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Reducing Voluntary Employee Turnover in Supermarkets

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This is to certify that the doctoral study by

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Walden University
2020

Abstract

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MS, Keller Graduate School of Management, 2016

BS, DeVry University, 2014

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Supermarkets in the United States are experiencing losses in profitability due to an

increase in voluntary employee turnover. Grounded in Herzberg's two-factor theory of

motivation, the purpose of this qualitative multiple case study was to explore strategies

supermarket managers use to reduce voluntary employee turnover. Participants were 5

supermarket managers in the Southeast United States who successfully reduced voluntary

employee turnover. Participants responded to 7 open-ended, semistructured interview

questions. A review of company documents and peer-reviewed journals supplemented the

data collection. Thematic analysis was used to analyze data and 4 themes emerged:

compensation, employee recognition, organizational culture, and empowerment. The

implications for positive social change include increasing organizational profitability and

socioeconomic development by providing job satisfaction for the employee, which

improves customer service.

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Dedication

I dedicate this study to my husband, best friend, and my rock, Gerardo; my daughter, Dakotah; and my son, Thurston, who supported me and sacrificed so much for my educational journey. Without the presence of these three beautiful human beings throughout this journey, I could never have achieved this dream. I will forever be grateful for their love and support and patience. Thank you from the most profound depth of my heart. I would also like to dedicate this study to my little sister, Leona, who I lost during my journey. Also, my father, Thurston, who inspired me to be an entrepreneur. Finally, my mother, Fandrick, who inspired me to seek knowledge.

Dedicación

Dedico este estudio a mi esposo, mi mejor amigo y mi amparo, Gerardo, mi hija Dakotah y mi hijo Thurston, quienes me apoyaron y se sacrificaron tanto por mi carrera escolar. Sin la presencia de estos tres hermosos seres humanos a lo largo de esta travesía, nunca podría haber logrado este sueño. Siempre estaré agradecida por su amor, apoyo y paciencia. Gracias desde lo más profundo de mi corazón. También quisiera dedicarle este doctorado a mi hermana menor, Leona; a quien desafortunadamente perdí durante este proceso.Y a mí padre, Thurston, que me inspiró a ser una mujer emprendedora.

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I would like to acknowledge my chair, Dr. Ronald Black, whom I believe a higher power paired me. I would also like to acknowledge my second committee member Dr. James Glenn and my university reviewer Dr. Patsy Kasen for helping me to grow with positive feedback. I want to acknowledge my Almighty God for the strength to continue when I wanted to quit and the mercy to allow me to finish. I would also like to thank the participants for their time and making this study come to its fruition. And finally, I want to thank my beautiful little family for standing beside me. I will forever be beholden to you all.

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Section 1: Foundation of the Study

Retail stores have undergone various phases over the last few decades. First was the chain store revolution, followed by discount and specialty stores and later the rise of supermarkets, with a larger footprint and extensively more variety (Herzenberg, Polson, & Price, 2018). More than 37,000 supermarkets are in operation in the United States, with an average inventory of around 44,000 products (Herzenberg et al., 2018). Further, Americans spent $620 billion at supermarkets in 2013, or 5.6 % of their disposable income, and an individual who visits a market twice a week spends, on average $30 per trip (Ellickson, 2016). In this context, supermarkets contribute to the economy. However, the most significant problems expressed by supermarket employees are low wages and poor benefits, causing job dissatisfaction (Carmichael, Fenton, Pinilla-Roncancio, Sing, & Sadhra, 2016). Job dissatisfaction may lead to employee turnover within organizations (Kumar, Dass, & Topaloglu, 2014), which is the most prominent organizational challenge for most retailers along with economic uncertainty (Kundu & Lata, 2017). In 2018, the annual supermarket employee turnover rate was 65% (Harrison, Owdom, Pitchford, Stratton, & Warren, 2018).

Background of the Problem

Entry-level retail jobs are attractive to employment seekers, as the positions do not require specific skill sets or advanced levels of education (Ellingson, Tews, & Dachner, 2016). However, employees in the retail sector are often undertrained, underpaid, overworked, stressed, and without education (Kumar et al., 2014). Managers often have high demands for employees, limiting workers' opportunities for growth, and

assigning irregular work schedules that contribute to employee turnover (Madariaga, Oller, & Martori, 2018). As a result, the turnover rate of employees in the retail sector is above 60% (Mitrovska & Eftimov, 2016).

Employee turnover is a well-documented phenomenon that could have a significant cost. Employee turnover significantly impacts every part of an organization (Kakar, Raziq, & Khan, 2017) and can deplete organizations' budgets due to additional recruiting and training costs (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015; Kline & Lewis, 2019). Replacing an employee can cost 50% to 200% of the departing worker's annual salary (Cloutier et al., 2015). But some retailers lack efficient employee retention strategies; hence, replacing employees is particularly costly to the organization (Alasadi & Al Sabbagh, 2015). Therefore, to remain productive, managers need to identify, develop, and implement employee retention management practices and procedures (Cooper, Wang, Bartram, & Cooke, 2019).

Problem Statement

Employee turnover is costly, resulting in a financial loss for the organization (Alasadi & Al Sabbagh, 2015). In 2017, voluntary employee turnover in the retail trade industry was 35%, 8% higher than the national average across all industries (Bureau of Labor Statistics, 2018). The general business problem is that supermarket managers do not recognize that voluntary employee turnover may result in a loss of profit. The specific business problem is that some supermarket managers lack strategies to reduce voluntary employee turnover and improve profitability.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies some supermarket managers use to reduce voluntary employee turnover and improve profitability. The sample comprised five supermarket managers in the Southeast United States who have successfully reduced voluntary employee turnover. The results of this study may contribute to social change by providing information on strategies that reduce employee turnover so that supermarket employees may support their families and, by extension, the community.

Nature of the Study

The three research methods are qualitative, quantitative, and mixed-methods (Levitt, Motulsky, Wertz, Morrow, & Ponterotto, 2017). As used in this study, qualitative research involves inquiry through naturalistic and interpretative world approaches to understanding the phenomenon of study in a natural setting (Levitt et al., 2017). The quantitative approach involves collecting, analyzing, and interpreting numerical data using statistical means to understand the correlations or causal relationships between predictor or independent and dependent variables (House, 2018). Quantitative methodology was not appropriate for this study because I did not collect or analyze numerical data. In a mixed-methods study, researchers collect and analyze data using both qualitative and quantitative approaches (Rittichainuwat & Rattanaphinanchai, 2015). Because I did not use numerical data to fulfill the purpose of the study, mixed-methods was also not appropriate for this study.

Among the qualitative research designs are ethnography, narrative, phenomenology, and case study (Levitt et al., 2017; Marshall & Rossman, 2016). A multiple case study design was appropriate for this study because I sought to explore strategies to reduce voluntary employee turnover in several different natural surroundings. Ethnography is suitable for researchers seeking to observe a group's culture in a social setting (Jerolmack & Khan, 2017). A narrative researcher seeks to understand a phenomenon through the sequencing of events in a storytelling format (Benson, 2014). With phenomenology, the researcher explores the meanings of the lived experience of participants in a general setting in relation to the phenomenon under study (Yates & Leggett, 2016). Ethnography and narrative designs were not appropriate for this study, as I did not study a group's culture or collect data in a storytelling format. Though phenomenology allows capture of participants' lived experiences about a specific phenomenon in a general setting, I explored in-depth, personal experiences and explanations with the study topic in participants' natural surroundings (see Hancock & Algozzine, 2017).

Research Question

One research question guided this study: What strategies do supermarket managers use to reduce voluntary employee turnover and improve profitability?

Interview Questions

1. How is employee turnover tracked within your organization?

2. What strategies have you found most effective in reducing voluntary employee turnover?

3. What were the barriers you encountered in implementing the strategies for reducing voluntary employee turnover?

4. How did you overcome the barriers you encountered in implementing the strategies for reducing voluntary employee turnover?

5. How do you measure the effectiveness of strategies for reducing voluntary employee turnover?

6. What motivational factors have you found important when attempting to reduce voluntary employee turnover?

7. What additional information would you like to share regarding strategies to reduce voluntary employee turnover?

Conceptual Framework

The conceptual framework for this study was Herzberg's two-factor theory (Herzberg, Mausner, & Snyderman, 1968), which centers on balancing employee motivation factors and hygiene factors (Ogunnaike, Ekweme, Adeyemo, & Okedurum, 2017). Motivational factors or intrinsic factors are recognition, achievement, advancement, responsibility, personal growth, and the work itself (Herzberg, 1966). Hygiene factors are nonwork-related extrinsic factors such as company policies, relationships with coworkers, salary, job security, supervisory styles, work condition, status, and personal life (Herzberg, Mausner, & Snyderman, 1959). The absence of positive hygiene factors may lead to job dissatisfaction in the workplace (Herzberg et al., 1959). However, employees may experience job dissatisfaction even without there being negative hygiene factors; in addition, the presence of such factors does not necessarily

lead to job satisfaction (Herzberg, 1966). Managers need to balance hygiene and motivational factors to minimize job dissatisfaction and motivate employees to stay in their jobs and remain productive (Dubbelt, Demerouti, & Rispens, 2019). Herzberg's two-factor theory of motivation was an appropriate conceptual framework for this study, as voluntary employee turnover depends on how managers in the supermarket apply the tenets of Herzberg's theory.

Operational Definitions

The following definitions apply to terms associated with voluntary employee turnover and supermarkets:

Evidence-based research: Evidence-based research is the composition of existing evidence in past and current research (De Bortoli, Ogloff, Coles, & Dolan, 2017).

Grocery store: The classic grocery store is the mom-and-pop corner store that offers basic items such as canned food, dry goods, and fruits and vegetables. The range of products is not as extensive as a supermarket (Quain, 2018).

Hypermarket: A hypermarket is more a superstore than a supermarket, carrying not just an extensive range of food products but also clothing, appliances, electronics, and furniture (Quain, 2018).

Job embeddedness: Job embeddedness stems from factors that keep employees in their positions (Allen, Peltokorpi, & Rubenstein, 2016).

Organizational citizenship: Organizational citizenship is an employee's behavior at work that promotes the health of the business without being part of the job description (Kaya, 2015).

Organizational sustainability: Organizational sustainability comes from organizations maintaining long-term social, financial, and environmental resources through education, training, technology transfer, and the development of local communities (Tata & Prasad, 2015).

Supermarket: A supermarket is the modern evolution of the grocery store. In addition to the basic goods of a neighborhood grocery, a supermarket contains more fresh options like poultry, meat, and fish as well as kitchen goods, pet supplies, medicine, and pharmaceuticals (Quain, 2018).

Withdrawal behaviors: Withdrawal behaviors entail an employee physically removing oneself from a workplace due to lateness, absenteeism, and turnover (Zimmerman, Swider, Woo, & Allen, 2016).

Work–life balance: Work–life balance occurs when individuals successfully manage personal life and employment, resulting in greater organizational productivity (Direnzo, Greenhaus, & Weer, 2015).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions in research are underlying constructs researchers assume to be true before they obtain evidence (Wolgemuth et al., 2015). There are three assumptions in this study. The first assumption is participants had the knowledge and experience to reduce voluntary employee turnover. The second assumption is the participants were honest when answering questions, as the quality of this research depended on the truthfulness of

participants. The third assumption is that participants would provide relevant company documents for methodological triangulation.

Limitations

Limitations are conditions out of the researcher's control that may affect the research method and analysis (Waller, Hockin, & Smith, 2017). There are three limitations to this study. The first limitation is that company documents from participants may not apply to the research phenomenon. The second limitation is the results of this study may not apply to other industries, including other retail operations. The third limitation is that although individuals participated voluntarily in the study, there was a possibility that some may have withdrawn, thereby affecting sample size and results.

Delimitations

Delimitations are boundaries researchers set for their studies (Waller et al., 2017). Delimitations in this study were that managers had (a) knowledge in employee retention strategies, (b) employment with a supermarket, (c) business operations in the Southeast United States, and (d) at least 5 years of experience in a senior management role.

Significance of the Study

Employee turnover imposes a significant cost on organizations, impacting the bottom line (Holtom & Burch, 2016). Successful business practice enables an organization to hire more employees, contributing to the community (Tata & Prasad, 2015). The results of this study may contribute to successful business practice and result in positive social change through improved working conditions and opportunities among communities.

Contribution to Business Practice

Reducing voluntary employee turnover could lower recruiting and training costs (Akgunduz & Sanli, 2017), creating greater profitability. Business profitability, in turn, may lead to business growth and employment opportunities. However, profitability is less when employees experience low workplace morale (Ozminkowski et al., 2016). Employees in environments with low morale are less motivated, which negatively impacts productivity and competitiveness through high voluntary employee turnover (Shaban, Al-Zubi, Ali, & Alqotaish, 2017). Employee recruitment and training costs affect organizations' profitability (Frederiksen, 2017). Thus, the results of this study may enable managers to enhance employee morale, increase productivity, and decrease turnover.

Implications for Social Change

Positive social change comes from actions and ideas with real-world implications, resulting in improved societal conditions (Komives, 2016). A decrease in voluntary employee turnover promotes employment security (Acikgoz, Sumer, & Sumer, 2016), which may lessen financial stress among people and communities. The results of this study may contribute to positive social change by helping supermarket managers create strategies that provide employment opportunities to individuals in the community. Increasing retention in supermarkets encourages members of the community to retain employment, and a decrease in the employment rates promotes dignity and worth within the community. A sense of self-worth could produce employees who are satisfied at work and reduce poverty, increasing the incidence of superior customer service.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore strategies supermarket managers use to reduce voluntary employee turnover and improve profitability. To gain an in-depth understanding of the research topic, an extensive academic literature review provided different sources of information and publications. In this section, I discuss the means of conducting the literature review to acquire relevant peer-reviewed articles. I then provide analysis and synthesis of various studies by comparing past research findings.

The literature review begins with an exploration of Herzberg's two-factor theory, which was the conceptual framework for this study. Also discussed are three alternative theories: Vroom's expectancy theory, Kahn's engagement theory, and job embeddedness theory. Critical analysis and synthesis of past literature provide an in-depth view of past and present research on the topic, resulting in the identification of key themes. The first theme focuses on the retail sector, exploring challenges, work–life balance, managers' responsibilities, and management practices. The second theme is employee retention, for which I reviewed employee satisfaction, organizational culture, and knowledge management. The third theme pertains to job satisfaction with respect to working environments, compensation and recognition, and working relationships. The fourth theme is employee retention, including contributing factors and incentives. Last, I review employee turnover, cost of voluntary turnover intention, and the importance of retaining millennials within unionized environments. The study's findings may contribute to

business practice by helping business managers modify existing strategies or develop new approaches to retain employees.

The review of academic literature began with the search of specific keywords such as *management, food and drug retail, supermarket, employee retention, employee turnover, job satisfaction, job dissatisfaction, motivation, intrinsic factors, extrinsic factors, organizational productivity,* and *organizational commitment.* Different databases such as Business Source Complete, Emerald Insight, SAGE Journals, ScienceDirect, and ProQuest were sources of information on past and present research, as were Google Scholar and government websites. I reviewed and analyzed a total of 146 sources in the literature review, which included both peer-reviewed and non–peer-reviewed articles. Among these, 127 articles were peer-reviewed and 143 had dates of publication within the last 5 years (i.e., between 2014 and 2019). Table 1 presents the number and percentage of articles by type.

Table 1

Literature Review Matrix

	Number	Percentage (%)
References	309	–
Peer-reviewed	264	85
Published within the last 5 years	302	97

Herzberg's Hygiene Theory

The conceptual framework for this study was Herzberg's (1966) hygiene theory, also known as the two-factor theory of motivation. Researchers commonly apply the two-factor theory when studying employees and job satisfaction (Alshmemri, Shahwan-Akl,

& Maude, 2016). The two-factor theory includes intrinsic, or motivational, and extrinsic, or hygiene, factors (Shaikh, Khoso, & Pathan, 2019). Herzberg defined the intrinsic factor as the degree to which individuals work to achieve their intrinsic motivations. Intrinsic motivation refers to internal demand for satisfaction; in contrast, extrinsic motivation stems from outside sources (García, Ramón, & Herrera, 2019).

Researchers have applied Herzberg's theory to examine these factors' effects on job satisfaction. Karatepe (2015) suggested that employees find the greatest satisfaction and motivation from intrinsic factors such as personal achievement, professional growth, sense of pleasure, and accomplishment, whereas extrinsic factors can cause employee discontent. However, Alshmemri et al. (2016) demonstrated that intrinsic (motivational) and extrinsic (hygiene) factors have a positive effect on job satisfaction. Thus, applying both hygiene factors and motivational factors can have a positive impact on employee motivation. Further, Weisberg and Dent (2016) used Herzberg's two-factor theory to examine the relationship between organizational culture, job satisfaction, and turnover intentions and confirmed that employee job satisfaction led to decreased turnover intention.

Employee motivation. The level of employee motivation may have an impact on job satisfaction. Employee motivation is the reason for people's actions and goals (Herzberg et al., 1959). Various factors influence employee motivation, including work–life balance, autonomy, financial stability, performance, commitment to corporate social responsibility, and job enrichment (Kotni & Karumuri, 2018). According to Herzberg (1968), elements that impact employee motivation can also include education,

communication, participation, and a sense of personal achievement. These elements are essential, as motivated employees demonstrate positive behavior in the workplace along with increased focus to attain organizational goals (Mangi, Kanasro, & Burdi, 2015). Achieving company-wide goals can have a positive influence within an organization, including reduced employee turnover and operational costs (Hartnell, Ou, Kinicki, Choi, & Karam, 2019).

Factors influencing motivation. Organizational leaders may influence levels of employee motivation and employee retention. Workers' motivation depends on organizational support and professional growth opportunities (Berge, Harder, & Goodwin, 2015). For example, finding employee rewards and recognition has had a significant influence on employee motivation and retention (Kassa, 2015), as compensation and motivation impact retention (Sarmad, Ajmal, Shamim, Saleh, & Malik, 2016). Retail managers may pay attention to hygiene factors, including company benefits, salary, and pay increase, to improve employee satisfaction, thereby impacting employee turnover (Pandey, Singh, & Pathak, 2018). Therefore, leaders can increase employee motivation by providing employee recognition, praise, compensation, and benefits (Kotni & Karumuri, 2018; Nemeckova, 2017).

Other researchers have argued that Herzberg's hygiene factors may not impact employee motivation and job satisfaction. For example, Habib, Awan, and Sahibzada (2017) discovered that company benefits had little impact on employee job satisfaction in the organization under study. Alshmemri et al. (2016) found similar results, including that compensation and benefits have minimal impact on employee satisfaction.

Additionally, according to Lazaroiu (2015), hygiene factors stimulate discontentment and do not positively impact employee job satisfaction and motivation. Sankar (2015) also found that the absence of hygiene factors does not bring about employee job dissatisfaction; however, the absence also brought no job satisfaction. Researchers continue to debate the intrinsic and extrinsic factors and the impact hygiene factors may have on employee motivation and job satisfaction.

Alternative Theories

Vroom's expectancy theory, Kahn's engagement theory, and job embeddedness theory are three alternative theories providing a different perspective on factors impacting employee retention (Arasanmi, & Krishna, 2019; Coetzer, Inma, Poisat, Redmond, & Standing, 2019; García, Ramón, & Herrera, 2019). According to Vroom's expectancy theory, behavior results from conscious choices between alternatives to maximize pleasure and minimize pain (Chopra, 2019). Khan's engagement theory is one concept to understand and describe the nature of the relationship between an organization and its employees as well as the processes that link personal development with employee engagement (Fletcher, Bailey, & Gilman, 2018). The job embeddedness theory consists of two sets of dimensions: (a) links, fit, and sacrifice between the employee and organization and (b) links, fit, and sacrifice between the employee and the community (Zimmerman et al., 2016).

Vroom's expectancy theory. The application of Vroom's expectancy theory could help managers in motivating employees. Vroom's expectancy theory is about building motivation through a working relationship with employees. For example,

Lazaroiu (2015) applied Vroom's expectancy theory and found a working relationship between manager and employee not only motivated employees but was essential when employees carried out specific tasks. Lazaroiu stressed the importance of manager behaviors in building relationships to motivate workers, subsequently increasing productivity. Business managers in the retail sector can work to improve their behaviors to build a relationship with employees, heightening motivation and engagement (Thiriku & Were, 2016).

Additionally, according to Vroom's expectancy theory rewards and recognition are forms of incentives that drive motivation (Purvis, Zagenczyk, & Mccray, 2015). Among other work-related enticements are employee incentive packages that include appropriate compensation, promotion opportunities, fringe benefits, and social incentives (Agyapong, Asiamah, & Cudjoe, 2019). Monetary incentives are an indication of appreciation and recognition (Oppel, Winter, & Schreyögg, 2019), with a lack of incentives leading to high retail employee turnover (Kotni & Karumuri, 2018) as well as a disruption in productivity or antisocial behaviors (Mahy, Rycx, & Volral, 2016). For example, when employees receive no monetary incentives for any extra work they perform, they become unmotivated, leading to high levels of employee turnover (Yula, Kanori, & Kalai, 2017). Additionally, when incentives are not aligned to employee expectations, they may display negative work behaviors (Olubusayo, Stephen, & Maxwell, 2014). As defined by Schilpzand, De Pater, and Erez (2016), negative work behavior is deviant workplace behavior with intent to harm the organization's reputation. Retail employees who tend not to exhibit signs of negative work behavior and experience

job satisfaction through job incentives are less likely to quit their job (Mehrzi & Singh, 2016). Moreover, satisfied retail employees could provide quality service to customers, leading to increased sales and organizational profitability.

Khan's engagement theory. Khan's engagement theory may provide support to managers to minimize employee turnover. Khan's engagement theory includes three conditions that must be present for employee engagement in the workplace: psychological safety, meaningfulness, and availability (Salman, Aamir, Asif, & Khan, 2015). Researchers have identified a positive relationship between employee engagement and meaningfulness, security, and availability (Barrick, Thurgood, Smith, & Courtright, 2015; Byrne, Manning, Weston, & Hochwarter, 2017; Fletcher et al., 2018; Hu et al., 2018). Thus, to reduce employee turnover and increase profitability, retail managers can focus on their workers' psychological safety, meaningfulness, and availability.

Further, positive employee engagement may lead to job satisfaction. Recognition, reward, and job characteristics are significant precursors to employee engagement (Iqbal, Shabbir, Zameer, Khan, & Sandhu, 2017). Managers who support fun activities can create a productive work atmosphere and a high level of employee engagement (Tews, Michel, & Noe, 2017). An engaging work environment helps minimize emotional exhaustion, enhances job satisfaction, and reduces turnover intentions (Tews et al., 2017). The positive work environment resulting from employee engagement has also improved retail workers' job satisfaction (Kotni & Karumuri, 2018). Therefore, retail managers may implement strategies to improve the work environment and support employee engagement to avoid voluntary turnover.

Job embeddedness theory. Employee turnover has a direct correlation with job embeddedness, which may create job satisfaction, leading to a reduction in turnover intention (Afsar & Badir, 2016). Job embeddedness is the collection of forces that influence employee retention (Karatepe & Avci, 2019). Job embeddedness centers on employees maintaining a positive relationship with their organization (Wu, Rafiq, & Chin, 2017). High job embeddedness reduces stress, absenteeism, and employee turnover and increases job satisfaction and overall productivity (Pang, Kucukusta, & Chan, 2015).

A positive work environment results in higher job embeddedness and lower employee turnover. Too much job embeddedness might cause employee burnout and health concerns, whereas not enough embeddedness could lead to employee turnover (Allen, Peltokorpi, & Rubenstein, 2016). Additionally, Peltokorpi, Allen, and Froese (2015) identified voluntary turnover as gender-related, with more women than men quitting their jobs. However, Morganson, Major, Streets, Litano, and Myers (2015) found job embeddedness necessary for both genders to reduce voluntary turnover, increase organizational commitment, and improve job satisfaction. Ultimately, it is important for retail managers to focus on job embeddedness to impact organizational commitment, increase profitability, and improve job satisfaction to reduce employee turnover (Lee & Huang, 2019).

Retail Sector

Retail stores have undergone various changes in the past 30 years to now include grocery stores, warehouse clubs, discount stores, specialty stores, supermarkets, and hypermarkets (Ellickson, 2016). According to Herzenberg et al. (2018), grocery store

chains emerged in the 1920s. With the 1940s came experimentation with additional

products such as meat and produce; by the 1960s, some grocery store chains had

transitioned into supermarkets, offering a significantly broader range of products and

services (Baker, & Friel, 2016). In the 1980s, warehouse and discount stores began to

open, and since the 1990s, various supermarkets targeting shoppers of specific

socioeconomic statuses—low income to upscale—have emerged to provide positive

shopping experiences (Herzenberg et al., 2018). Supermarket sales contribute to the

economic growth of the country, with Americans spending $620 billion in supermarkets

in 2013, or 5.6% of their disposable income (Ellickson, 2016). More than 37,000

supermarkets are in operation in the United States, with the average store carrying around

44,000 products.

Challenges and employee retention. Even with many shopper options, the retail

sector faces a constant challenge in retaining employees (Rathi & Lee, 2015). According

to Warden, Han, and Nzawou (2018), U.S. retail employees remain in a job for an

average of 24 months, and staff turnover is greater than 50%. Harrison et al. (2018) also

found the annual employee turnover rate in supermarkets to be as high as 65%. Thus,

retaining employees in today's economic uncertainty is the most prominent

organizational challenge from a global perspective (Kundu & Lata, 2017).

Job seekers are drawn to entry-level retail jobs because prior experience,

specialized skills, and higher education are not prerequisites (Ellingson et al., 2016).

However, frontline employees in the retail sector are often undertrained, underpaid,

overworked, and stressed (Kumar et al., 2014). Managers' demanding attitudes toward

employees, fewer growth opportunities, and irregular work schedules all contribute to employee turnover in supermarkets (Madariaga et al., 2018). The high turnover rate stems from employee dissatisfaction due to the absence of work–life balance (Carmichael et al., 2016). Employee satisfaction and employee retention may, therefore, be associated with employee work–life balance.

Work–life balance. Maintaining a work–life balance for employees may be essential in retaining employees. Work–life balance is a social concept focusing on balancing personal life with work, making the two complementary elements instead of competing for priorities (Bae et al., 2019). Having a balance between work and life increases job satisfaction, leading to organizational commitment, positive employee attitudes, and low employee turnover (Deery & Jago, 2015; Giauque, Anderfuhren-Biget, & Varone, 2019).

Organizational and industry attributes such as inhospitable work environments and demanding working hours create conflict in employees' work–life balance (Khamisa Oldenburg, Peltzer, & Ilic, 2015). Conflict in work–life balance occurs when employees have no boundaries between work and nonwork, low job embeddedness, and low quality of life, causing great stress (Khamisa et al., 2015). When work-related stress negatively affects retail employees, companies experience high turnover and profitability loss (Tian & Gamble, 2018). For instance, Babatunde (2017) found that organizational and human resources work–life policies affect employees' turnover intentions. In the retail sector, employees work long hours and nonstandard shifts, which could interfere with work–life balance (Young, Frazer, Weaven, Roussety, & Thaichon, 2019). Therefore, managers

may be significant in influencing levels of job satisfaction and employee work–life

balance in the retail sector.

Managers' roles and responsibilities. Several researchers have examined the

role of managers in employee job satisfaction. According to Akgunduz and Sanli (2017),

managers play an essential role in employee job satisfaction needed to retain workers in

all industries. Poor working environments and job conditions are reflective of managers

who provide minimal support for employee training and well-being and are detrimental to

work productivity and job satisfaction (Warden et al., 2018). Kiruja and Mukuru (2018)

attributed the high level of employee turnover among new hires to the low level of

employee training. Certain job types cause a higher level of stress than others; however,

managers can provide proper training to make tasks easier and reduce employee stress

(Warden et al., 2018). Adequate training helps business managers improve their workers'

job satisfaction, which reduces work stress and employee turnover (Berg & Farbenblum,

2017; Elmadag & Ellinger, 2018).

A manager's role and responsibility include creating an organizational climate in

which employees feel valued, recognized, and appreciated (Akgunduz & Sanli, 2017).

According to Keerativutisest and Hanson (2017), leaders who create a positive

organizational climate and a positive work environment can increase employee job

satisfaction, improving team performance. Kammerhoff, Lauenstein, and Schütz (2019)

suggested that success in team performance may increase job satisfaction, leading to a

reduction in turnover for staff. Employees are most comfortable in an organizational

climate in which managers inform and address the factors causing employee unease at the

workplace (Nickson, Price, Baxter-Reid, & Hurrell, 2016). A company's organizational

climate is an essential component of minimizing turnover intention and improving

profitability (Pandey et al., 2018). To support a positive organizational climate, managers

need to review their internal management practices to improve job satisfaction and retain

employees (Babakus, Yavas, & Karatepe, 2017).

  Management practices. A significant reason for employee turnover in the retail

industry is ineffective management practices (Cravens, Oliver, Oishi, & Stewart, 2015).

Employee turnover causes an organization to lose competitiveness, thus also losing

profits (Tam & Le, 2018). Turnover is imminent when employees feel disrespected at

work and when managers are demanding without showing care and esteem (Pandey,

Singh, & Pathak, 2016; Price, 2016; Warden et al., 2018). Shaping employees' attitudes

and behaviors is a significant task for managers wanting to remain competitive (Albrecht,

Bakker, Gruman, Macey, & Saks, 2015; Warden et al., 2018). Trust and working

relationships determine an employee's attitude and reduce withdrawal behaviors

(Morozova, Morozov, Khavanova, Lustina, & Panova, 2016). Similarly, Downey, van

der Werff, Thomas, and Plaut (2015) found withdrawal behaviors stemming from

managers disrespecting employees in the workplace. Therefore, managers should be

vigilant in utilizing effective management practices to inspire employees, providing a

positive working environment to reduce turnover and drive company profits.

Strategic Resource Management

  In today's business climate, organizations may need to identify new strategies to

remain competitive. Organizations and human resources departments can adopt various

practices to create an attractive workplace for workers, which could minimize voluntary employee turnover (Kontoghiorghes, 2016). According to Mitrovska and Eftimov (2016), the employee turnover rate is as high as 60% in the retail sector; as such, retail organizations can benefit from adopting effective strategic human resources approaches. Pereira, Malik, and Sharma (2016) identified a positive relationship between strategic human resources management, high employee retention, and satisfaction.

Employee satisfaction. Researchers have confirmed that the strategic human resources approach enables leaders to focus on improving employee job satisfaction through three orientations: content, context, and process (Kanfer, Frese, & Johnson, 2017). The content-oriented theorists focus on specific psychological traits and motives that drive an individual's job satisfaction (Rapp & Mathieu, 2019). In the context-oriented approach, researchers study environmental variables that foster job satisfaction through an individual's occupation and relationship with supervisors (Kanfer et al., 2017). Process-oriented approaches include goal choice, goal enactment, and goal striving as a means of job satisfaction (Rapp & Mathieu, 2019). In other words, such an approach enables researchers to focus on the *how* aspect of job satisfaction, which comes from setting specific goals. According to Sarmad et al. (2016), even with high motivators such as pay and benefits, content-oriented or process-oriented approaches are necessary to support employee retention. Therefore, leaders may need to understand the business environment and human resources approach to identify which option is suitable for improving job satisfaction among employees.

Organizational culture. An additional strategic human resources practice to reduce employee turnover may be to develop a favorable organizational work culture. Kontoghiorghes (2016) found that organizational culture improved job satisfaction and had a strong positive impact on retention. According to Azeez (2017), a poor fit between the employee and the organizational work culture is a major reason employees leave. Employee retention requires business managers to create a favorable culture and environment for employees to stay longer on the job (Bibi, Ahmad, & Majid, 2018). An attractive organizational culture comprises respect for employees, integrity, management support, and effective knowledge management (Kontoghiorghes, 2016).

The organization's culture is important, yet personal for employees, as there is a dependency on employees' perceptions of the organization's values aligned with their values (Gordon, 2017). A good combination between organizational culture and employees is to make the work environment favorable to meet employees' needs, values, and ideals (Daykin et al., 2018; Gelens, Hofmans, Dries, & Pepermans, 2014; Vaziri, Benson, & Salazar Campo, 2019). An attractive organizational culture depends on how the employees perceive the company's values as aligning with their own. When workplace culture appeals to employees' values and ideals, workers are more likely to stay in the organization (Daykin et al., 2018). Olubiyi, Smiley, Luckel, and Melaragno (2019) emphasized the association and relationship between organizational values and personal values providing support for lowering employee turnover. Therefore, developing and sustaining an attractive organizational culture is essential in the retail sector to minimize turnover and improve profitability (Driscoll, McIsaac, & Wiebe, 2019).

Developing an attractive organizational culture can have a significant impact on employee retention (Anitha & Begum, 2016); as such, business managers must create an environment that makes employees want to stay longer (Bibi et al., 2018). The organizational work culture may affect not only employee satisfaction, but also employee retention (Anitha & Begum, 2016).

> **Knowledge management.** Knowledge management is connecting employees with relevant new knowledge so they feel empowered and remain in their jobs (Inkinen, 2016). The foundation of knowledge management in the workplace is utilizing both tacit and explicit knowledge (Ahumada-Tello, Evans, & Puga, 2017). Tacit knowledge is implied and understood among the people in an organization and embedded in the organization's culture (Echajari & Thomas, 2015). Explicit knowledge comes from outside of the organization, often through information repositories such as libraries and the Internet (Gyaase, Anane, & Armah, 2015). The sharing and utilization of both tacit and explicit knowledge improve job skills and satisfaction by positively affecting employees' attitudes (Kianto, Vanhala, & Heilmann, 2016). Several researchers have supported the notion of a strong link between knowledge management and learning climate, which, in turn, affects employee retention (Belias, Koustelios, Sdrolias, & Aspridis, 2015; Chadwick & Collins, 2015; Diamantidis & Chatzoglou, 2019). Providing a learning culture with strong knowledge management may have a positive impact on job satisfaction.

Job Satisfaction

Job satisfaction is a specific attitude towards the overall work defined as job gratification, which can enable employee retention (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). Nine facets of job satisfaction contribute to employee retention: good pay, good working relationship, promotion, work type, level of communication, fringe benefits, contingent rewards, positive working environment, and good supervision (Khamisa et al., 2015). According to Mathew and Manohar (2016), job satisfaction impacts employee retention through intrinsic and extrinsic factors such as leadership style, work environment, and employee empowerment. Similarly, Pangestu and Sary (2018) posited that both intrinsic and extrinsic factors affect job satisfaction among retail employees. An organization's internal working environment can influence the level of job satisfaction felt by employees (Huang et al., 2016).

Working environment. Lee, Chiang, and Kuo (2019) found a significant correlation between work environment and turnover intention, suggesting that organizations need to create a welcoming workplace to increase job satisfaction and reduce turnover. Tian and Gamble (2018) claimed organizations could reduce retail employees' turnover intentions through the promotion of a favorable work environment. Similarly, Nanayakkara and Dayarathna (2017) demonstrated that the job environment plays an essential role in employee satisfaction and retention. Tam and Le (2018) noted that a pleasant working environment improved job satisfaction and reduced turnover intention. Other means of improving working environments include leaders implementing employee reward systems to reinforce organizational commitment, empowering

employees in decision-making processes, and promoting a climate of positive teamwork and relationships (Suttikun, Chang, & Bicksler, 2018). According to Chin (2018), a working environment that includes employee career development contributes to a higher level of employee retention and a positive work attitude. Muslim, Dean, and Cohen (2016) confirmed positive work attitudes among employees could increase job satisfaction, leading to higher employee retention.

In the retail sector, job satisfaction can lead to employee retention and profitability (Kotni & Karumuri, 2018). Many factors contribute to job satisfaction, including work–life balance, motivation, positive company culture, and opportunity for advancement (George, 2015). Kotni and Karumuri (2018) showed that fair compensation, work–life balance, a pleasant working environment, and job autonomy improved employee job satisfaction in the retail industry. Likewise, Alshmemri, Shahwan-Akl, and Maude (2017) found improved job satisfaction from factors such as employee autonomy and compensation.

Compensation. Employee compensation may be a contributing factor to job satisfaction, resulting in greater employee retention. Adebayo, Chiazor, Iruonagbe, Ekweogwu, and Okunbor (2018) found employee compensation to be a strong determinant in job satisfaction and retention. Sarmad et al. (2016) emphasized that organizational benefits and competitive compensation encourage employees to stay committed, help meet organizational goals, and remain with the organization. In contrast, Salisu, Chinyio, and Suresh (2017) concluded that employee pensions, not compensation, positively influenced employees' job satisfaction and minimized turnover intentions.

According to Yeboah and Abdulai (2016), compensation had a significant impact on job satisfaction, suggesting that high pay motivated employees and minimized turnover. Employee job satisfaction and retention are not solely dependent on compensation, however, as pay influences an employee's decision to join, leave, or stay with an organization (Adebayo et al., 2018). According to Wilson (2015), job satisfaction is a product of the working environment and recognition and associated with an employee's intent to leave.

Recognition and working relationship. Employee recognition and a positive working relationship with leaders may improve job satisfaction. Thiriku and Were (2016) found that when leaders made efforts to recognize employee success, workers' job satisfaction increased and turnover decreased. Organizational education and training are also means of employee recognition affecting job satisfaction. Abba (2018) suggested that the relationship between company-based training days and job satisfaction had a positive relationship with job satisfaction, leading to employee retention. Yeboah and Abdulai (2016) found that promotion, training, and development opportunities have a favorable effect on job satisfaction and employee retention. Lyria, Namusonge, and Karanja (2017) indicated a positive relationship between business managers and employees resulted in job satisfaction and improved organizational performance and retention. Idowu and Ndidiamaka (2018) achieved similar results, demonstrating that relationships between supervisors and employees affected employee performance and retention.

Employee Retention

Employee retention may have an impact on job satisfaction. Lu, Zhao, and While (2019) identified a direct correlation between job satisfaction and employee retention. Employee retention, the result of encouraging and keeping employees in an organization (Kossivi, Xu, & Kalgora, 2016), occurs when an employee exhibits a desire to stay with a company due to perceived benefits (Bibi et al., 2018). Employee retention is an organization's ability to keep employees longer than its competitors (Letchmiah & Thomas, 2017). Retail leaders could improve employee retention by uncovering turnover motive through employees' self-evaluation of their job satisfaction (Chhabra, 2018). Retail managers need to pay attention to self-evaluation results to shape policies and procedures through understanding the factors that contribute to retaining employees (Chhabra, 2018).

Factors contributing to employee retention. Specific factors such as independence, fair pay, and fairness at work encourage employees to stay at their current job (George, 2015). Various factors contributing to an employee's decision to stay with the organization include appropriate management style, availability of adequate resources, and job flexibility (George, 2015). Olubiyi et al. (2019) stressed that job flexibility is essential when attempting to encourage employee retention, thereby enhancing the employee's decision to stay in the job. Researchers identified other factors contributing to employee retention to be job satisfaction, advancement opportunities, and organizational culture (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015; Deery & Jago, 2015; Shukla & Rai, 2015).

Incentives. Managers can use financial incentives to stimulate employee

motivation and retention. A financial incentive may increase both job motivation and

satisfaction among employees (Gordon, 2017). Although compensation and base salary

are incentives (Koch, Waggoner, & Wall, 2018), some scholars have found high

compensation undermines employees' effort, degrades performance, and erodes intrinsic

motivation (Takahashi, Shen, & Ogawa, 2016). Good incentives help business managers

solidify employee retention (Sarmad et al., 2016), increasing loyalty and retention and

decreasing the organizational costs of absenteeism (Bibi et al., 2018). Company

incentives help employees perform better, increasing sales as a result of job satisfaction

(Friebel, Heinz, Krueger, & Zubanov, 2017). Good rewards and incentives reinforce

commitment, empower employees in the decision-making process, and create a climate

of positive teamwork and relationships, leading to job satisfaction (Suttikun et al., 2018).

Imna and Hassan (2015) suggested that rewards and incentives have a positive and

significant effect on employee retention; in contrast, Kianto et al. (2016) argued that

reward has little effect on job satisfaction. A better understanding of rewards and

incentives may help to identify the motives behind employee turnover.

Employee Turnover

Exploring the causes of employee turnover may advance understanding of

employee retention. However, despite extensive research, there is no single reason for

employees to voluntarily leave their jobs (Tan, Loi, Lam, & Zhang, 2019). The two types

of employee turnover are voluntary, when employees willingly leave the company, and

involuntary, when workers leave their employment for many reasons (Hom, Lee, Shaw,

& Hausknecht, 2017). Voluntary employee turnover poses a significant cost to the

organization, including 90% to 200% of the departing employee's annual salary (Cloutier

et al., 2015). Many factors contribute to employee turnover (Kamarulzaman, Zulkeflee,

Hamid, Sahari, & Halim, 2015), such as the absence of work–life balance, poor

organizational culture, and limited opportunities for advancement (George, 2015). In an

investigation of employee turnover in the retail industry, Pandey, Singh, and Pathak

(2019) and found employees were eager to quit when they experienced work-related

stress. Retail managers may avoid voluntary employee turnover and decrease

organizational costs by better understanding the reasons for employee turnover

intentions.

      Turnover intention. Understanding employee turnover intention may provide

information on how to retain employees. A constant concern of business managers is

identifying the reasons for employee turnover intentions (Akgunduz & Sanli, 2017) or the

subjective probability that employees will leave their employers (Sanjeev, 2017). There is

a negative association between job satisfaction and turnover intention, with the latter

having a significant impact on organizational effectiveness and profitability (Sanjeev,

2017). When acted upon, high turnover intention leads to the unplanned cost of hiring

and training a replacement (Sanjeev, 2017). Low employee morale may increase turnover

intentions. Organizational behavior, life satisfaction, job parameters, job characters, and

job facets affect employee morale, which may also result in turnover (Sanjeev & Surya,

2016). Two of the most significant factors leading to employee turnover in the retail

sector are low wages and poor benefits (Carmichael et al., 2016). Retail leaders could

benefit from understanding the job-specific factors contributing to high employee turnover to reduce organizational costs.

Cost of voluntary termination. Organizations may benefit from understanding voluntary termination to reduce their operating costs. Higher turnover puts the organization in danger of losing institutional memory, or professional talent (George, 2015). Employees with firm-specific knowledge leaving the organization can have an adverse financial impact (Younge & Marx, 2015), as the cost to recruit and train a new employee starts at $3,000 (Pereira et al., 2016). Firm-specific employee turnover rates are at an all-time high in the supermarket industry (Harrison et al., 2018). Replacing just one employee could cost as much as 200% of the prior worker's salary as a result of overlapping pay, advertising the opening, and training a new hire (Cloutier et al., 2015). To reduce the cost of voluntary termination, managers need to understand the needs of workers and their work–life preferences.

Millennial workers. A great number of retail employees in the US are millennials (Stewart, Oliver, Cravens, & Oishi, 2017), individuals born between 1981 and 1996 (Dimock, 2019). Business managers need strategies to retain millennials in the workforce because of their unique ideas and perspectives, which could be valuable to organizations (Laird, Harvey, & Lancaster, 2015). Millennials are the largest group of individuals entering the workforce, replacing the retiring baby boomers (Culpin et al., 2015). However, millennials can be demanding employees, putting added pressure on business managers to meet these workers' needs (Gilley, Waddell, Hall, Jackson, & Gilley, 2015). In addition to extrinsic monetary awards (Johnson & Ng, 2015), most

millennials are seeking work–life balance (Anderson, Baur, Griffith, & Buckley, 2017). In fact, many individuals among this population reject leadership opportunities in exchange for work–life balance (Gilley et al., 2015). To retain employees and reduce replacement costs, retail managers should not overlook millennial employees' needs (Stewart et al., 2017). However, developing strategies and modifying organizational policies and procedures may not be an easy feat in a unionized environment.

Unionized environments. Union leaders need to ensure that business leaders address the factors leading to employees' job satisfaction (Mamun, & Hasan, 2017). The bargaining strategies of trade unions shape wages, work schedules, and company incentives, thus increasing employee retention and job satisfaction (Keune & Pedaci, 2019). Changes in the retail industry over the last few decades have affected the collective bargaining power of retail unions, including the United Food and Commercial Workers International Union specific to supermarkets (Diamantidis & Chatzoglou, 2019). Moreover, many modern retailers do not have unions (Grimshaw, Johnson, Marino, & Rubery, 2017). Therefore, in a non-union environment, the responsibility of retail managers is to address the factors contributing to job satisfaction to reduce voluntary turnover (Clibborn, 2019). Collaboration between union leaders and business leaders may be of value to secure present and future generations of employees in the retail sector.

Transition

Section 1 presented detailed information on specific elements of the study. The purpose of the study was to explore strategies to reduce employee turnover in supermarkets in the Southeast region of the United States. Also in this section were the

business problem, interview questions, research method and design, assumptions,

limitations, and delimitations. A critical analysis and synthesis of peer-reviewed journal

articles was another component of the literature review. In Section 2, I review the role of

the researcher, sampling techniques, ethical research, data collection, data organization,

and data analysis techniques. Section 2 concludes with a discussion of the measures taken

to ensure reliability and validity.

Section 2: The Project

Section 2 includes a discussion of the elements of the project, including role of the researcher, participants, and recruitment of research participants. Section 2 also provides an exploration of the research method and design, the target population, the sampling method, and ethical considerations for the study. I discuss data collection instruments, data collection technique, data organization, and the process of data analysis. Section 2 concludes with a focus on ensuring reliability and validity within the research.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies some supermarket managers use to reduce voluntary employee turnover and improve profitability. The sample comprised five supermarket managers in the Southeast United States who have successfully reduced voluntary employee turnover. The results of this study may contribute to social change by providing information on strategies that reduce employee turnover so that supermarket employees may support their families and, by extension, the community.

Role of the Researcher

In this study, I acted as an emic researcher focusing on the various perspectives of study participants. The emic researcher explores a studied phenomenon from the participant's point of view (Ford, West, & Sargeant, 2015). To achieve this goal, I conducted semistructured interviews with supermarket managers who have been successful in retaining employees. Additionally, in a qualitative study, the researcher is the primary instrument for data collection (Yin, 2017), which was the case in this study.

The data collection process entailed recruiting participants, collecting data through interviews, analyzing data, and sharing the research findings and recommendations.

Familiarity with the study phenomenon helps a researcher to collect rich data (Berger, 2015). My previous work experience in the retail sector gave me a better understanding of the impact of employee turnover in supermarkets. Moreover, a thorough review of the literature provided insights on employee turnover challenges in the retail industry and supermarkets. I selected participants who had the knowledge and experience to provide information for answering the research question. I did not choose participants with whom I am familiar, and I had no vested interest in any participant's employer.

Another important role of the researcher is protecting participants' safety and interests and ensure research findings are of benefit to society (Bereza, 2017). Institutional Review Boards (IRBs) uphold ethical standards to protect research participants and ensure the accountability of researchers to comply with specific ethical standards (Adams & Miles, 2018). The Belmont Report (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1978) is an essential tool directing researchers to protect the rights of participants (Pierce, Steele, Flood, & Elliott, 2019). The Belmont Report provided an ethical framework for the study, requiring justice, beneficence, and respect for participants (Miracle, 2016). The Belmont Report mandates that a researcher is fair when sharing benefits and risks, balancing risk against benefits, and following the process of beneficence while respecting autonomy (Denzin & Giardina, 2016). By complying with the Walden University IRB

requirements and the Belmont Report guidelines, I followed the requirements to conduct ethical research.

Further, reducing personal researcher bias is important to achieve integrity in data collection and analysis (Moon & Singh, 2015). In a qualitative study, the researcher is both data collector and analyst; therefore, it is important to be mindful not to inject personal bias into the research (Birt, Scott, Cavers, Campbell, & Walter, 2016), being aware of possible bias, assumptions, and limitations (Ion, Iliescu, Ilie, & Ispas, 2016). During the interviews, I asked probing questions, listening to participants' responses while remaining considerate of personal bias. Interviewing is subject to manipulation and intimidation (Sorsa, Kiikkala, & Åstedt-Kurki, 2015); therefore, I did not influence interview responses by demonstrating emotion or expressing agreement or disagreement. In addition, I used a bracketing technique to avoid any bias from my personal lens and worldview during data collection and analysis. Bracketing means setting aside preexisting ideas and opinions, looking at the phenomenon with an open mind and without bias (Sorsa et al., 2015). I requested participants to review my study findings to verify I understood their viewpoints. By allowing respondents to review and clarify interpreted interviews, I decreased personal bias and enhanced the credibility of the study (see Birt et al., 2016).

Collecting reliable data is also essential to ensuring credible research findings (Taib, Krauss, & Ismail, 2019). One way to stay focused and to structure each interview the same for all participants is by creating an interview protocol (Taib et al., 2019). Accordingly, I created and used an interview protocol (see Appendix A) to improve data

quality, increase study credibility, and obtain detailed and rich data (Castillo-Montoya, 2016). In this study, the interview protocol contained guidelines for the researcher and all participants.

Participants

I selected and interviewed participants who had the knowledge and experience necessary to answer interview questions, providing information that allowed me to answer the research question. A researcher must set clear eligibility criteria, and participants need to have sufficient knowledge of and experience with the study phenomenon (Gentles & Vilches, 2017; Gould et al., 2015). Eligibility criteria included participants who had (a) knowledge in employee retention strategies, (b) employment with a supermarket, (c) business operations in the Southeast United States, and (d) at least 5 years of experience in a senior management role.

I applied various strategies to gain access to research participants. The contact information of retail managers in the Southeast United States is available on the Internet with individual profiles on LinkedIn. Supermarket managers who met the eligibility criteria received an invitation to participate by e-mail (see Appendix B), which is a convenient method for contacting participants (Gentles, Charles, Ploeg, & McKibbon, 2015). I also included the consent form in the e-mail, which provided a background and guidelines for the study to help recipients make an informed decision on whether to participate (see Bailey & Bailey, 2017).

I also applied various strategies for establishing a working relationship with participants, the basis of which are respect and trust. Honesty, ethical behavior, and

nonjudgmental communication are also necessary to establish a positive working relationship with participants (Lowther et al., 2016). I exhibited professional conduct when communicating and meeting with participants. I also built trust by discussing the consent form, which includes confidentiality and privacy clauses, study guidelines, and participants' rights (Petrova, Dewing, & Camilleri, 2016). Further, conducting face-to-face interviews allowed me to become acquainted with each participant, discuss the consent form, and answer questions.

Research Method and Design

The three research methods are qualitative, quantitative, and mixed-methods (Marshall & Rossman, 2016). The nature of the inquiry is the basis for selecting the methodology (Kastner, Antony, Soobiah, Straus, & Tricco, 2016). Under the qualitative method, a researcher may choose from multiple designs (Yin, 2017), including a case study. Following is the rationale for selecting a qualitative approach with a case study design.

Research Method

I used qualitative methodology for this study, an approach suitable for gaining an in-depth understanding of a phenomenon (Hancock & Algozzine, 2017). Qualitative research involves a naturalistic and interpretative world approach to understand the phenomenon in a natural setting (Levitt et al., 2017). The qualitative method was appropriate for this study, which involved an exploration of the strategies supermarket managers have used to reduce employee turnover. Uncovering these strategies occurred

through a naturalistic and interpretative world approach in a natural setting with semistructured interviews.

Neither the quantitative nor mixed-methods approach was appropriate for this study. The quantitative method is suitable when a researcher intends to analyze and interpret numerical data (House, 2018), defining variables and using a statistical approach to test hypotheses (Christensen, Johnson, & Turner, 2015). A mixed-methods approach involves the integration of both qualitative and quantitative methods (Maxwell, 2015). Mixed-methods is appropriate for a study in which one method is insufficient to understand the complex social phenomenon (Skalidou & Oya, 2018). As the quantitative methodology was unsuitable for this study, so was mixed-methods.

Research Design

The specific research design was a case study. Among the qualitative designs are narrative, case study, phenomenology, and ethnography (Levitt et al., 2017). Using a phenomenological design, a researcher explores the lived experience of an individual or group in a general setting (Alfakhri, Harness, Nicholson, & Harness, 2018). The phenomenological design was not appropriate, as I interviewed individuals in a specific environment. A narrative design is appropriate for a researcher collecting data in a storytelling format on a sequence of events from one or two people (Luton, 2015). In ethnography, a researcher observes participants in a cultural setting and collects data to understand the participants' goals, motivations, and themes (Baskerville & Myers, 2015). Because I did not collect data in a storytelling format or explore a particular culture, neither ethnography nor narrative design met the objective of the study.

In a case study, a researcher explores and explains the study topic in the context of participants' experience in natural surroundings (Hancock & Algozzine, 2017). A case study is a comprehensive approach to uncovering and describing complex issues relevant to the topic, allowing for rigorous, in-depth understanding (Arslangilay, 2018). A case study was applicable to this study, as I asked questions in interview settings to gather in-depth participant perceptions of the topic.

Saturation in research occurs when no new themes or information emerge from collecting additional data (Saunders et al., 2017). Achieving data saturation is essential for credible research findings (Hennink, Kaiser, & Marconi, 2017). The number of participants, the length of the interview, and the lack of new themes or coding determine data saturation (Hagaman & Wutich, 2017). I anticipated five participants were sufficient to achieve saturation; however, if this sample size were inadequate, I would have recruited additional supermarket managers who met participation criteria to take part in the study.

Population and Sampling

A recommended case study sample size is no more than 10 participants (Yin, 2017). A large sample size does not necessarily result in data saturation (Fusch & Ness, 2015). In addition, smaller sample sizes better enable a qualitative researcher to gather in-depth, detailed inquiry (Lowther et al., 2016). Accordingly, the study sample consisted of five managers in the supermarket industry who had experience with the phenomenon of employee turnover.

Various sampling methods are available depending on the type of research, including purposive, convenience, and snowball (Ranney et al., 2015). Convenience sampling, also known as accidental sampling, is a nonprobability method that allows easy access, availability at a specific time, and geographical proximity (Etikan, Musa, & Alkassim, 2016). Snowball sampling, also known as random sampling, occurs when a researcher identifies subsequent participants based on current participant referrals (Etikan et al., 2016). The purposive sampling technique is suitable when identifying and selecting participants who meet designated study criteria (Fusch & Ness, 2015). Purposive sampling is also useful when randomization is impossible because the population is large and the researcher has limited time, resources, and personnel (Etikan et al., 2016). In this study, I used a purposive sampling technique to identify participants who met the study criteria for being supermarket managers for 5 years or more and having used strategies to reduce voluntary employee turnover.

Ethical Research

Upon securing IRB approval (approval no. 11-05-19-0725407), I sent invitation e-mails (see Appendix B) and informed consent forms to potential participants to provide them with a clear understanding of the study, objectives, and participants' role. Prior to beginning each interview, I explained the provisions in the consent form. Informed consent incorporates participants' willingness to abide by the study guidelines, knowledge about their rights as participants, and assurance of protection from harm (Main & Adair, 2015). I advised participants of their right to withdraw from the study at any time without penalty. There was no compensation or incentive for participation. A

researcher has an obligation to perform scientifically and ethically sound research; the use of compensation or incentives may cause participants to be deceptive (Bernstein & Feldman, 2015; Lynch, Joffe, Thirumurthy, Xie, & Largent, 2019).

When collecting data, researchers must comply with IRB and Belmont Report guidelines to ensure the ethical treatment of all participants (Wechsler, 2015). I conducted this study with the highest level of ethical compliance. In addition, I obtained certification from the National Institute of Health Office of Extramural Research (see Appendix C) to further familiarize myself with ethical guidelines.

Researchers must keep data and information confidential when conducting studies involving human participants (Noain-Sánchez, 2016). Therefore, I provided each participant with an alphanumeric code to ensure confidentiality and privacy. Using codes in lieu of names helps ensure the confidentiality and privacy of the research participants (Lahman et al., 2015). All information from this study will remain confidential and secured in an undisclosed location in my home for 5 years, after which time it will undergo destruction in accordance with Walden University guidelines.

Data Collection Instruments

Qualitative data may come from semistructured interviews, observations, document review, focus groups, archived data, or a combination thereof (Ozer & Douglas, 2015). In a qualitative study, the primary data collection instrument is the researcher (Chinkov & Holt, 2015). Semistructured interviews allow for an in-depth exploration of the phenomenon (Brannen, 2017) from participants' experiences (Palinkas et al., 2015); for this reason, semistructured interviews are the most common qualitative

data collection instrument (Masson, Delarue, Bouillot, Sieffermann, & Blumenthal, 2016; McIntosh & Morse, 2015). Semistructured interviews incorporate open-ended questions with the opportunity for follow-up probing questions (Serafini, Lake, & Long, 2015). I scheduled semistructured interviews and document reviews with supermarket managers who expressed interest in this study and met participation criteria.

Data Collection Technique

The interview protocol (see Appendix A) is the format a researcher follows during the interview to enhance reliability and validity (Amankwaa, 2016; Dikko, 2016). In this study, the interview protocol contained interview guidelines, opening scripts, closing scripts, audio-recording permission, and the provisions of the consent form. Interview guidelines include a set of procedures for a researcher to follow during the interview (Fusch & Ness, 2015). The interview protocol enables a researcher to maintain consistency in the interview process, which aids in study reliability (Yin, 2017).

Birt et al. (2016) suggested using member checking to enhance study validity. During the member checking process, a researcher asks participants to review data interpretation for accuracy and provide any additional information relevant to the study phenomenon, as applicable (Allen, 2015). In this study, before data analysis, I sent my interpretation of answers to research participants to ensure I had accurately captured their meaning and intentions. Member checking also provided an opportunity for participants to add new or relevant information to further improve the study's validity and reliability.

Data Organization Technique

Researchers can manage data effectively with a proper data organization technique (Cairney & St. Denny, 2015; Davidson, Paulus, & Jackson, 2016). Data organization is essential to locate information when needed (Turner, Kim, & Anderson, 2015). I organized and maintained effective data organization and storage by labeling appropriate documents and filing them in an electronic vault.

Yin (2017) recommended keeping a reflective journal to record observations during the interview; in addition, maintaining a reflective journal helps a researcher to better avoid bias (Young & MacPhail, 2015). I kept a reflective journal throughout the research process, which enabled me to obtain a better understanding of the phenomenon and reflect on previous events. Yin recommended securing data for future audits; accordingly, Walden University requires maintenance of all data for 5 years following study completion. I organized the collected data using folders and subfolders on my computer to include reflective journals, scanned organizational records, and transcribed interviews. To analyze and organize the findings, I imported the stored data into NVivo, a software program used by qualitative researchers to code and then extract themes from data analysis (Waller et al., 2017). NVivo is useful for analyzing the data and compiling results (Woods, Paulus, Atkins, & Macklin, 2015).

To support the data collection technique, I stored audio and data files in an undisclosed, locked location in my personal home, where they will remain for 5 years. I also used a personal computer and USB memory drive with an encrypted password to store collected data within an electronic vault. Five years following study completion, I

will destroy all documents and delete electronic files according to Walden University guidelines.

Data Analysis

Data analysis enables a researcher to discover patterns, descriptions, and themes to answer the research questions (Stewart, Gapp, & Harwood, 2017). I applied Yin's (2015) 5-step data analysis process, which enabled me to examine, categorize, and test the evidence. The process entails following a series of activities in sequence, which include compiling, disassembling, reassembling or arranging, and interpreting the data and then presenting conclusions (Yin, 2017). During data analysis, NVivo software allows a researcher to compile, disassemble, and reassemble data (Kirby, Broom, Adams, Sibbritt, & Refshauge, 2014)

A case study researcher often compiles data from multiple sources (Anney, 2015). Data compilation involves examining existing data to derive new information (Breidbach & Maglio, 2016). In this study, I collected data from semistructured interviews and company documents. I organized the compiled data in Microsoft Word and Excel and then imported the information into NVivo for disassembly.

Disassembling is the second phase of data analysis (Yin, 2015). After compiling data, a researcher separates the information to look for hidden clues (Castleberry & Nolen, 2018). Coding involves processing raw data and then dissembling the data into fragments with the use of codes (Firmin, Bonfils, Luther, Minor, & Salyers, 2017). Stuckey (2015) posited that thematic coding allows the researcher to find clues and cluster related segments together. When disassembling data, a researcher should

crosscheck collected data with research logs, observations, audio recordings, and transcripts (Panteli, Yalabik, & Rapti, 2019). I disassembled the data by reviewing all personal notes, recordings, and interview transcripts, subsequently using NVivo to support the coding process.

The third phase of data analysis is reassembling and rearranging hidden clues to classify into themes (Yin, 2015). Identifying themes is necessary for researchers to answer the research questions (Ganapathy, 2016). Many qualitative researchers use NVivo to detect, classify, and organize data to develop themes (Oliveira, Bitencourt, Zanardo dos Santos, & Teixeira, 2016). I used NVivo to identify themes and analyze the data, as well as Microsoft Word and Excel to complete the data analysis process.

The fourth step in Yin's (2015) 5-step data analysis process is to interpret the data according to the themes uncovered. Interpretation involves understanding and making sense of the collected data (Haines, Summers, Turnbull, Turnbull, & Palmer, 2015). I interpreted the study findings based on the previously identified themes.

The final step in data analysis is concluding the study (Yin, 2015). Accordingly, a researcher connects the themes to answer the research questions (Nielsen & Hjørland, 2014). To ensure the appropriate interpretation of results, I also applied the member checking process, which Stansen and Chambers (2019) noted supports accurate data interpretation. I developed key themes and applied Yin's (2015) 5-step process to ensure appropriate data analysis and rigor, which led to accurate and reliable research results.

Reliability and Validity

Researchers apply reliability and validity to achieve study trustworthiness (Pacho, 2015). Data reliability means that if another researcher were to replicate the study, the results would be the same (Morse, 2015). Validity depends on whether the study method and design are sufficient to capture participants' experiences, as intended (Spiers, Morse, Olson, Mayan, & Barrett, 2018).

Reliability

Reliability refers to the study's dependability, meaning its replicability and consistency (Onen, 2016). Qualitative dependability is the same as reliability in quantitative research (Harvey, 2015). I selected the method and design appropriate to understand the phenomenon. In addition, I purposively sampled participants and remained truthful during data collection and analysis to boost the study's dependability. Reliability depends on data quality and data interpretation (Spiers et al., 2018). To ensure reliability, I collected dependable data through semistructured interviews. In addition, the use of member checking helped to ensure data interpretation accurately represented participants' responses. An interview protocol assists a qualitative researcher in achieving dependability (Morse, 2015). Accordingly, I followed the same interview protocol with all participants to maintain uniformity in data collection. Reliability means achieving a level of consistency over a period of time (Noble & Smith, 2015).

Validity

The criteria to define validity in qualitative research are trustworthiness, credibility, transferability, and confirmability (Yin, 2017). Trustworthiness is equivalent

to validity (Vogt & Johnson, 2016). Descriptions of credibility, transferability, and confirmability with regard to this study follow.

Credibility. A researcher ensures credibility through persistent observation, prolonged engagement, and member checking (Morse, 2015) as well as methodological triangulation (Marshall & Rossman, 2016; Yin, 2017). Member checking involves reviewing data interpretations with participants to ensure findings represent the participants' responses (Harvey, 2015). In addition to transcript review and interpretation, I asked participants to provide additional information relating to the study topic as they found necessary. Methodological triangulation is collecting data from multiple sources (Gibson, Webb, & Lehn, 2014); accordingly, I gathered information from interviews and company documents provided by the participants.

Transferability. If a study has transferability, then the findings are applicable to groups beyond the participants (Moon, Brewer, Januchowski-Hartley, Adams, & Blackman, 2016). To increase transferability, a researcher needs to include a rich description of the study approach and findings (Pocock, 2015; Rezaei, 2016). I closely documented population, interview questions, sample size, method, design, and sampling techniques, which may allow for transfer to groups outside the sample.

Confirmability. A study with confirmability is free from researcher bias (Spiers et al., 2018). Keeping a reflective journal provides the researcher an opportunity to audit the study and achieve confirmability (Vogt & Johnson, 2016). In this study, I maintained an audit trail and reflective journal to ensure the responses were those of participants and not my personal bias. I used bracketing throughout data collection and analysis,

suspending assumptions and becoming aware of any preconceived notions to minimize bias (Mertens et al., 2017).

Data saturation. Data saturation occurs when the researcher obtains sufficient information to answer the research questions and no new themes emerge from additional data collection or sampling (Cope, 2015). Saldana (2016) further identified data saturation as the point when no new information, properties, conditions, dimensions, consequences, or actions emerge during the coding process. Data saturation strengthens confirmability in a case study (Yazan, 2015). To achieve data saturation, I conducted face-to-face, semistructured interviews with follow-up questions as needed. When respondents begin to give the same answers, saturation has occurred and the interviews should end (Bedwell, McGowan, & Lavender, 2015). To ensure data saturation, I continued to conduct interviews until no new themes emerged. I achieved saturation with the initial five participants; thus, no further sampling was needed.

Transition and Summary

The objective of this qualitative multiple case study was to explore strategies some supermarket business managers use to reduce voluntary employee turnover and improve profitability. In Section 2, I provided information on the researcher's role, participant selection criteria, research method and design, and ethical standards. I also explained data collection instruments and procedures, organization, analysis, and reliability and validity of the research findings. Section 3 includes the study findings, application to professional practice, implications for social change, recommendations for action, reflections, and a conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies some supermarket managers use to reduce voluntary employee turnover and improve profitability. Data were collected from semistructured interviews with five managers in the supermarket industry who managed at least five employees and were involved with staff retention in supermarkets. Each participant reviewed and signed a consent form that conveyed the purpose of the research, voluntary participation, confidentiality, and the right to participate or withdraw at any time.

Participants responded to open-ended interview questions based on the interview protocol (see Appendix A). I completed a review of primary data with all participants, including the review of interview transcripts through the member checking process to ensure appropriate and accurate interpretation of information. With the use of methodological triangulation, four themes emerged: (a) compensation, (b) employee recognition, (c) organizational culture, and (d) empowerment. This chapter presents the findings of the study as well as the application to professional practice and implications for social change. I also offer suggestions for action, recommendations for future research, my reflections of the doctoral study, and an overall conclusion.

Presentation of the Findings

The research question for this qualitative study was "What strategies do supermarket managers use to reduce voluntary employee turnover and improve profitability?" The data collection process included conducting interviews with five

supermarket managers who applied and had experience with employee retention

strategies. The data collection process also included a review of company documents,

which reflected the themes emerging from this study. Participants were eligible to

participate if they had (a) knowledge in employee retention strategies, (b) employment

with a supermarket, (c) business operations in the Southeast United States, and (d) at least

5 years of experience in senior management roles. Table 2 provides an overview of

participant eligibility using alphanumeric codes of P1 to P5 to ensure confidentiality.

Table 2

Summary of Participant Codes and Eligibility

Requirement	Percent (%)				
	P1	P2	P3	P4	P5
Knowledge of retention	100	100	100	100	100
Employed at a supermarket	100	100	100	100	100
Business location in US	100	100	100	100	100
5 years' senior management	100	100	100	100	100

I utilized the NVivo software to support the data analysis and member checking

processes to ensure accuracy of interpretation and data collection. Following

methodological triangulation, four themes emerged: (a) compensation, (b) employee

recognition, (c) organizational culture, and (d) empowerment.

Theme 1: Compensation

All participants emphasized the importance of compensation for supermarket

employees to reduce voluntary turnover and improve profitability. Voluntary employee

turnover can adversely affect an organization's performance and may increase

organizational costs due to the recruiting and training needed for new hires (Chiat &

Panatik, 2019). Organizational profitability and voluntary employee turnover may also have an impact on employee job satisfaction (Stamolampros, Korfiatis, Chalvatzis, & Buhalis, 2019). Two subthemes arose from the semistructured interviews and data analysis: contingent reward and promotion and incentives.

Subtheme 1: Contingent reward. Contingent rewards—providing positive reinforcement for a job well done—motivate employees to expend more energy (Manohar, Finzi, Drew, & Husain, 2017). Contingent rewards are motivation-based incentives used so the employees will meet the organization's identified goals (Yoon, Sung, Choi, Lee, & Kim, 2015). When organizations are experiencing slow or minimal sales growth, they may find it difficult to provide an increase in compensation for employees. When this occurs, organizations could offer contingent rewards, leading to potentially greater job satisfaction. Contingent rewards provided to employees by managers are based on meeting identified goals and promote positive reinforcement for a job well done (Ainscough, McNeill, Strang, Calder, & Brose, 2017). When payment is dependent on employee performance, contingent rewards could serve as a higher motivator for employees to work better. Job satisfaction is significant in retaining employees and creating a positive relationship between employee satisfaction, customer satisfaction, and organizational performance (Stamolampros et al., 2019). Table 3 provides a list of specific terms associated with contingent reward from all interviews. The combined frequency of terms associated with contingent reward from all participants was 3.89%.

Table 3

References to Contingent Reward

Reference	Frequency	Weighted percentage (%)	Similar words
Pay	46	0.98	paid, pays
Motivation	29	0.64	motivation, motivations
Money	24	0.51	money, monetary
Measure	21	0.45	measures
Additional	19	0.40	additions
Sales	18	0.38	sale
Number	15	0.32	numbers
Contingent	10	0.21	–

Additionally, compensation and voluntary turnover are associated with employee job satisfaction (Froese, Peltokorpi, Varma, & Hitotsuyanagi-Hansel, 2019). P3 stated, "One of the most effective strategies to provide job satisfaction and employee retention is compensation." Similarly, P1 mentioned, "Pay is a significant factor in retaining employees and providing job satisfaction." P2 emphasized, "Job satisfaction makes employees want to stay with the organization longer." P3 had similar findings, sharing, "The strategies found to be most effective in reducing voluntary employee turnover in this organization are compensation." P1 also stated, "Pay is a significant factor in retaining employees and providing job satisfaction."

Three participants also emphasized the importance of contingent reward with employees. P3 said that offering a contingent reward based on company metrics of the desired goals promotes job satisfaction. P1 added that contingent rewards were a positive reinforcement when a raise was not possible due to lower-than-expected sales growth. P5 stated, "Offering an increase in pay for sales growth . . . increases motivation within the

associate and gives them the morale to be better in the job and more satisfied in their work." P4 explained the connection between contingent reward and motivation, sharing, "The contingent reward was also a motivation to perform better so sales would increase."

Subtheme 2: Promotions and incentives. An important element of job satisfaction is associated with the promotion and intrinsic motivation factor for the employee (Yousef, 2017). Employees who experience job satisfaction promote a healthy attitude toward the organization and encourage others to strive to elevate their work level (Melián-González, Bulchand-Gidumal, & González López-Valcárcel, 2015). Job satisfaction can also decrease rates of employee turnover and turnover intentions (Lim, Loo, & Lee, 2017). Specific incentives valued and linked to employee turnover include monetary compensation and recognition (Aguenza & Som, 2018). Table 4 provides specific terms associated with promotions and incentives for all interviews. The combined frequency of terms associated with promotions and incentives from all participants equaled 2.64%.

Table 4

References to Promotions and Incentives

Reference	Frequency	Weighted percentage (%)	Similar words
Recognition	36	0.77	recognize
Satisfaction	26	0.55	satisfy
Treat	17	0.36	treats
Raise	16	0.34	raises
Leaving	15	0.32	leave
Compensation	14	0.30	–

Participants believed that employee promotions were a strong determinant in voluntary turnover intentions for employees. P5 stated, "Understanding the employee and what they want in their lives, promotion in the workplace will help instill job satisfaction, leading to fewer turnover intentions." Similarly, P3 mentioned that promotions with or without a pay increase tend to provide intrinsic motivation, a necessary factor for the reduction of employee turnover within the supermarket industry. P3 shared, "Proper promotion leads to job satisfaction and less turnover in the workplace."

All participants identified employee compensation and recognition as the top two motivators for employee retention. P2 stated, "The motivational factor found to be most significant when attempting to reduce voluntary employee turnover [is] verbal recognition." P3 promoted a similar view, saying, "The strategies found to be most effective in reducing voluntary employee turnover in this organization [are] incentives." Furthermore, P5 mentioned the need for employee recognition multiple times, emphasizing "replacing the pay aspect with respect and recognition."

Links to literature. A contingent reward system within organizations motivates employees to perform better; in turn, better performance reflects and enables organizational growth (Hou, Priem, & Goranova, 2017). According to Mathew and Manohar (2016), contingent rewards, promotions, and incentives are three of the nine facets of job satisfaction that contribute to employee retention and job satisfaction. Promotions and incentives are methods for retaining employees among other work-related enticements, including employee incentive packages, promotion opportunities, and fringe benefits (Agyapong et al., 2019). Employee retention has a direct effect on

organizational profitability, keeping employees in a job longer with the ability to increase pay (Ahammad, Tarba, Liu, & Glaister, 2016).

Links to conceptual framework. Retail employees who experience job satisfaction through incentives and extrinsic rewards are less likely to quit their employment (Mehrzi & Singh, 2016). Based on Herzberg's two-factor theory, which centers on balancing employee motivation factors and hygiene factors (Ogunnaike et al., 2017), managers can minimize job dissatisfaction, encouraging employees to remain in their jobs and continue to be productive within the organization (Dubbelt et al., 2019). Incentives have positive effects on employee satisfaction, reducing turnover (Hague, 1985; Herzberg, 1964). According to Herzberg (1968), incentives are synonymous with job satisfaction.

Theme 2: Employee Recognition

Respect and recognition are elements that can satisfy employees; by meeting employees' needs, an organization will retain its workers (Shakeel & But, 2015). Thus, employee recognition is a determinant of organizational effectiveness (Almaaitah, Harada, Sakdan, & Almaaitah, 2017). Employee recognition is linked to organizational effectiveness in the workplace and can enable employee retention (Chiat & Panatik, 2019). The two subthemes identified from the semistructured interviews and data analysis were praise and respect.

Subtheme 1: Praise. Praise is the approval and admiration of others (Grant, 2019). Employee motivators such as praise can increase the satisfaction level of workers, thus lowering turnover intentions (Shah & Asad, 2018). Praise provided to employees is a

motivational variable that enhances retention and reduces turnover (Kumar &

Mathimaran, 2017). Table 5 provides specific terms associated with praise for all

interviews. The combined frequency of terms associated with praise from all participants

equaled 4.77%.

Table 5

References to Praise

Reference	Frequency	Weighted percentage (%)	Similar words
Strategy	122	2.59	strategies
Good	36	0.77	–
Praise	22	0.47	praises
Give	14	0.30	giving
Tell	12	0.26	telling
Understand	10	0.21	–
Positive	8	0.17	–

All participants identified employee recognition as a significant component of

employee retention. P1 mentioned that organizational effectiveness derived from satisfied

employees who had received recognition. Similarly, P5 noted that organizational

effectiveness comes from compensation, which can reduce employee turnover.

Additionally, P3 found employee compensation promoted organizational effectiveness.

P4 put forth a different perspective, suggesting that organizational effectiveness stems

from employee satisfaction, which is associated with leaders recognizing employees. P3

shared, "The strategies found to be most effective in reducing voluntary employee

turnover in this organization is recognition."

Subtheme 2: Respect. Respect is a deep admiration of an employee's qualities,

abilities, and achievements that motivates employees to do their best (Allen, Grigsby, &

Peters, 2015). Leaders who satisfy employees' motivational needs within an organization

can increase retention (Shakeel & But, 2015). P4 explained that when management shows

care and concern and the employee feels respected, employees find satisfaction in their

work. P1 claimed that showing respect leads to job satisfaction and less turnover. When

leaders are overdemanding without demonstrating respect for employees' needs, intention

to leave the organization may result (Nickson et al., 2016). Respect and recognition are

employee satisfiers, meaning an organization will satisfy and retain employees by

meeting their needs (Shakeel & But, 2015). P4 said an employee needed praise,

recognition, and respect to remain happy and productive. Table 6 provides specific terms

associated with respect for all interviews. The combined frequency of terms associated

with respect from all participants equaled 2.15%.

Table 6

References to Respect

Reference	Frequency	Weighted percentage (%)	Similar words
Respect	25	0.53	respects
Feel	17	0.36	–
Offer	16	0.34	offered
Person	10	0.21	persons
Show	9	0.19	showed

Three participants specifically mentioned the term *respect*. P5 stated, "When you

have employees, you need to respect the individual employee by learning what motivates

each and every one." P3 shared, "Respect leads to job satisfaction and less turnover in the

workplace." Additionally, P4 mentioned, "When you show care and concern, the

employee feels respected, and respect produces satisfaction in the employee's work." P4

emphasized, "The most important factor is respect and the most important part of managing employees in the supermarket is to respect them." P1 felt that respect was highly important, as managers cannot always offer a pay raise.

Links to literature. Motivated employees exude energy that directs positive behavior and increases their focus to attain organizational goals (Mangi et al., 2015). Motivation stems from praise, respect, and recognition (Herzberg, 1968). Motivational factors such as respect, praise, and recognition are essential in minimizing job dissatisfaction, thereby motivating employees to be productive and stay in their jobs (Dubbelt et al., 2019). Respect is an important factor in the retail sector; as such, managers should be vigilant in utilizing effective management practices that inspire, respect, praise, and motivate employees (Idowu & Ndidiamaka, 2018).

Links to conceptual framework. The conceptual framework of Herzberg's two-factor theory of motivation includes specific elements that support an approach to job satisfaction (Habib et al., 2017). In line with Herzberg's approach, managers apply praise, respect, and recognition as the three intrinsic motivational factors most beneficial in retaining employees (Osemeke & Adegboyega, 2017). Herzberg (1968) found these three factors important in establishing job satisfaction, thus reducing employee turnover.

Theme 3: Organizational Culture

The culture within an organization has an influence on employee interaction, knowledge creation, and knowledge sharing (Razmerita, Kirchner, & Nielsen, 2016). Organizational culture links to employee resistance, which comes about when employees hold firm to their personal beliefs and values (Willis et al., 2016). Leaders can promote

and influence organizational culture, including vision, values, environment, habits, and location (Razmerita et al., 2016). Leadership and cultural values held by organizational leaders contribute to employee satisfaction, which is a critical factor in employee retention (Stamolampros et al., 2019). Four subthemes emerged from semistructured interviews and data analysis: policies, retaining talent, working environment, and work–life balance.

Subtheme 1: Policies. Customers are becoming increasingly more confrontational toward cashiers in the retail sector (Gaucher & Chebat, 2019). To address customer violence, organizations are beginning to incorporate safety and employee protection in company policy (Jiang, & Probst, 2015). When treated in an uncivilized manner, an employee may suffer emotional exhaustion and dissatisfaction, leading to turnover and turnover intentions (Gaucher & Chebat, 2019). Organizations can benefit by implementing a safety platform for attracting the best candidates (Lee & Chen, 2018). Table 7 provides specific terms associated with policies for all interviews. The combined frequency of terms associated with policies from all participants equaled 2.43%.

Table 7

References to Policies

Reference	Frequency	Weighted percentage (%)	Similar words
Implementing	39	0.83	implement
Organization	30	0.64	organizations
Information	20	0.43	–
Making	11	0.23	make
Provide	9	0.19	providing

In regard to policies, P5 stated, "I have found that treating employees with respect and protecting them are the most effective retention strategies. It is crucial for employees to feel safe in an atmosphere that sometimes can provide a negative feeling and cause job dissatisfaction." P5 shared, "We have customers who are less than polite. I let my cashiers go and take a break and I will actually run the register for them." Further, P5 added, "We don't force [employees] to be in an uncomfortable situation where they feel threatened." P4 believed the company policy protected the employees, stating, "They feel more comfortable in the workplace and less stressed." P1 offered that company policy and keeping employees safe was a very effective voluntary turnover reduction strategy, placing great importance on a "safe working atmosphere." P2 and P3 also identified safe working conditions as highly important strategies to reduce employee turnover intentions.

Subtheme 2: Retaining talent. Retaining talent is an organization's effort to maintain a working environment that enhances job satisfaction by increasing morale and reducing hiring and training costs (Goswami & Pandey, 2019). A motivated and positive employee is important for the organization's success and morale (Thiriku & Were, 2016). P3 shared that "morale in the workplace is very important," with P5 stressing the need to "give [employees] the morale to be better in the job and stay longer." Retaining talent and talent management are important to meet the organization's immediate and future goals and needs (Almaaitah et al., 2017). Retaining talent is necessary for the productivity and survival of the organization; along these lines, Thiriku and Were (2016) posited the key to retaining talent is intrinsic motivators such as recognition. Retaining talent allows for organizational competitive advantage (Almaaitah et al., 2017). The absence of hygiene

and motivational factors may create job dissatisfaction and lead to loss of employee talent

(Jindal & Nalluri, 2019). Table 8 provides specific terms associated with retaining talent

for all interviews. The combined frequency of terms associated with retaining talent from

all participants equaled 6.83%.

Table 8

References to Retaining Talent

Reference	Frequency	Weighted percentage (%)	Similar words
Employee	199	4.23	employees
Right	39	0.83	–
Factors	36	0.76	factor
Need	23	0.49	needs
Schedules	14	0.30	schedule

All participants agreed that company policies were important components of

employee turnover and turnover intentions. Three participants believed that company

policies could discourage employee turnover intention and may be a significant reason an

employee leaves the organization. P2 identified company policies as a determining factor

in employee turnover intentions and stated, "There are situations when the individual

cannot receive days off for one reason or another" and "It is the responsibility of the

individual to accept odd times of the day or strict scheduling as part of the job." P2 noted

that company policy is not always employee friendly. The participant stated:

> If the individual insists on not working the planned shift, then the company policy
>
> states the team member must be written up. Managers work with the employee to
>
> provide time off, but there are times when this is difficult or impossible. . . . The

organization has found that leniency is a significant factor in staying versus

leaving and [whether the] employee is more likely to quit.

Subtheme 3: Working environment. The working environment is the condition

in which the employee operates (Warden et al., 2018). A good working environment is

one of the facets of an employee's work satisfaction (Tian & Gamble, 2018). A favorable

working environment improves employees' job satisfaction and retention (Tam & Le,

2018), something which with P4 was in agreement. Managers should be vigilant in

understanding what inspires and drives their employees to ensure and enable a positive

working environment, as favorable working environments may contribute to employee

retention (Kossivi et al., 2016). Table 9 provides specific terms associated with working

environment for all interviews. The combined frequency of terms associated with

working environment from all participants equaled 3.57%.

Table 9

References to Working Environment

Reference	Frequency	Weighted percentage (%)	Similar words
Effective	53	1.13	effectiveness
Work	41	0.87	worked
Barriers	38	0.81	barrier
Workplace	10	0.21	workplaces
Environment	9	0.19	–

P4 shared that the condition of the environment in which employees work is both

important and essential in a supermarket. P5 stated, "The organization likes to promote a

positive working environment and positive organizational culture, so it leads to employee

job satisfaction and employee longevity." Participants P3 and P5 believed that finding the

right candidate for the organizational culture and the working environment was imperative to job satisfaction and reduced turnover intention.

Subtheme 4: Work–life balance. Work–life balance is a social concept centered on balancing the demands of an individual's personal life and employment such that they are complementary, not competing, priorities (Babatunde, 2017). Work–life balance is an important element for employee satisfaction (Direnzo et al., 2015), increasing employee retention through work commitment (Shakell & But, 2015). When leaders in an organization show they care about employees' work–life balance, such as by providing assistance with scheduling conflicts, employees feel satisfied with their organization (Shakell & But, 2015). Employees' intention to quit could increase if leaders do not prioritize employees' work–life balance and personal activities. When there is a conflict with many personal and professional obligations, the level of employee turnover and turnover intentions elevates (Direnzo et al, 2015). A conflict in an employee's personal life may cause strife, leading to significant stress and job turnover (Shakell & But, 2015).

Employees who work long hours experience greater discontentment, dissatisfaction, and turnover (Shakell & But, 2015). Work–life conflicts result when an employee experiences nonworking issues amid a lack of flexible time policies, which could lead to turnover. To ensure employee retention, organizational leaders should prioritize work–life balance (Meng & Berger, 2018).

Employees could feel a sense of balance when various life roles are cohesive. Achieving work–life balance requires employees to find satisfaction in each sphere of their lives; therefore, work–life balance is essential for employee satisfaction (Babatunde,

2017). An employee may benefit from work–life balance through reduced stress levels and turnover intentions. Table 10 provides specific terms associated with work–life balance for all interviews. The combined frequency of terms associated with work–life balance from all participants equaled 8.18%.

Table 10

References to Work–Life Balance

Reference	Frequency	Weighted percentage (%)	Similar words
Turnover	167	3.55	–
Reduce	139	2.96	reduced, reducing
Try	29	0.61	tried, trying
Staying	21	0.34	stay, stayed
Flexible	10	0.21	flexibility

All participants mentioned the need for employee work–life balance. P5 stated, "I have found the flexible schedule, especially among the younger generation, a valuable tool used in the organization to combat the possible turnover that the absence of pay increase could cause." Three of the five participants agreed work–life balance was necessary for employee retention and reduced turnover intentions. P2 shared, "Flexible scheduling seems to contribute to work–life balance that, in turn, creates job satisfaction, making employees want to stay with the organization longer." P2 identified flexible scheduling for employees and work–life balance as the biggest motivators for retaining employees.

Employee discontent could increase when working long hours without the possibility of flexible scheduling, leading to job dissatisfaction. P3 identified employee work schedules in the organization to be a major cause of discontent. P5 suggested

managers provide flexibility by allowing workers to find a substitute to work their shift.

Accordingly, all employees would have access to coworkers' contact information through

the company portal. P2 associated employee absenteeism with resignations, sharing, "The

less leniency we have for people who get sick, the more likely they are to quit on us." P2

found work–life balance to be a main factor in retaining employees, stating, "In today's

times, there seems to be a greater need to be flexible when scheduling employees."

Links to literature. Organizational culture may be important in fostering job

satisfaction while recognizing policies, work–life balance, and talent retention. The

findings of this research align with current literature on Herzberg's two-factor theory and

retaining talent through job satisfaction. Thiriku and Were (2016) found that longtime

employees stay with the organization when they are satisfied with their job. Ibidunn et al.

(2015) also noted talent retention comes from job satisfaction. Organizational cultures

foster teamwork through flexible scheduling, providing a positive work–life balance

while promoting job satisfaction (Khanna, 2017). Almaaitah, Harada, Sakdan, and

Almaaitah (2017) suggested that company culture, company policies, organizational

environment, and work–life balance all promote job satisfaction, leading to decreased

employee turnover. Thus, the company culture empowers employees and induces job

satisfaction.

Links to conceptual framework. The conceptual framework for this study

supported the information provided by participants. Herzberg's two-factor theory focuses

on how company culture, work–life balance, policies, and the working environment

promote job satisfaction for employees (Alshmemri, Shahwan-Akl, & Maude, 2017).

Khanna (2017) emphasized that work–life balance enables an employee to perform better, increasing sales growth within an organization. The organizational policies empower employees, thereby providing job satisfaction and decreased turnover intentions (Jabbar & Hussin, 2018).

Theme 4: Empowerment

According to Alshmemri et al. (2017), it is important for employees to take responsibility for their work and actions. When workers feel empowered, they can demonstrate responsibility for their actions and take charge of their personal growth, raising their level of job satisfaction (Chiat & Panatik, 2019). According to Kotni and Karumuri, (2018), employee empowerment and personal growth may retain workers.

Empowering an employee may be an important element in supporting responsibility and personal growth. Empowered employees are those having a degree of responsibility and autonomy in decision-making to complete tasks or achieve goals (Lamb & Ogle, 2019). Empowerment provides individuals with job enrichment and job satisfaction (Mohamed & Puteh, 2018). Employees perform well when managers encourage empowerment in daily work (Andersson, 2017). Two subthemes emerged from the semistructured interviews and data analysis process: responsibility and personal growth.

Subtheme 1: Responsibility. According to Herzberg (1968), elements that impact employee responsibility and motivation include education, communication, participation, and a sense of personal achievement. Kotni and Karumuri (2018) highlighted that employees who take responsibility can improve their job satisfaction

within the retail industry. Table 11 provides specific terms associated with responsibility for all interviews. The combined frequency of terms associated with responsibility from all participants equaled 5.13%.

Table 11

References to Responsibility

Reference	Frequency	Weighted percentage (%)	Similar words
Voluntary	141	3.00	–
Job	52	1.11	jobs
Problems	12	0.26	problem
Find	11	0.23	–
Increase	10	0.21	increases

All participants agreed that empowering employees was a positive action to prevent turnover. P3 identified the strategies used to reduce voluntary turnover as employee empowerment and autonomy. P1 said the organization focused on personal growth as a motivator and thus a deterrent to employee turnover. P1 also explained that when allowed responsibility for their own actions, employees were satisfied in their jobs and had decreased turnover intentions. P3 shared the perspective of allowing employees responsibility "to do things on their own." P2, P4, and P5 noted that allowing the employee to take responsibility of their work is a form of empowerment.

Subtheme 2: Personal growth. Personal growth is an opportunity for individuals to apply new abilities in their work (Hitka, Rózsa, Potkány, & Ližbetinová, 2019). Inspiring and allowing employees the ability to complete their work or specific tasks promotes job satisfaction (Afzal, Arshad, Saleem, & Farooq, 2019). Employee job satisfaction and dissatisfaction are motivators directly connected to work elements such

as personal growth and development (Msengeti & Obwogi, 2015). Employees who hold a positive perspective of their work have increased work satisfaction and job embeddedness, another important aspect among retail industry workers (Darrat, Amyx, & Bennett, 2017). Job embeddedness invokes feelings of organizational attachment in the employee, which decreases turnover and increases productivity (Hofmann & Stokburger-Sauer, 2017). Table 12 provides specific terms associated with personal growth for all interviews. The total frequency of terms associated with personal growth from all participants equaled 2.64%.

Table 12

References to Personal Growth

Reference	Frequency	Weighted percentage (%)	Similar words
Encounter	39	0.83	encountered
Overcome	24	0.51	–
Attempting	22	0.47	attempt
Share	19	0.40	shared
Part	9	0.19	parts

Links to literature. All participants identified empowerment, responsibility, and personal growth as important contributors to retaining employees. Alshmemri et al. (2017) found job satisfaction improved by factors such as employee responsibility. A common belief is that supermarkets are not always profitable, and those that are do not earn much revenue (Collantes, 2016). Organizations and supermarkets are obligated to find ways to cut costs through employee recruitment and training without offering higher pay (Kotni & Karumuri, 2018). Motivational factors such as empowerment through

responsibility and personal growth can increase job satisfaction (Herzberg, 1966), thus reducing employee turnover intentions.

Links to conceptual framework. Herzberg (1968) found motivational factors such as empowerment, responsibility, and personal growth to be components of employee job satisfaction. According to Kotni and Karumuri (2018), applying Herzberg's two-factor theory to employee job satisfaction supports the notion that employee empowerment, personal growth, and responsibility reduce employee turnover and turnover intentions. Applying all three elements of employee job satisfaction supports the understanding of job satisfaction and therefore decreases employee turnover within organizations (McNaughtan, García, Garza, & Harwood, 2019).

Applications to Professional Practice

The survival of an organization depends on its level of profitability and includes factors such as employee retention (Adekoya, Jimoh, Okorie, & Olajide, 2019). Supermarkets often experience employee turnover rates among the highest in the retail industries (Kotni & Karumuri, 2018). Organizational leaders may use the findings of this study to support employee retention strategies to maximize shareholder profit. Study results may help managers by providing additional strategies to further improve employee retention.

High levels of employee turnover can have a negative effect on sales growth for organizations (Wu, Wang, & Chen, 2017). Leaders may apply the study's findings to develop a compensation package that reduces voluntary employee turnover. When employees believe compensation is unfair or inadequate, they may become dissatisfied,

leading to turnover intentions (Jung & Yoon, 2016). Leaders should note the importance of compensation for employees; however, salary does not equate to guaranteed employee satisfaction in the workplace. As found in this study, compensation coupled with respect may produce a higher level of employee job satisfaction, thus promoting employee retention. The themes presented in this section indicate various strategies useful for reducing voluntary employee turnover and turnover intentions.

Implications for Social Change

Implications for social change include the creation of retention strategies to improve employee job satisfaction, leading to an increase in organizational profitability and socioeconomic development. Communities can support the sustainability of organizations; accordingly, organizations should ensure positive social change by providing opportunities for individuals in the community. The results of this study may contribute to social change through the creation of strategies that reduce employee turnover, thus enabling supermarket employees to support their families as well as the community.

Employee job satisfaction creates an increase in performance and productivity, which results in increased compensation with the potential of benefiting communities (Fomenky, 2015). Increasing employee retention in supermarkets may enable individuals to retain their employment. Similarly, a decrease in unemployment rates will support growth and development within the community.

Recommendations for Action

Supermarket managers can apply various strategies to support increased job satisfaction for employees, thereby reducing voluntary turnover. Specific recommendations that may be of use for managers and leaders in the supermarket industry include the following: (a) examine the recruitment platform and exercise creativity in interviewing each candidate, (b) maintain open communication between leaders and employees, (c) implement a creative reward system for achievements, (d) provide employees with a longevity raise, and (e) offer a flexible schedule or a way for employees to exchange shifts with coworkers. These recommendations provide opportunities to reduce voluntary employee turnover and improve profitability for the supermarket industry.

I will disseminate the findings of this study to organizational managers who have an interest in improving employee retention strategies in supermarkets. Means of dissemination include publishing and sharing the results of this study with different leaders who may benefit from the findings. I will distribute findings to specific groups, such as human resources personnel in supermarkets or generalized retail organizations. I will also seek to present my findings at industry-relevant conferences.

Recommendations for Further Research

The purpose of this qualitative multiple case study was to explore strategies some supermarket managers use to reduce voluntary employee turnover and improve profitability. Four themes emerged from the use of methodological triangulation: (a) compensation, (b) employee recognition, (c) organizational culture, and

(d) empowerment. The study had three limitations, the first of which was that organizational documents provided by participants may not apply to the research phenomenon of voluntary employee turnover in supermarkets. The second limitation was that findings may not apply to other industries within retail operations. Finally, five managers participated in the study, a small sample size that may have limited the findings and interpretations.

Four specific recommendations merit discussion as potentially useful for future research. First, in this study, there was no comparison and analysis of the profitability of retail organizations and the impact of employee turnover. This gap may be an opportunity for future researchers to explore voluntary employee turnover, employee turnover intentions, and impacts on organizational profitability. Second, this study entailed a focus on employee satisfaction from small supermarkets, which had more limited budgets and could therefore not offer high compensation to employees. Therefore, further researchers may wish to include other business sectors in public and private organizations that provide higher compensation and benefits, exploring the association between job satisfaction and voluntary employee turnover. Third, further studies should involve a broader selection of participants from varying organizations, both public and private. There may be an opportunity to explore whether employee praise and empowerment are needed in retail organizations with high levels of compensation. Fourth, later scholars may use a quantitative approach to examine the number of employees leaving compared to the loss of profit. Statistical findings may enable further understanding of the variables with the greatest impact on organizational profit and sustainability.

Reflections

The Doctor of Business Administration program was an important milestone in my life. The literature review changed the way I portray appreciation and sensitivity toward others, both as an individual and as a businessperson. The review of past literature allowed me to develop critical thinking skills with an appreciation for viewing issues in many different perspectives. I now seek solutions instead of problems. I am better able to prioritize my responsibilities to find a balance as a wife, mother, entrepreneur, and successful student. I benefited from having a high level of patience and taking time to reflect before providing comments or answers.

Throughout the doctoral study process, my friends and family kept me grounded. My doctoral study chair demonstrated support and respect, making me feel like an equal scholar. My family went through the entire process with me and stood behind me every step of the way, and for their sacrifice I will always be grateful. Mentally, I am not the same individual as when I began the study. I have grown in a way that I cannot fully explain. I now have more goals and have realized the desire to keep adding new ones as I progress. The most difficult and challenging aspect of the doctoral study was finding supermarket managers to voluntarily participate in the research. Ultimately, though, my research findings may be an asset to the business community, providing support to improve employee retention and sustain business profitability.

Conclusion

The purpose of this qualitative multiple case study was to explore strategies some supermarket managers used to reduce voluntary employee turnover and improve

profitability. With the use of methodological triangulation, four themes emerged to include (a) compensation, (b) employee recognition, (c) organizational culture, and (d) empowerment. Findings included that voluntary employee turnover can have a direct effect on organizational profitability and sustainability. Reduction of voluntary employee turnover is possible if managers implement procedures and policies that improve employee job satisfaction. The findings of this study indicated the need for managers and leaders of organizations to provide praise, recognition, and empowerment to employees, enabling increased levels of employee satisfaction in the retail industry.

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Appendix A: Interview Protocol

Guidelines

1. The interview will take place in the participant's office or private room.

2. The interview will require 45 to 60 minutes of uninterrupted time.

3. I will show interest, care, and concern for all research participants.

4. I will use interview skills so that participants may share their experiences

5. I will have a notepad to write down key information.

6. With the participant's approval, I will record the interview.

Opening Script

My name is Elena Cubillo. The purpose of this study is to explore the strategies for reducing voluntary employee turnover in supermarkets. The interview will consist of a brief conversation about the research purpose and obtaining your consent to proceed with the remainder of the interview. I would like you to feel comfortable while answering the questions. There are no right or wrong answers. Please review this consent form (I will hand out the consent form). If it is OK with you, I will audio record this interview, as stated in the consent form (I will turn on the recording).

Interview Questions

1. What strategies do you use to reduce voluntary employee turnover?

   I will ask follow-up questions.

2. What strategies have you found most effective in reducing voluntary employee turnover?

   I will ask follow-up questions.

3. What were the barriers you encountered in implementing the strategies for reducing voluntary employee turnover?

   I will ask follow-up questions.

4. How did you overcome the barriers you encountered in implementing the strategies for reducing voluntary employee turnover?

   I will ask follow-up questions.

5. How do you measure the effectiveness of strategies for reducing voluntary employee turnover?

   I will ask follow-up questions.

6. What motivational factors have you found important when attempting to reduce voluntary employee turnover?

   I will ask follow-up questions.

7. What additional information would you like to share regarding strategies to reduce voluntary employee turnover?

   I will ask follow-up questions.

Closing Script

Thank you (Name). This study can add value to your stakeholders and contribute successful employee retention strategies to industry research. I will provide you with a summary of my interpretations of your answers to the interview questions. I will send you an e-mail with this information for you to review to ensure that I interpreted your responses and information correctly.

Appendix B: Invitation E-mail

(Date)

Re: Research Study of Interest

Dear [Name]:

My name is Elena Cubillo, and I am a doctoral candidate seeking supermarket business leaders who are successful in reducing voluntary employee turnover at their organization.

I am reaching out to you because you meet the following criteria:

- Serve as a leader in the supermarket industry

- Knowledgeable in reducing voluntary employee turnover

To collect the data and to understand the phenomenon under investigation, I will conduct semistructured face-to-face interviews. When I complete the research, I will share the findings and results with you. Please note that participation in this study is voluntary and you can withdraw at any time. For your information, I have attached the consent form for your review and signature. The consent form includes information on the research and your rights as a research participant.

If you are interested in participating in this study, please reply to this email. Thank you.

Sincerely,

Elena Cubillo

Appendix C: National Institute of Health Office of Extramural Research Certificate

Certificate of Completion

The National Institutes of Health (NIH) Office of Extramural Research certifies that **ELENA CUBILLO** successfully completed the NIH Web-based training course "Protecting Human Research Participants."

Date of Completion: 09/06/2018

Certification Number: 2912460

NIH National Institutes of Health
Office of Extramural Research