thousand Oaks: Sage.

Singh, S. (2015). Hello, limitations! The paradoxical power of limits in scientific writing.

Indian Journal of Dermatology, Venereology, and Leprology, *81*(1), 4. doi:10.4103/0378-6323.148555

Siyanbola, T. O., & Gilman, M. W. (2017). Extent of employee turnover in Nigerian SMEs. *Employee Relations*, *39*(7), 967–985. doi:10.1108/er-02-2016-0046

Skalidou, D., & Oya, C. (2018). The challenges of screening and synthesising qualitative research in a mixed-methods systematic review: The case of the impact of agricultural certification schemes. *Journal of Development Effectiveness, 10,* 39-60. doi:10.1080/19439342.2018.1438495

Skelton, O. G. (2015). *Exploring Knowledge Management Practices in Service-Based Small Business Enterprises.* (Doctoral dissertation). Available from ProQuest Dissertations & Theses database. (UMI No. 3683733)

Smet, K., Vander Elst, T., Griep, Y., & De Witte, H. (2016). The explanatory role of rumours in the reciprocal relationship between organizational change communication and job insecurity: A within-person approach. *European Journal of Work and Organizational Psychology, 25*, 631-644. doi:10.1080/1359432x.2016.1143815

Smith, P. (2015). Leadership in academic health centers: Transactional and transformational leadership. *Journal of Clinical Psychology in Medical Settings, 22*, 228-231. doi:10.1007/s10880-015-9441-8

Sneison, C. L. (2016). Qualitative and mixed methods social media research. *International Journal of Qualitative Methods, 15*(1), 1-15. doi:10.1177/1609406915624574

Solaja, O. M., Idowu, F. E., & James, A. E. (2016). Exploring the relationship between leadership communication style, personality trait and organizational productivity. *Serbian Journal of Management, 11,* 99-117. doi:10.5937/sjm11-8480

Sousa, M., & van Dierendonck, D. (2017). Servant leadership and the effect of the interaction between humility, action, and hierarchical power on follower engagement. *Journal of Business Ethics, 141*(1), 13-25. doi:10.1007/s10551-015-2725-y

Spertus, J. A., Bach, R., Bethea, C., Chhatriwalla, A., Curtis, J. P., Gialde, E., Decker, C. (2015). Improving the process of informed consent for percutaneous coronary intervention: Patient outcomes from the patient risk information services manager (e PRISM) study. *The American Heart Journal, 169*, 234-241. doi:10.1016/j.ahj.2014.11.008

Srinivasan, S., Loff, B., Jesani, A., & Johari, V. (2016). Researchers' first duty is to the participants. *Journal of Global Oncology, 2,* 246-247. doi:10.1200/jgo.2016.005058

Steiner, A., & Atterton, J. (2014). The contribution of rural businesses to community resilience. *Local Economy, 29,* 228-244. doi:10.1177/0269094214528853

Sund, K. (2015). Did the introduction of private contractors improve turnover to employment in the swedish labor market? *Journal of Labor Research, 36,* 389-408. doi:10.1007/s12122-015-9211-2

Taguchi, N. (2018). Description and explanation of pragmatic development: Quantitative, qualitative, and mixed methods research. *System, 75*, 23-32.

doi:10.1016/j.system.2018.03.010

Tak, J. (2015). The effect of leader empowering behavior on work engagement: The mediating role of job crafting and moderating effects of core-self evaluation and person-job fit. *The Korean Journal of Industrial and Organizational Psychology, 28*, 275-299. doi:10.24230/ksiop.28.2.201505.275

Talwar, E., & Thakur, M. (2016). Training and development and its impact on employee performance. *Weken-International Journal of Basic and Applied Sciences, 1*, 18-27. doi:10.21904/weken/2016/v1/i1/93615

Thomas, D. R. (2017). Feedback from research participants: Are member checks useful in qualitative research? *Qualitative Research in Psychology, 14*, 23-41. doi:10.1080/14780887.2016.1219435

Tijdink, J. K., Schipper, K., Bouter, L. M., Maclaine Pont, P., de Jonge, J., & Smulders, Y. M. (2016). How do scientists perceive the current publication culture? A qualitative focus group interview study among Dutch biomedical researchers. *BMJ Open, 6*(2), 1-9. doi:10.1136/bmjopen-2015-008681

Tiwari, A. K. (2015). Non-verbal communication-an essence of interpersonal relationship at workplace. *Management Insight, 11*(2), 109-114. Retrieved from http://www.smsvaranasi.com

Tobin, J., & Tisdell, E. J. (2015). I know down to my ribs: A narrative research study on the embodied adult learning of creative writers. *Adult Education Quarterly, 65*, 215-231. doi:10.1177/0741713615574901

Tran, V. T., Porcher, R., Tran, V. C., & Ravaud, P. (2016). Predicting data saturation in qualitative surveys with mathematical models from ecological research. *Journal of Clinical Epidemiology, 82,* 71-78. doi:10.1016/j.jclinepi.2016.10.001

Trmal, S. A., Bustamam, U. S. A., & Mohamed, Z. A. (2015). The effect of transformational leadership in achieving high performance workforce that exceeds organisational expectation: A study from a global and Islamic perspective. *Global Business and Management Research, 7,* 88-94. Retrieved from www.gbmr.ioksp.com

Ugoami, J. (2016). Employee turnover and productivity among small business entities in Nigeria. *Independent Journal of Management and Production, 7,* 1063-1082. doi:10.14807/ijmp.v7i4.466

U.S. Department of Labor. (2017). *Job openings and labor turnover survey - June 2017.* Retrieved from https://www.bls.gov/news.release/jolts.t16.htm

Umamaheswari, S., & Krishnan, J. (2016). Work force retention: Role of work environment, organization commitment, supervisor support and training & development in ceramic sanitary ware industries in India. *Journal of Industrial Engineering Management, 9,* 612-633. doi:10.3926/jiem.1885

Umaru, A., Donga, M., Gambo, E-M. J., & Yakubu, K. M. (2013). Relationship between crime level, unemployment, poverty, corruption and inflation in Nigeria: An empirical analysis. *Global Advanced Research Journal of Management and Business Studies, 2,* 411-422. Retrieved from http://garj.org

Van Dierendonck, D., & Nuijten, I. (2011). The servant leadership survey: Development and validation of a multidimensional measure. *Journal of Business and Psychology, 26*, 249-267. doi:10.1007/s10869-010-9194-1

Vivek, S., & Satyanarayana, A. V. (2016). A study on employee retention in private sector banks. *ITIHAS-The Journal of Indian Management, 6,* 82-89. Retrieved from http://connection.ebscohost.com

Vomberg, A., Homburg, C., & Bornemann, T. (2015). Talented people and strong brands: The contribution of human capital and brand equity to firm value. *Strategic Management Journal, 13,* 2122-2131. doi:10.1002/smj.2328

Walden University. (2016). *Doctor of business administration: Doctoral study rubric and research handbook.* Minneapolis, MN: Walden University

Wall, S. (2015). Focused ethnography: A methodological adaption for social research in emerging contexts. *Forum: Qualitative Social Research, 16*(1), 102-116 Retrieved from http://www.qualitative-research.net/index.php/fqs

Wall, L. K., & Pentz, R. D. (2016). Another look at the informed consent process: The document and the conversation. *Editorial,* 352-354. doi:10.1002/cncr.29760

Wang, Y., & Hu, T. (2017). Transformational leadership behavior and turnover intention in china physical education. *Eurasia Journal of Mathematics, Science and Technology Education, 13*, 6357-6368. doi:10.12973/eurasia.2017.01070a

Wang, T., Zhao, B., & Thornhill, S. (2015). Pay dispensation and organizational innovation: The mediation effects of employee participation and voluntary turnover. *Human Relations, 68,* 1155-1181. doi:10.1177/0018726715575359

Watson, B., Robinson, D. H. Z., Harker, L., & Arriola, K. R. J. (2016). The inclusion of African-American study participants in web-based research studies: Viewpoint. *Journal of Medical Internet Research, 18*(6), 168. doi:10.2196/jmir.5486

Winter, S., & Collins, D. (2015). Why do we do, what we do? *Journal of Applied Sport Psychology, 27,* 35-51. doi:10.1080/10413200.2014.941511

Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: literature review. *Journal of Management Development, 35,* 190-216. doi:10.1108/jmd-01-2015-0004

Yang, Y.-F. (2016). Examining competing models of transformational leadership, leadership trust, change commitment, and job satisfaction. *Psychological Reports, 119*, 154–173. doi:10.1177/0033294116657586

Yang, R., Ming, Y., Ma, J., & Huo, R. (2017). How do servant leaders promote engagement? A bottom-up perspective of job crafting. *Social Behavior and Personality: an international journal, 45,* 1815-1827

Yin, R. K. (2015). *Qualitative research from start to finish* (2nd ed.). New York, NY: The Guilford Press.

Yin, R. K. (2017). *Case study research: Design and methods.* (6th ed.). Thousand Oaks, CA: Sage Publications Inc.

Zakaria, N. (2016). *Emergent patterns of switching behaviors and intercultural communication styles of global virtual teams during distributed decision making.* Unpublished manuscript. doi:10.1016/j.intman.2016.09.002

Zineldin, M. (2017). Transformational leadership behavior, emotions, and outcomes:

Health psychology perspective in the workplace. *Journal of Workplace Behavioral Health*, *32,* 14-25. doi:10.1080/15555240.2016.1273782

Appendix A: Interview Questions

Englander (2016) identified face-to-face interviews to capture the experiences of participants. The interview questions for this qualitative research study would be as follows:

1. What is the level of employee turnover in your team?

2. How do you obtain the essential information required to implement strategies to mitigate employee turnover?

3. What strategies have you deployed to reduce the turnover rate in your subordinates?

4. Which of these strategies that you deployed were effective in decreasing employee turnover rate in your subordinates?

5. From your experience, what are the practical benefits you have seen post-implementation of your strategies?

6. What additional information can you provide to assist me in understanding strategies your organization has successfully used to reduce turnover?

Appendix B: Interview Protocol

1 Introduction

1. Introduce myself as a doctoral student with Walden University.

2. Introduce my research topic: Strategies for mitigating employee turnover in the financial services industry

3. Introduce my overarching research question: What strategies do financial service industry managers use to mitigate employee turnover?

2 Appreciation: Thank the participants for their acceptance to participate in the interview.

3 Explanations

1. Explain why they were chosen to participate in the study

2. Explain the benefits of the study and the people who could derive benefits from the study

4 Consent

1. Reconfirm if they read the consent form that was emailed to them otherwise give a physical copy

2. Go through the consent form with the participants, answer their questions and concerns, and explain their rights and the confidential nature of the study and the interviewee's ethical expectation in the research process

3. Obtain participants' sign offs on the consent forms after they confirm their understanding and comfort

5 Permissions

1. Request for permission to record the interviews and take hand-written notes

6 Assurance

1. Assure the participants that I would share the interpretations with them

2. Assure the participants that I would make the summary of the research available to them

7 Readiness and Questions

1. Reconfirm readiness from participant and if they have any questions before commencing the interviews

8 Commencement

1. Turn on the recording device

2. Start conducting the interviews starting from questions one till the end

3. Ask follow-up questions where necessary

9. Appreciation: Thank the participants for their participation in the interview. Reconfirm all contact information available for follow-up questions and concerns from participants.

Appendix C: Letter of Introduction

Insert Date

Address

Dear Sir/Madam,

My name is Oluwabukunmi Fapohunda. I am a doctoral candidate in the Doctoral Business Administration program at Walden University. According to the program's guidelines, I must perform a doctoral study to fulfill the doctoral degree requirement. The topic of my research is strategies to mitigate employee turnover in the financial services industry. I have received approval from the University's Institutional Review Board (IRB) to conduct this study and was assigned the approval number 03-12-19-0513729. For the study, I would be using a single case study design that includes the exploration of a Company within the financial services industry in Nigeria.

I am soliciting for your consent in participating in this research study.
The results of the study would be useful to owners and managers in the financial service industry who have been plagued with the problem of employee turnover by proposing successful strategies that could help mitigate turnover. I would like to assure you that your confidentiality is guaranteed. If you would like to withdraw from this research study at any point during this research study, kindly indicate your intention to do so. I appreciate your valuable time and thank you in advance for your cooperation.

Sincerely,

Oluwabukunmi Fapohunda