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Strategies to Reduce Voluntary Employee Turnover

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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2020

Abstract

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MA, Virginia Commonwealth University, 1986

BS, Virginia Commonwealth University, 1979

Doctoral Study Submitted in Partial Fulfillment

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Abstract

High voluntary turnover negatively impacts an organization's profits, resulting in high expenses for businesses. The findings contribute to practical ways for small business leaders to maintain long-term employees, minimize operational costs, and enhance local economic stability. Grounded in the concept of transformational leadership theory, the purpose of this qualitative multiple case study was to explore the strategies small business leaders use to reduce voluntary employee turnover. The participants comprised 5 private industry leaders in the state of Virginia, who were successful in reducing voluntary employee turnover. Data collected through semistructured face-to-face interviews and analysis of company documents. Based on Yin's data analytical approach, 3 themes emerged: employee satisfaction, monetary incentives, and the work environment. Data analysis resulted in recommendations for action, including exit interviews, workplace culture, open communication, and creating a fulfilling environment for employees. Recommendations for action provide a way for leaders to gather valuable information from exiting employees. The implications for positive social change included the possibility to impact the communities surrounding small businesses through a stable workforce and spending of employees.

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Dedication

Dedicated to family and friends who played a significant support role for this novice researcher. I want to thank each of these individuals for ongoing encouragement during this educational endeavor.

Acknowledgments

I am grateful that God has chosen to bless me to obtain a doctorate. I want to thank my committee members and advisor, Dr. Teresa Jepma, Dr. Irene Williams, and Dr. Richard Hay, who gave me the tools, motivation, and support to be successful in this journey. You helped me focus. I appreciate the feedback provided, which made me a better student and scholar. I would not be here without you. To my URR, Dr. Brenda Jack, thank you for your insight. Thank you to all who contributed to my success and inspired me to keep going.

I want to thank my DBA friends, Antionette, and Almetia, whom I met while pursuing the DBA doctoral degree. I appreciate being able to share my ideas, thoughts, and concerns. No matter what I was going through, you were understanding and supportive. The journey has been a tremendous endeavor.

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Section 1: Foundation of the Study

Small businesses played a pivotal role in the U.S. economy and was a significant source for job growth in the United States (Bureau of Labor Statistics, 2016). Small businesses bring new ideas, processes, and vigor to the workforce (Headd, 2000). In 2017, 29.6 million small businesses employed 57.9 million small business employees in the U.S. (U.S. Small Business Administration, 2017). Schlechter, Syce, and Bussin (2016) pointed out that voluntary employee turnover presented arguably the biggest threat to business sustainability.

Background of the Problem

Small businesses employ 48% of employees working in the private sector (U.S. Small Business Administration, 2016). Although there are many models for employee turnover, few researchers have examined the effects of management practices on quit rates at the small business level (Shaw, Delery, Jenkins, & Gupta, 1998). Small businesses are independent businesses having fewer than 500 employees (U.S. Small Business Administration, 2016). Reducing employee turnover results will result in cost savings, enhanced talent management, and competitive advantage (Schlechter et al., 2016). However, as Schlechter et al. noted, to understand the factors that influence voluntary employee turnover might be instrumental in sustaining workforce stability. The U.S. Bureau of Labor (2017) reported voluntary employee separation as the number of quits initiated by the employee willing to leave a job. The Bureau of Labor Statistics indicated voluntary turnover levels increased by 3.2 million in May 2017. The total number of volunteer employee turnover in the private sector was more than 159,000 and

for the government more than 19,000 (U.S. Bureau of Labor Statistics, 2017). The quit

ratio across the U.S., as well as in the southern region of the U.S., was 2.5% of total

separation from organizations (U.S. Bureau of Labor Statistics, 2017). Turner and Endres

(2017) reported in 2016, small business owners represented 99.9% of all U.S. employer

firms, employed 48% of the private sector employees, and provided 41.2% of the total

U.S. private payroll. Voluntary turnover is costly. Therefore, maintaining competitive

work teams is essential to increase the value of a business.

Schlechter et al. (2016) stated that gaining an understanding of the factors that

influence voluntary employee turnover, as well as targeting interventions to prevent

turnover before it happens, is instrumental in sustaining workforce stability. Prevention

strategies is needed to safeguard business sustainability in the 21st century. The research

shows why people leave, as well as turnover reduction strategies to decrease levels of

turnover in the construction and service industry.

Problem Statement

Voluntary employee turnover comes at a high financial cost to business owners

(Collins, McKinnies, Matthews, & Collins, 2015). Voluntary turnover among U.S.

businesses is around 24% and each employee that leaves costs about one to two times

their annual salary (Marsden, 2016). The general business problem is that high voluntary

turnover erodes an organization's profits. The specific business problem is that some

small business leaders lack strategies to reduce voluntary employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies small business leaders use to reduce voluntary employee turnover. The targeted population was five Virginia business leaders in the construction and service sectors who successfully addressed strategies to reduce turnover. The implication for positive social change included the potential for businesses to shape the health of communities by heightening economic sufficiency, retain talent, and reduce costs.

Nature of the Study

I selected a qualitative research methodology for this study. Researchers use a qualitative design for an interpretive investigation of subjective and socially constructed meanings expressed about a phenomenon (Saunders, Lewis & Thornhill, 2016). The qualitative research approach was the best choice for this study as it involved an extensive inquiry of small business leaders' strategic solutions and processes for addressing voluntary employee turnover. Researchers employ the quantitative research methodology for any data collection technique (such as the questionnaire) or data analysis procedures (such as graphs or statistics) that generates or uses numerical data (Saunders et al., 2016). The quantitative research methodology was not appropriate for this study because I did not use statistical data, test a theory, or show individual variables and their components (Saunders et al., 2016). Combining both quantitative analysis and qualitative collection techniques, along with analytical procedures, denote the mixed-method research (Saunders et al., 2016). The mixed-method approach was not suitable for this study because I did not use a quantitative component.

There were four qualitative research designs considered: phenomenology, ethnography, grounded theory, and case study designs. The phenomenology research design includes insights into the phenomenon. VanScoy and Evenstad (2015) stated that phenomenological research explores people's lived experiences through experimental investigation. There is no intent to gain insight from personal experiences and interpretation. Therefore, the phenomenological methodology was not an acceptable approach for this study. Ethnography study is used for the social relations of people looking at parameters to connect what they share. The ethnographic design involved studying and understanding cultural and societal aspects (Baskerville & Myers, 2015). The ethnographic design was not appropriate because I did not intend to develop descriptions of group cultures, ideas, and beliefs. Researchers use the grounded study design to make associations by performing a series of observations principally with the intent to develop a theory as a result of the observations (Saunders et al., 2016). The grounded methodology was not the best approach for this analysis because the research does not include a sequence of observations for the formulation of a theory. Case study designs are used to consider the historical and theoretical perspectives exploring the causes of underlying issues through a single case or a series of multiple cases. The multiple case study design has the capability of exploring several sources of evidence as opposed to relying on evidence of a single case (Yin, 2018). The multiple case study was the best approach for this study because it provided a high value of quality data collection and analysis. The technique was more reliable and more objective than a single case study design.

Research Question

The research question guiding this study was: What strategies do small business leaders use to reduce voluntary employee turnover?

Interview Questions

1. What strategies did you implement to reduce voluntary employee turnover?

2. How did you evaluate the success of the turnover strategies implemented?

3. What strategies were effective in lowering voluntary employee turnover?

4. What challenges did you experience when implementing strategies to reduce employee turnover?

5. How did you address the key challenges to achieve your strategy for lowering voluntary employee turnover?

6. How have you changed your approach to minimizing employee turnover?

7. What additional information would you like to add on the topic of reducing voluntary turnover?

Conceptual Framework

James Burns introduced the concept of transformational leadership in 1978. Leaders who use the transformational leadership style cultivate change, create a vision to manage the change, focus on the employee needs, and inspire the employee to achieve results. In 1985, Bernard Bass extended the premise of pragmatic transformational leadership theory (Antonakis & House, 2014). Pragmatic leaders are practical, patient while socializing their ideas for organizational acceptance, have a bias for action, and centered around the whole picture to obtain results (Gunelius, 2010). Leaders utilizing the

transformational leadership premise cultivated a collaborative business culture such as individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence (Belle, 2013). Transformational leaders influence employee's behavior, which positively affects the company's outcome and performance (Trmal, Bustamam, & Mohamed, 2015). Transformational leaders develop a culture that connects vision into the business strategy for organizational effectiveness. Transformational leaders engage in selfless behaviors that benefit the company.

Transformational leadership was an appropriate lens to explore strategies for minimizing voluntary turnover. Sun and Wang (2017) posited that transformational leaders create a culture that facilitates building social bonds between the employee and their work, which helps reduce turnover intention and actual quitting behavior. The transformational leader helps deter employees quitting intentions by strengthening the employees' connection to the company (Sun & Wang, 2017). Decreasing turnover increases profits and maintains continuity within an organization. Losing knowledge workers poses severe challenges for small businesses (Amankwaa & Anku-Tsede, 2015). Transformational leadership initiatives' impact on the work environment could influence talent retention.

Operational Definitions

The following definitions clarify the language that I used throughout this research study.

Employee Turnover: Employee turnover is the movement within a firm in which quitters favor other alternative jobs over their current position (Lee, Hom, Eberly,

Junchao, & Mitchell, 2017). Employee turnover was the ratio of the number of workers replaced by a company in a given period (Asegid, Belachew, & Yimam, 2014).

Small Business Leaders: Small business leaders are entrepreneurs or self-employed business owners who engage in commercial activities (Vilorio, 2014). Munoz and Cohen (2016) pointed out that small business leaders act as problem solvers based on their perceptions of the nature and severity of the problem. They evaluate and make judgments about the conditions of their workforce and supply solutions accordingly (Munoz & Cohen, 2016).

Small Business Workforce: The characteristics of the small business workforce included the skills required by the business's product, nature of the market in which the company operates, and the industry sector (Wua, Bacon, & Hoque, 2014). The U.S. Small Business Administration's (2016) definition of a small business is fewer than 500 employees with categories ranging from (under 19, 20–99, and 100–499).

Trades: These skilled artisans specialized in a particular activity and possessed the necessary knowledge and skills of their professions (U.S. Bureau of Labor Statistics, 2016; Windapo, 2016). The Bureau of Labor Market Information and Strategic Initiatives (2013) indicated that skilled service trades included medical assistants and medical secretaries. Skilled construction trades included tower operators, carpenters, electricians, heating ventilation air conditioning, plumbing, and specialty trades contractors. The service trades and the construction trades were the areas of focus in this research.

Transformational Leadership: The leader who uses communication and persuasion to encourage behaviors in others to get things done. The leader who promotes

significant social change and empowers their employees (Burns, 2003). The leader who provides a positive support system and facilitates the collaborative engagement of employees within the work unit (Li, Mitchell, & Boyle, 2016). Transformational leaders improve employees' capacity to manage risks, increase motivation, and help employees discover the challenges, successes, and meanings in their work-life (Bell, Powell, & Sykes, 2015).

Turnover Reduction Strategy: Employers identify practical measures to improve employee turnover rates (Zhen, Zhang, & Zhang, 2014). The leader provides solutions to reduce voluntary turnover to ensure the organization retains qualified staff (Dawson, Stasa, Roche, Homer, & Duffield, 2014). Business approaches used to retain talent and lessen turnover challenges (Zhen et al., 2014).

Voluntary Employee Turnover: The employee prefers to leave an organization and selects options other than continuing employment at one's current job (Lee et al., 2017). Lee noted there were different types of voluntary employee turnover, such as impulsive quitters (who exit spontaneously due to an acute adverse effect) and comparison quitters (who compared and favored other alternative jobs over their current position). The employee who leaves their job and takes their range of abilities with them (Mertel & Brill, 2015).

Assumptions, Limitations, and Delimitations

Assumptions, limitations, and delimitations describe influences on the research that were essential elements to frame and explain the study (Simon & Goes, 2013). The assumptions included a framework of beliefs held by the primary researcher without

proof. Limitations are weaknesses such as sample size, methodology constraints, the length of the review, and response rate (Simon & Goes, 2013). Delimitations describe the boundaries that the primary researcher uses to circumscribe the research.

Assumptions

I assumed that the participants presented their experiences and perspectives without bias. I also assumed that the semistructured interviews indicated clear experiences and understanding of specific strategies for lowering voluntary employee turnover in small businesses. I assumed that the research would show strategies that are useful to other business owners. I also assumed that each participant responded to the interview questions straightforwardly and honestly. Finally, I assumed that I collected sufficient data to answer the research question.

Limitations

The principal limitations of case-based research are the frequent absence of rigorous theory formulation of either pre-or post-data collection and failure to test propositions for predictive validity (Woodside, 2015). A limitation of this study was that the heterogeneity of the five small businesses participating could have led to erroneous inferences and might not have been representative of the general population. Another limitation is that the interview questions might have been insufficient to obtain in-depth evidence for the study. Another limitation was that participants were from the southeast corridor of the U.S. and might not have had the knowledge of other small business owners from different industries. Finally, I may have been biased due to my own prior experience in human resources, which could have affected the findings.

Delimitations

Delimitations are the boundaries and choices made by the researcher (Simon & Goes, 2013). One delimitation was that the study only included business leaders in the construction and service industries who had experience implementing strategies for reducing voluntary employee turnover. The business leaders that participated in the study were all from small companies in the southeastern corridor of the U.S. Another delimitation to the research was the sample size limited to small businesses and did not include medium and large organizations.

Significance of the Study

Bryant and Allen (2013) stated that the costs of employee turnover are a significant financial expense, a loss of strategic knowledge, and create a loss of productivity. The study data demonstrate a better understanding of the approaches needed to reduce voluntary turnover. New evidence would show ideas that build better businesses, improves productivity and profits. Based on the completion of this study, leaders can gain insight into turnover management strategies that allow for better processes. The study results show enhanced business solutions that affect change across sectors. By reducing voluntary employee turnover, stability for workers and business owners improve (Bureau of Labor Market Information and Strategic Initiatives, 2013).

Contribution to Business Practice

The loss of human capital could influence business profitability, as well as the ability to provide services. The insights gleaned from the study results could help 21st-century business leaders gain a clear comprehension of why employees stay with an

organization. The study findings include strategies for efficient business operation.
Lyons, Velez, Kent, and Meill (2014) pointed out that when employees are satisfied with their workplace, and workplaces are pleased with their employees, employees remain at that place of work. The study findings include strategies to reduce turnover and improve business performance. The research might guide and shape business knowledge in the industry. The contributions from the study findings could help improve business performance.

Implications for Social Change

Small businesses are the most common type of business in the U.S. (U.S. Small Business Administration, 2017). Small companies have a significant effect on the success of the business community. Small businesses play a vital role in the U.S. economy for catalyzing economic growth and prosperity for the local and national economies (U.S. Small Business Administration, 2016). Small businesses contribute to the vitality of neighborhoods, creating a better future for employees and society. Reducing voluntary turnover is essential for business leaders across industries to promote continued prosperity for small businesses and the communities they serve. Other advantages of social change include expanded job retention, lowered poverty levels, reduced criminal activity, and improved family income. The study could help leaders across business sectors change work methods and attitudes, as well as impact local communities and the overall economy.

A Review of the Professional and Academic Literature

In the literature review, I focused on transformational initiatives and strategies to lessen the voluntary departure of employees. I gathered data from keyword searches through business and management research databases such as ABI INFORM Global, Business Source Complete, EBSCOhost, Emerald Insight, Journal@Ovid, ProQuest, SAGE Premier 2017, Science Direct libraries, scholarly peer-reviewed journals, and studies. I investigated multiple journal articles on transformational leadership, small business, and voluntary employee turnover. I examined scholarly literature that supported evidence-based research on the effects of leadership within the context of small businesses. The literature contained the required 85% peer-reviewed sources, and the publication dates for the reference material were 5 years or less from the study completion date. The literature review for this study included 88 peer-reviewed sources. Documents located through EBSCOhost, Wiley Online, ProQuest, and Gayle database portals.

There were 195 references, of which 166 (85%) were peer-reviewed, and 29 (15%) were government documents and seminal sources. Of the materials I examined, 184 (94%) of the references were within the last 5 years. The literature review contained 90 total sources, with 88 (98%) periodicals from scholarly peer-reviewed journals, 2 (2%) non-peer-reviewed journals, meeting the required 85% compliance. I conducted a review of the ProQuest Digital Dissertations database. The database searches included 533 dissertations on transformational leadership theory and showed 595 theses on transformational leaders. There were 435 essays on voluntary employee turnover in small

businesses. The EBSCOhost database included 24 peer-reviewed articles on voluntary

employee turnover. I conducted multiple academic searches on scholarly titles in the

Business and Economics Theory database. To refine the search, I focused on

transformational leadership and transformation in business and industry. I identified

additional sources through bibliographies and in-text references.

I explored multiple disciplinary databases, science direct, business and

management databases, business, and economics theory databases as my research

strategy. I analyzed and synthesized the research of experts in the field of business

referencing government and industry material. The keywords used for the electronic

search included: *voluntary employee turnover in small business, employee turnover,*

strategies for reducing voluntary employee separation, transformational leadership

theory, transforming leaders, small business, and *change theory*.

Transformational Leadership Theory

The conceptual model selected for this doctoral exploration is transformational

leadership. Transformational leaders shape belief and the value system of employees.

Leaders who use the transformational leadership style develops positive leader-employee

relations, encourage employee growth potential within the organization, validate their

self-expression, and rouse employees to a higher level of performance (Yehuda, 2018).

Transformational leadership intellectually motivate, shape, and influence employees

through intellectual stimulation.

Since 1978, researchers showed that transformational leadership theory connects

how leaders influence employees to help drive performance and innovation within the

business (Arena & Uhl-Bien, 2016). Transformational authority incorporates the connection between the leader and group execution. To impact business performance, transformational leaders exhibit four dimensions: idealized leadership/charisma, inspirational motivation, intellectual stimulation, and individualized thought (Muchiri & McMurray, 2015). The employer-employee relationship promotes four behaviors; idealized leadership, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized leadership inspires high-performance for goal achievement through trust and respect (Orabi, 2016). The inspirational motivation is the second component that encourage employees to align personal goals with the company's mission and vision. Through inspirational motivation, the leader inspire and motivate the employee. Intellectual stimulation is the third variable, which empower the employee and lead to active employee commitment (Orabi, 2016). The leader, through individualized consideration, supports the employee's contributions, and encourage problem-solving to maximize organizational performance (Bormann & Rowold, 2016).

Transformational leaders improve organizational performance (Nohe & Hertel, 2017). The association between transformational initiatives and employees enriches work practices mediating a sound connection (Nohe & Hertel, 2017). The leaders are positive role models that care for the workers' well-being and help them find the challenge, success, and meaning in their working life (Bell et al., 2015). The transformational leader motivates, coaches, communicates, and empowers employees. The leader fosters an environment of justice that leads to positive behavior within the work unit (Deschamps, Rinfret, Lagace, & Prive, 2016). The transformational leader motivates employees to go

beyond their self-interests for the good of the work unit, company, or society (Muchiri & McMurray, 2015). Transformational leaders influence employee commitment and performance (Pradhan & Pradhan, 2015). Muchiri and McMurray (2015) stated that transformational leaders of small businesses influence behaviors of employees by inspiring the employees to broaden and elevate their performance beyond expectations. To stay competitive and ensure sustainable business results, the transformational leader drives the organization to meet demands and builds quality relationships with staff (Lee, 2016). Transformational leaders, through compelling vision, guide, and motivate employees to exert more commitment (Pradhan & Pradhan, 2015). The shared collaboration offers the ability to impact employees to attain different outcomes (Kumar, 2014). Both leaders and employees remain aligned with their values and goals, thus leading to contagious citizenship behaviors directed toward supporting a collective interest (Yaacoub, 2016). Muchiri and McMurray (2015) further added that transformational leaders foster a shared collective identity, encourage strong interpersonal bonds, and communicate expectations to achieve goals.

Transformational leaders embrace innovative strategies. The leaders grasp the need for change, perceive its possibilities, and envision its direction (Burns, 2003). Leaders that empower employees to think creatively. Bass (2000) stated that transformational leadership occurs when leaders generate awareness and acceptance of the purpose and mission of the group, and when employees look beyond their self-interest for the good of the team with an emphasis on collective action. Bass (2000) characterized transformational leadership as the initiation of organized work to accomplish tasks, show

consideration for employees, and satisfy the employee's self-interest. Transformational leaders achieve results by meeting the employee's emotional and intellectual needs (Bass, 2000). The leader exhibits qualities that support those they lead in meeting new demands as they occur. The leader enhances the motivation, morale, and performance of employees through a variety of mechanisms (Bass, 2000). The leader connects employees to the mission of the company, inspire employees, challenge them, and understand their strengths and weaknesses, creating a dynamic setting for high performance.

Many theorists examined the relationship between behavioral and situational contexts and offered the opinion that transformational leadership was an all-inclusive leadership practice (Orabi, 2016). Bass (2000) specified that transformational leadership occurred when leaders broadened and elevated the interests of their employees when they generated awareness and acceptance of the purpose and mission to look beyond self-interest for the good of the group.

Transformational leaders articulate a vision, foster a team approach, have high-performance expectations, provide intellectual stimulation, and individualize consideration (Bormann & Rowold, 2016). Muchiri and McMurray (2015) indicated that transformational leaders expand employees' aspirations, motivation, goals, and values by acting as an idealized role model displaying high standards of moral and ethical behavior. Transformational leaders motivate and foster group coherence and team spirit (Bormann & Rowold, 2016). These leaders encourage innovation. Transformational leaders are moderators over dedicated, committed employees. The leader provides individualized support to their employees by shaping the team's abilities for long-term success. They

strengthened the relationship between collective vision and company performance

(Caillier, 2014). Transformational leaders change the perception of their employees,

fostering an emotional attachment to the firm (Pradhan & Pradhan, 2015). The

transformational leader aligns ideology with the business culture and creates work units

that foster high-quality performance (Bottomley, Burgess, & Fox, 2014).

Transformational leaders influence the ethical climate, which positively influence

employee turnover intention and affective commitment (Demirtas & Akdogan, 2015).

These leaders achieve change. Orabi (2016) stated transformational leadership result in

the development of improving business performance. Transformational leaders are

crucial drivers of business success (Bormann & Rowold, 2016). The leader redesign

values, expectations, and aspirations that bring out the best in people (Lee, 2016).

Transformational leaders motivate and foster group coherence (Bormann & Rowold,

2016). The leader encourages innovative performance. They exhibit behaviors that

inspire employees to do well (Bottomley et al., 2014). Transformational leaders shape the

team's abilities for long-term success. The transformational leader is one of the most

effective styles of leadership in the 21st century (Pradhan & Pradhan, 2015).

Companies that understand employee expectations strengthen the employees'

connection to the company. Leaders demonstrating transformational behaviors cultivate

high levels of job satisfaction among employees. The leaders have inherent advantages in

deterring subordinates from quitting (Sun & Wang, 2017). Transformational leaders are

persuasive in getting employees to pursue company objectives (Dunne, Aaron,

McDowell, Urban, & Geho, 2016). The transformational leader introduces collaborative

cultures to motivate employees to have a deeper level of connection, commitment, trust, and engagement with the company (Yahaya & Ebrahim, 2016).

The leader's style represents different concepts of contemporary leadership methods. Leadership theories shown in Table 1 indicates the difference in the leader-employee relationship. It is significant for effective leaders to move among styles as the need requires. Table 1 compares the distinct qualities of leader characteristics.This study is viewed through the lens of the transformational leadership approach. Transformational initiatives accomplish and engage a committed workforce. Table 1 shows a description of five leadership archetypes illustrating various traits that influence employee perceptions.

Table 1. Theory Alignment Grid

Theory	Construct	Concept
Herzberg Two-Factor	Satisfaction Dissatisfaction Psychological needs	Motivators and inhibitors impact performance and occupation fulfillment Hygiene factors may lead to job dissatisfaction
Pseudo-Transformational Leadership	Lack of interest in developing employees Self-Aggrandizement Leader exhibit unethical behavior	A different set of values Leader enhance their personal status and interest Leader misrepresentation
Servant Leadership	Leadership humility Collaborative action Utilitarian benefit Virtuous	Supportive resource Imposes a complex set of ethical duties Serve employee emotional needs
Transactional Leadership	Based on the needs of the leader Active management based on the leader's authority Passive leadership Coercive leadership tactics	Leaders reward or punish employees for carrying out or not carrying out assignments Leaders monitor employees for errors and take corrective and disciplinary actions Leaders wait for problems to emerge before taking action
Transformational Leadership	Appropriate use of leader power Inspire and develop the employee Organizational citizenship Leader influence Inclusive leadership Change agent Role model Selfless work ethics Full range leadership	Differentiate the effects of team and individual innovation (Li et al., 2016). Leaders look beyond individualized interest for the good of the group Attend to individual needs of the employee Visionary Empowering employees

Note. Table 1 shows the theory-to-problem relationship.

In comparing the results with alternative leadership traits and behaviors, the transformational discipline culminates a practice that gains member commitment. The leader's ethical business practices provide the capability of influencing the outcome of employee turnover intentions (Babalola, Stouten, & Euwema, 2016). The culture impacts if employees feel they belong, thereby lowering their need to leave. Leadership plays a vital role in arousing constructive dedication toward the company. The leader's direction helps retain valuable human capital (Babalola et al., 2016). Babalola et al. (2016) indicated that ethical leaders treat employees in a fair, respectful, and trustworthy manner, which triggers a sense of loyalty. The leader optimizes each employee's full potential. Employees influenced by the fairness, honesty, and trustworthiness of an ethical leader remain committed. Transformational leaders reduce turnover intentions among employees (Alatawi, 2017).

Leadership Styles

Transformational leaders develop a culture that ties vision into the business strategy. Transformational leaders engage in selfless behavior that benefits the business. Sun and Wang (2017) posited that transformational leaders creates a culture that facilitates building social bonds between employees and their work, which reduces turnover intention and actual quitting behavior.

Transformational leadership has a positive influence on employee perception. Employees' perception of the leader play a critical role in realizing the benefits of transformational leadership (Peck & Hogue, 2018). Peck and Hogue stated that the employee's focus on leadership highlights an essential dimension of the employee's

perceptions. Transformational leadership enhance strategic business objectives and influence firm performance from both financial and social perspectives (Wang, Feng, & Lawton, 2017). Wang et al. (2017) stated that when leaders allocate tasks fairly and make procedures transparent, they (re)shape employee perceptions about the work environment and engender positive work identity. There is various leadership approaches in the ways leaders lead organizations. For this analysis, it is vital to look at other leadership theories in understanding people's management. The following data demonstrate other leadership models that are counter to or support, leading through the perspective of transformational theory. Through the lens of the transformational model and the differing perspectives and behaviors that influence employee perceptions, there are various conceptualizations of leadership within an organization. The archetypes present a summary of multiple types of leadership traits. The research explores the dimensions of employee perceptions of leadership models and their impact on results.

Pseudo-Transformational Leadership

In contrast, pseudo-transformational leaders focus on self-interest and their status (Lin, Huang, Chen, & Huang, 2017). Bernard Bass defined pseudo-transformational leadership in 1998 (Bass, 2000). The pseudo-transformational leader uses an egoistic criterion to make decisions and is exclusively concerned with self-interest (Browning, 2014). The leader exhibits manipulative behaviors and undermines the employee's intentions to engage with the organization (Lin et al., 2017). The leader ensures the greatest good for oneself. The pseudo-transformational leader is out for personal gain. The leader exploits their influence over an employee for their advantage (Browning,

2014). The manipulative intentions reduce any positive impact on transforming change. Lin et al. (2017) pointed out that pseudo-transformational leadership has a limited effect on encouraging subordinates to exert extra effort on job-related activities. Pseudo-transformational leaders create unfavorable results in the workforce. The leadership style has an opposite impact on employees from that of transformational leader qualities.

Herzberg Two-Factor Leadership Theory

It is impossible to discuss the transformation of the work unit without explaining Frederick Herzberg's 1959 motivation-hygiene theory and the impact of employee job satisfaction (Holmberg, Sobis, & Carlstrom, 2016). Herzberg's two-factor theory highlights the collaboration between relational modalities that play a crucial role in motivation, work satisfaction, and dissatisfaction factors (Poissonnier, 2017). Damij et al. (2015) found that the two-factor theory help employers understand inner-business collaborative arrangements between the employer-employee relations. Poissonnier (2017) explained that motivators (career development, autonomy, responsibility) and hygiene factors (working conditions, wages, human relations) bring about job satisfaction. These motivators come from a wide range of personal or social factors, such as financial compensation, recognition by colleagues, or superiors, or satisfaction from personal achievements (Damij et al., 2015). Based on the theory, the motivators that generate job satisfaction do not prevent employees from being dissatisfied (Poissonnier, 2017). The relationship between modalities (motivation and hygiene factors) can cause erratic workplace dynamics. Damij et al. (2015) revealed that optimal working conditions consist of good relationships with colleagues and superiors, opportunities for personal

growth, and good social behaviors within the organization. The intrinsic motivators generate gratification, whereas hygiene factors contribute to reducing dissatisfaction (Poissonnier, 2017). Herzberg's theory includes a test process of various combinations of stimulating factors that mitigate unhappiness on the job for better working comfort (Damij, Levnajic, Skrt, & Suklan, 2015).

Leadership

Leaders are vital to company performance. Allen (2017) defined leadership as a process to influence others to accomplish a task or goal. Traditional, behavioral, situational, transactional, transformational, and visionary models guide the development of leadership (Malik, Saleem, & Naeem, 2016). Malik et al. (2016) revealed that democratic leaders lead to high production, better outcomes, group enthusiasm, group cohesiveness, high commitment, and better engagement. The strategic direction cultivates employee competencies and encourages work units to accomplish the mission of the organization (Kunnanatt, 2016). Leaders inspire teams and successfully align team actions with the strategic business of the organization (Kunnanatt, 2016).

Leaders sensitive to their employees needs establish relationships that are collaborative and open. The modern business environment and work processes require businesses to re-evaluate leadership practices (Kunnanatt, 2016). Leaders should possess the ability to identify capabilities within teams and align them effectively. Leaders have to excel in various cadres of delivering vision, mission, goals, and strategies of the organization (Kunnanatt, 2016). Leaders who are enlighten and responsive bring about

change (Malik et al., 2016). Leaders align work units within the strategic posture of the organization both horizontally and vertically (Kunnanatt, 2016).

Leaders contribute to the business by maintaining a productive workforce. The changing business environment and leadership practices make managing a complicated endeavor (Kunnanatt, 2016). The leadership style reflects the mode needed for all employees to participate and contribute (Kunnanatt, 2016). Teams demand challenging and meaningful work with more responsibility and autonomy (Kunnanatt, 2016). Leaders that have an adaptive strategic posture draw from multi-dimensional leadership theories for success (Kunnanatt, 2016). Malik et al. (2016) found that there is a positive relationship between leadership styles and organizational citizenship behavior. Malik et al. (2016) posited that the democratic leadership style establishes high-quality relationships between the leader and their employees and stimulate company citizenship. Developing competent employees possessing excelling performance is paramount (Kunnanatt, 2016). Leaders who understand the needs of the organization create domains where employees feel they belong.

Effective leadership is a fundamental requisite for small businesses to achieve long-term viability (Dunne et al., 2016). High-quality leadership is essential for the success of a small organization (Ivanov, Belhassan, & Mahone, 2018). Leaders impact the employee, work unit, and the job. Leaders are crucial to business success. Ivanov et al. (2018) indicated leaders influence employee behavior, motivation, and productivity. Leaders with visual aptitude influence change. Leaders look out for the best interest of their employees and the organization (Ivanov et al., 2018). Leaders create an environment

of trust, encouragement, and motivation for employees. Dunne et al. (2016) revealed that leaders need to be excellent communicators to enhance group effectiveness. The leader should possess the capability, judgment, and assurance necessary for the business to achieve high levels of success (Dunne et al.). Leaders of small businesses are involved in daily activities (Dunne et al.). Society expects leaders to take responsibility for whatever happens to their constituents, groups, or companies (Ciulla, Knights, Mabey, & Tomkins, 2018). Dunne et al. stated how a leader manages problems significantly influence business effectiveness. Dunne et al. referenced business leaders that have an aggressive negotiation style has an advantage for fostering innovation and creating efficiencies.

Organizations need effective leadership that contributes to the success of healthy organizations and business outcomes. Dunne et al. (2016) found a business that survives primarily depend on the successful implementation of innovative products, services, and processes. Leaders that are concerned with the challenge of promoting product quality help maintain business sustainability (Vogel, 2017). Strategic leaders continuously outperform their competitors. Celik, Akgemci, and Akyazi (2016) pointed out that leading in the 21st century is different from leadership in the 20th century. Organizations need leaders open to innovation, aware of group consciousness, consistent, and capable of motivating people (Celik et al., 2016). Pucic (2015) found that leaders sustain a satisfied and dedicated workforce in an environment of fairness, which helps them bridge a connection with employees. These leaders display high levels of certainty and decisiveness in their style and behavior to influence business performance.

Leaders have an infinite nature of responsibility with power and authority over others (Ciulla et al., 2018). They encourage and motivate employees to achieve the best outcome. Leaders exhibit and expect accountability, integrity, fairness, and ethical behavior. They possess knowledge, competence, open and honest communication with employees (Ivanov et al., 2018). Leaders deal with ethical challenges where no course of action is morally satisfactory (Ciulla et al., 2018). There are situations where leaders compromise their moral principles to fulfill their obligation to others (Ciulla et al., 2018). Personal moral compromise and moral self-control are inevitable in the practice of leadership (Ciulla et al., 2018). Leaders eliminate competing alternatives, even though they might be equally significant (Ciulla et al., 2018). Leadership encompasses responsibility, imagination, and the ability to see others' viewpoints (Ciulla et al., 2018). Affective leadership influence employee commitment to work on the business plan rather than their own. Leadership is a conduit that affects change rather than merely a reservoir of knowledge (Pater, 2015). Effective leadership spread shared responsibility among employees and disclose ways to turn employees into leaders at every level (Pater, 2015). Leaders that improve employee commitment improves business performance (Arnold, Connelly, Walsh, Martin, & Ginis, 2015). Pucic (2015) posited that leadership engenders identification with the organization. Affective leaders enable commitment, engagement, and rouse employees to move in the direction of a shared objective. The leader has the skills to create strong teams. The leader contagiously affects those who work for them.

There are various conceptualizations of leadership within a business. Allen (2017) noted that leadership influence could harm employees as well as the organization. Allen

(2017) indicated that negative direction could make the work environment conducive to generate negative attitudes and behaviors. Top executives are the most effective factor influencing business culture (Seago, 2016). The results can have a significant effect on productivity, organizational value, creativity, profitability, and the business rate of growth (MacLennan, 2017). Leaders that support collaboration drive innovation by uncovering problems in advance and build competitive advantages (Seago, 2016). Without capable leadership, it can be relatively unthinkable for a business to remain sustainable.

Leadership is a vital component in the 21st century workforce. Organizations are increasingly complex, nonlinear, and strategically responsive entities structured with advanced networks of highly empowered teams of knowledge workers (Kunnanatt, 2016). It would not be easy for one theory to address the challenge of providing strategic guidance in these dynamic business environments (Kunnanatt, 2016). At the macro-level, there are external factors, legal and regulatory considerations, economic climate, and stakeholders that influence leadership behavior (Grobler & du Plessis, 2016). At the micro-level, business cultures and values affect leadership behavior (Grobler & du Plessis, 2016). Grobler and du Plessis (2016) described the modern philosophy of leadership roles as a collaborative visionary who support staff development, foster trust, empower employees, innovative, charismatic, highly competent, and an inspiring role model.

Leaders should inspire employees and direct them to achieve the vision and align the objectives of the organization with their own. Leaders should develop a clear picture

of where an organization wants to be in the future (Kunnanatt, 2016). Multi-theory integrated leadership frameworks are essential to leading strategic business environments (Kunnanatt, 2016). The right leadership can improve employee performance and reduce the cost of turnover (Alatawi, 2017). Leaders that create a performance-and results-driven mentality culminate the attitude throughout the organization to meet profit and growth targets (Grobler & du Plessis, 2016).

Employee Turnover

Leaders and employees play a significant role in the sustainability of an organization (Yigit & Bozkurt, 2017). Employees dissatisfied with their jobs are the most highly referenced with voluntary turnover rates (Dubey, Gunasekaran, Altay, Childe, & Papadopoulos, 2016). High voluntary turnover is a significant problem for organizations in competitive market conditions (Guha & Charkrabarti, 2015). Social and economic conditions add significantly to the decision to stay or leave an organization. Guha and Charkrabarti (2015) explained that even employees satisfied with their employment would go to another company if they receive a better job offer. Engaged employees stay longer, decreasing staff turnover, and improving business outcomes (Gazaway, 2016). During the first year of service, voluntary turnover among U.S. businesses is around 24%, and each employee that leaves costs about 1 to 2 times their salary (Marsden, 2016). In December 2016, nearly 5.1 million Americans quit or were subject to layoffs (Marsden, 2016). Memon, Salleh, Baharom, and Harun (2014) explained engaged employees that find a good fit for the job stay with the business longer and are less likely to separate from the organization voluntarily.

Organizations have to reduce the issues that cause employees to separate from an organization willfully. Grzenda and Buczynski (2015) indicated employee turnover is a challenge for every business, regardless of the industry and size. Employees with low occupational commitment show higher turnover intentions (Yousaf, Sanders, & Abbas, 2015). Employees highly committed to their organization are less likely to leave (Yousaf et al., 2015). The occupational commitment is a predictor of an employee staying or quitting their job. Employers who possess limited information regarding the reasons an employee departs limit business knowledge. Hiring leaders should ask would the candidate fit into the culture, embrace the company's values, help accomplish the mission, and advance the vision (Hewertson, 2015). These factors contribute to determining the person-to-organization fit. Grzenda and Buczynski (2015) pointed out that from a business view, the presence of turnover may be beneficial only if the organization is executing and controlling the process.

Employers should use more viable resources to decrease voluntary turnover. Created by voluntary separation are information holes that can produce tremendous expense and loss to an organization (Kaplan, 2013). Voluntary turnover can increase job demands and reduce the performance of remaining employees, leaving them burned out or dissatisfied (Reilly, Nyberg, Maltarich, & Weller, 2014). Employee turnover can negatively affect an organization's competency. Voluntary separation can damage an organization's ability to accomplish its mission (Kaplan, 2013). Identifying factors that influence voluntary turnover is vital to the sustainability of a business.

Voluntary turnover is a critical challenge due to cost, recruiting, training new staff, and the value placed on the loss of human capital (Babalola et al., 2016). Davis, Trevor, and Feng (2015) revealed that employers could adopt practices that bolster trust, job security, and engagement as such approaches may mitigate voluntary turnover. Voluntary separations can have a massive, disruptive impact on workforce stability. Job dissatisfaction and reduced employee commitment make it easy for employees to loosen ties to the current employer and move on. Davis et al. (2015) found that ease of movement in the job market weakens connections to the current employer. Some employees quit based on factors other than ease of movement (Davis et al., 2015).

Employers influence turnover through job satisfaction (Davis et al., 2015). Individuals exiting in waves present a challenge for any leader. There is much to learn about understanding what leads employees to quit (Rothausen, Henderson, Arnold, & Malshe, 2015). Understanding why employees stay or leave their current employers remains a significant phenomenon. Voluntary employee turnover is a serious problem that can threaten the sustainability of a company (Wang, Wang, Xiaobo, & Ping, 2014). Anvari, JianFu, and Chermahini (2014) stated that turnover is the main problem facing most companies. Turnover expenses typically include advertising, recruiting fees, resource management expenses, time and productivity loss, work unit imbalances, training, and development costs for new entrants (Anvari et al., 2014).

Using path analysis to understand the turnover decision process, Mowday, Koberg, and McArthur (1982) presented Mobley's simplified version that explains the turnover decision process. Initially, the dissatisfied employee evaluates the job.

Afterward, the employee considers job satisfaction and thoughts about quitting. Then, the employee has ideas about leaving and the intent to search for a new job. The employee explores acceptable options. Later, the employee evaluates options against the current position. Subsequently, the employee moves forward with the alternative, and due to dissatisfaction, the result is a voluntary departure. Ultimately, there is turnover and a reduction in staff. Hom, Griffeth, and Sellaro (1984) pointed out that Mobley's Model focuses on employees who consider only alternative sources of employment, but invalid for members contemplating permanent or temporary withdrawal from the labor force. The process does not include those who leave for another profession or move.

Employee turnover presents numerous challenges and is a critical issue for organizations (Alkahtani, 2015). It may be problematic if employers do not handle voluntary turnover effectively. Turnover can erode a business work environment. It strips away from a company's most valuable assets. How employees separate from the work unit determine how disruptive the exit will be to the company (Klotz & Bolino, 2016). When employees quit, it makes other employees think more seriously about leaving (Klotz & Bolino, 2016). Klotz and Bolino (2016) found that resignations have the potential to influence morale, turnover, and other determinants of an organization's performance. Employee commitment, a favorable business climate, intrinsic rewards (pay, benefits, promotions), work-life balance, reduce turnover intentions. Bhattacharya (2015) referenced remuneration as one of the causes of employee turnover; however, it is more about the fairness of the pay system rather than the pay itself.

Turnover creates serious consequences. Ghosh, Rai, and Chauhan (2015) noted that employees need a positive work-related outcome to maximize the benefits of the job. Job burnout exerts a negative impact on company commitment and influence turnover intentions (Chen & Yu, 2014). Enriched roles are critical to establishing a positive work environment (Ghosh et al., 2015). Evidence from the literature shows that employee perceptions towards job characteristics play an essential role in lessening levels of turnover intention (Ghosh et al., 2015). Employees satisfied with their jobs are less likely to leave. Only through supportive and satisfying work that enriched jobs can yield positive outcomes (Ghosh et al., 2015).

Losing capable employees can come at a substantial cost. Organizations that fail to take steps to keep their employees committed are likely to lose them (Acikgoz, Sumer, & Sumer, 2016). Lee and Mitchell (1994) described the concept and constructs of the theory from both a market-pull and psychological-push approach that contributes to the decision to quit. Acikgoz et al. (2016) revealed that when employees have negative experiences with different facets of the job, such as pay, physical condition, leader and employee relationship, characteristics of the task, the level of job satisfaction is likely low. Employees with little job satisfaction are less committed and more likely to develop turnover intentions than those highly committed to a company (Acikgoz et al., 2016). When the elements of the situation no longer fit, this leads to ease of movement. Hofaidhllaoui and Chhinzer (2014) stated that low satisfaction with work or little satisfaction with a leader makes external opportunities favorable for employees to leave.

Negative work experiences decrease employees' commitment to the company making

turnover intentions stronger (Yousaf et al., 2015).

Job Satisfaction

Job satisfaction represents the extent to which the needs, desires, and expectations

that one brings to the job are met (Agarwal & Sajid, 2017). Job satisfaction plays a

crucial role in voluntary turnover. Even employees that may be happy with their careers

may choose to leave for a better job offer. The departure of valued employees

significantly influences a business's intellectual capital and market competitiveness

(Chakrabarti & Guha, 2016). Salaries, company image, brand name, employee's age, and

job assignment determine company commitment (Chakrabarti & Guha, 2016). Agarwal

and Sajid (2017) indicated that the lack of job satisfaction and engagement among

employees is an exceptional cost to a business and a strong predictor of turnover

intention. Voluntary separation of high potential employees can erode a business market

advantage (Chakrabarti & Guha, 2016). When employees are satisfied, they tend to

continue with the same organization for more extended periods, and when job satisfaction

decrease, members tend to leave. Causes of dissatisfaction to employees include staffing

levels, limited opportunity for promotion, work environment, a low degree of autonomy,

and workload are relevant factors affecting employee satisfaction (Wilson, 2015). Guha

and Chakrabarti (2016) indicated that companies should consider the pull factors (higher

pay, upgrade of a professional career, company's image, and brand name). The push

factors (job dissatisfaction, breach of company commitment, attitude towards work-life

balance) impel employees to leave voluntarily (Guha & Chakrabarti, 2016). Job

satisfaction is a significant component when considering what influences an employee's departure from an organization.

Levels of job satisfaction can be different at the individual, group, or company level (Delic, Kozarevic, & Alic, 2017). The exchange relationship between leader and employees lead to different quality relationships and levels of satisfaction (Delic et al., 2017). Muskan and Lakshmi (2018) explained that many researchers found that employees tend to enhance their performance if they see that their level of job satisfaction is worth their input. As job satisfaction increases, employees develop a stronger commitment (Agarwal & Sajid, 2017). A strong partnership between the leader and the employee results in constructive interpersonal relationships that present a higher level of motivation and performance (Delic et al., 2017). Agarwal and Sajid (2017) confirmed that turnover intention decrease with an increase in job satisfaction levels. Supervisory support help employees establish a sense of belonging to the business and have a substantial impact on employee satisfaction (Muskan & Lakshmi, 2018). Work atmosphere and interpersonal relationships are also vital components for job satisfaction and heighten performance. Satisfied employees exert energy and devotion to businesses with higher levels of engagement and a more optimistic attitude (Muskan & Lakshmi, 2018). Delic et al. (2017) posited that the task of the leader is to create and maintain an atmosphere in which employees' complete jobs in a way that achieves desired personal and business results.

Various relationships shape job satisfaction. Wilson (2015) stated that job satisfaction is one of the most significant predictors of employee commitment. The

employee's job satisfaction level affects the quality of service, which in turn affects the degree of customer satisfaction (Saner & Eyupoglu, 2015). Employees who share the organization's mission foster a high level of job satisfaction (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016). The work environment characteristics and personal capacities play substantial roles in improving job satisfaction and organizational commitment (Lee & Cha, 2015). Company identification, autonomy in decision-making, work-family balance lead to job satisfaction (Alegre et al., 2016). Occupational fulfillment influence job embeddedness. Business practices that aim to enhance employee skills and abilities boost job satisfaction (Fabi, Lacoursiere, & Raymond, 2015). Fabi et al. (2015) suggested that an organization that offers an appropriate work environment, satisfactory working conditions, and skill-enhancing practices, employees feel valued and respected, which leads to positive behaviors. Satisfied employees are less likely to quit. Fabi et al. (2015) found that older, less-educated employees show more commitment to an organization, whereas more-educated employees show higher intent to leave. Improving job satisfaction helps to increase organizational responsibility and reduce one's plan to go (Fabi et al., 2015). Fabi et al. (2015) stated that employers who empower employees in their decision-making show higher levels of job satisfaction and are more likely to retain their talent. Leaders should consider factors that contribute to employee retention, such as facilitating the acquisition of new skills to heighten organizational embeddedness (Fabi et al., 2015).

Job fulfillment is a considerable determinant concerning whether an employee stays or leaves an organization. Employees experiencing dissatisfaction may allow it to

undermine their relationship with the organization to the point that they opt to go

(Hofaidhllaoui & Chhinzer, 2014). Hofaidhllaoui and Chhinzer (2014) pointed out that

monitoring employee satisfaction can provide information about an employee's intention

to leave a company and highlight the appropriate actions needed. Hom et al. (1984)

suggested that an employee's overall evaluation of the organization is an essential

influencer in the turnover decision process. Organizations can benefit from aligning

management efforts, employee programs, and resources effectively to proactively

minimize the exit of employees (Hofaidhllaoui & Chhinzer, 2014). Kumar and Yakhlef

(2016) revealed that organizations could extend the knowledge of its employees by

providing information and skills to others working within the business to replace

departing colleagues. A focused approach, such as potential job redesign or expansion of

responsibilities, help to reduce the risk of losing talent. Secondary labor markets such as:

temporary, part-time, and contingent employment can be a stimulus for voluntary

turnover (Lee & Mitchell, 1994). Hom et al. (1984) explained that the turnover process

differs for employees in different companies and occupations. Voluntary separation

occurs more often when the job market thrives rather than a tight market (Lee et al.,

1994).

Employee Engagement

Mozammel and Haan (2016) noted that transformational leaders help increase

employee engagement and productivity. Engaged employees affect key performance

outcomes regardless of the company or industry (Gallup, 2016). Jha and Kumar (2016)

stated that engaged employees are the most critical factor in the process of enhancing

business performance and improving a company's competitiveness. Gallup (2016)

reported that work units with more engaged employees odds are better at achieving the

outcomes their establishment wants, such as increased revenue, profit, and productivity.

Jha and Kumar (2016) indicated that a highly engaged workforce was up to 78% more

productive and 40% more profitable. When employees perceive their organization as

supportive, they value the employment relationship (Wu & Chen, 2015). Trust in the

company lead employees to stay committed. Employee voice creates an opportunity for

involvement. Labor management and the participation of employees are significant to

business culture, organizational climate, and person-organization fit. A business

environment that is authoritarian rather than participative may block employee voice

practices (Kwon, Fardale, & Park, 2016). Organizations can build trust and commitment

by using an engagement focus approach and encouraging an environment to engage

employees to deliver positive outcomes. Leaders can redesign the values, expectations,

and aspirations of the employee's vision to create a cohesive business culture (Lee,

2016). Leaders that align engagement strategies with business strategy achieve

organizational success.

An employee's decision to stay or leave a job depends on internal or external

variables. These intrinsic values include compensation, reward and recognition,

promotion and opportunity for growth, work-life balance, healthy working environment,

training and development, proper leadership, and job security (Mwasaru & Kingi, 2015).

When employees feel engaged, they have better job satisfaction, which reduces employee

turnover intentions. Alshammari, Qaied, Al-Mawali, and Matalqa (2016) indicated that

employees who attempt to find organizations that fit their values and personalities, once they locate that fit, are likely to stay. Yousaf et al. (2015) found that employees who are committed and engaged in their occupations are less likely to leave. Better rewards, higher pay incentives, expanding job responsibilities, supportive leaders, and a job that meet the employee expectation influence the organization's appeal (Mwasaru & Kingi, 2015). Job satisfaction and job involvement lead to employee engagement (Alshammari et al., 2016). Employees that lack engagement cost the organization in productivity (MacLennan, 2017). Increasing employee engagement can be an ongoing goal for an organization (Kim & Fernandez, 2015). Organizations can cultivate an ecosystem of engaged employees (Rothausen et al., 2015).

Many smaller businesses are more likely to build employee engagement in the organization to improve business performance. The voice of employees from the individual level upwards in an organization promotes the employee's aggregate investment in the company (Wang et al., 2017). However, Wang noted that if the degree of orientation is low, employees are less likely to form an identity with the organization, which might hamper engagement. Wang et al. (2017) found that looking at leadership from a balanced approach enables organizations to achieve sustainable growth and financial profits.

To retain talent, employers benefit by staying mindful of the work environment, labor market, and ease of employee movement. The more embedded an employee is, the harder it is to lure them away. Kim and Fernandez (2015) stated that organizations need to consider what will prevent dissatisfaction that can lead to turnover. Variables that

affect employee engagement are lack of autonomy, security, professional competencies, leadership, creativity, work-life balance (Wen & Liu, 2015). Individual motives vary, and factors such as pay, benefits, and promotion influence job satisfaction and turnover intention as well (Sun & Wang, 2017). Employers understanding of components that influence employees to leave is vital (Borah & Malakar, 2015).

Employee turnover can affect the productivity and profitability of the organization. Employee engagement helps to mediate the effects of employee turnover intentions (Collini, Guidroz, & Perez, 2015). An individual that values are incongruent with the company or become different because the company fails to act in a manner consistent with its mission, the individual is likely to leave that organization (Collini et al., 2015). Leider, Harper, Shon, Sellers, and Castrucci (2016) stated that the workforce need programs with high levels of engagement. Highly engaged employees are likely a predictor of lower turnover (Collini et al., 2015). Even employees that are satisfied with their current organization will consider leaving. Guha and Chakrabarti (2016) stated that employee turnover is a significant problem for businesses and often becomes costly for employers to replace skilled talent. A National Public Health Workforce Interest and Needs Survey indicated that more than 42% of employees would consider leaving their employer by 2020 (Sellers et al., 2015). Organizations that have efficient processes are more likely to have satisfied employees. Voluntary turnover creates a loss of valuable resources that are difficult to replace (Katsikea, Theodosiou, & Morgan, 2015). Loss of accumulated knowledge present high replacement cost, loss of experience and established business relationships, and an understanding of specific markets (Katsikea et al., 2015).

Businesses will benefit from the adoption of appropriate management practices to safeguard organizational commitment (Katsikea et al., 2015). A workforce management challenge for organizations is to achieve affective commitment.

Leaders that strive to build lasting relationships gain employee commitment. The effective way of leading in the trades industry is dominating employees, which might cause the industry significant sustainability challenges in the future (Matinaro & Liu, 2016). Facing unique difficulties require leaders to explore supportive work environments. Leaders will have to explore strategies to keep employees engaged. Future industry challenges may force businesses to tap into renewable ways of thinking.

Organizational Commitment

Leaders that drive a system to transform change promote healthy organizations encouraging engagement and commitment (Sellers et al., 2015). Preserving institutional knowledge, preparing more of the workforce to manage and lead help to retain high performing individuals, which is crucial for workforce planning and development (Sellers et al., 2015). Maintaining a sustainable workforce is essential for business performance (Sun & Wang, 2017). The departure of vital skills can affect the economic state and wellbeing of a business. Organizations that form an understanding and trusting relationship through open lines of communication ensure allegiance (Mishra, Mishra, & Grubb, 2015). Mishra et al. (2015) stated that leaders who build a sense of engagement among employees prevent turnover and its associated costs to the organization. Integrity in business practices brings about trust and loyalty, mediating company commitment. The

financial reason alone should make organizations work to build trust, empowerment, and engagement among employees (Mishra et al., 2015).

Organizations that consider factors to enhance commitment are more effective. Trust, supportive leadership, work-family balance play a significant role in job satisfaction and organizational loyalty (Saha, 2016). In smaller organizations, leaders maintain an association with their employees (Saha, 2016). Organizations that have hierarchical layers, a leader may not interact with employees at every level. Elements that affect commitment and dedication to the organization include work fulfillment, supportive leadership, a hierarchical atmosphere that encourages employee dedication (Saha, 2016). Stress, over time, fatigue, and boredom decrease commitment. The work environment, job safety and security, workload, teamwork, and compensation system influence commitment (Saha, 2016). Employee empowerment and positive leader-employee relations lead to both job satisfaction and company engagement. An emotional attachment to a company is an essential element of organizational commitment. The affective commitment is the employee's attitude toward the organization (Mercurio, 2015). Devece, Palacios-Marques, and Alguacil (2015) stated that company engagement is a necessary component and refer to the employee's emotional attachment as identification with and involvement in the business. Organizations that focus on bottom-up interventions build confidence and support the development of affective commitment (Mercurio, 2015). Fabi et al. (2015) discussed three levels of engagement: emotional engagement level the employees identify with the business, normative commitment is a

moral obligation that incites employees to stay with the organization, continuance commitment is the perceived costs of departure from the company.

Organizational allegiance reduce turnover intentions. When employees do not feel a part of the organization, they have definite plans to leave (McInerney, Ganotice, King, Marsh, & Morin, 2015). Kang, Gatling, and Kim (2015) indicated that when employees have the support needed from the leader, they feel more obliged to meet work performance expectations, which increase organizational commitment. Supportive leader behaviors increase the likelihood that employees will remain with the company (Kang et al., 2015). Leaders encourage programs of collaboration to establish supportive work systems. Business leaders need to find ways to enhance the leader's and employees' commitment (Mo & Shi, 2017). Effective operating procedures, communication, and organizational trust are predictors of corporate dedication (Top, Akdere, & Tarcan, 2015). Businesses that identify and preserve what made the organization successful keep their core features for future growth (Eaton & Kilby, 2015). Business models that align strategy with core values have a higher success rate. Age, promotional advancement, and personal development enhance the tendency of the employee staying with the current employer (Guha & Chakrabarti, 2016). Mishra et al. (2015) revealed businesses that include reward systems consistently increase employee commitment and reduce turnover. Increasing engagement decreases turnover and influences the business's profits. Companies that create a sense of community build trust and loyalty to create a culture of valued employees (Mishra et al., 2015). Organizations that take care of their employees find the reciprocal return of allegiance to the organization (Alkhtani, 2015). Mishra et al.

(2015) suggested that the quality of the working relationship between an employer and employee influence work-related attitudes and behaviors.

Transition

The study framework includes strategies for lowering voluntary turnover, an analysis of the data, and the actions business leaders use to affect voluntary separation intentions. The study framework consists of the background of the problem, problem statement, purpose statement, research question, interview questions, and the nature of the study. This section also incorporates the conceptual framework, operational definitions, assumptions, limitations, delimitations, the significance of the study, and an extensive review of the literature. To provide useful insights, the primary researcher investigates transformational leadership in the business environment. Section 2, the Project includes the methodology, participants, reliability, and validity of the case study design. The concluding components of the research study encompass, the segment on Application to Professional Practice and Implications for Change, Section 3 incorporates the presentation of the findings and recommendations for further action. Finally, I present an extensive investigation and analysis of the literature with an emphasis on increasing efficient business operations.

Section 2: The Project

Section 2 includes the role of the researcher, the purpose of the study, the research method and design, and the criteria for selecting participants for the study. The section also includes the data collection instrument, data collection and data organization techniques, and analysis component for exploring the validity of the issue. Finally, Section 2 includes the process for assuring valid, reliable, and ethical research.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies small business leaders use to reduce voluntary employee turnover. The targeted population was five Virginia business leaders in the construction and service sectors who successfully addressed strategies to reduce turnover. The implication for positive social change includes the potential for businesses to shape the health of communities by heightening economic sufficiency, retaining talent, and reducing costs.

Role of the Researcher

As the primary researcher, I was the primary instrument for data gathering, data examination, and synthesis. I obtained approval from the Walden University (2019) Institutional Research Board, IRB Number 03-28-19-0048590, to ensure that the research complied with the IRB standards, data equity, data security, and protection of each participant. I followed the guiding principle and ethical protocol outlined in the *Belmont Report*. I established rapport with participants, explained the rules of the process, purpose, benefits of the study, and informed each participant that the data and their identity would remain confidential. Each participant agreed on their own to

participate in the research. Each participant told that participation was voluntary, and all information kept confidential.

As the primary researcher, I had access to the thoughts and experiences of each of the five participants. I acknowledged the realities communicated, accepted the facts expressed, and grasped the significance of the participant's view. Saunders et al. (2016) stated qualitative analysis used conceptualization based on meanings expressed through words. Possessing 30 years of professional interview experience, I conducted interviews in a natural setting with five business leaders from small organizations, and followed the protocol established by the *Belmont Report*. I was assured that the research did not cause harm to participants and comply with ethical standards to prevent hurtful or an intrusive investigation (Office of Human Research Protection, 2016). I maintained identifiable information on each participant. The data gathered from the semistructured interviews produced a description of the participants' perspectives. My experience in mitigating bias from the interview process substantiated by possessing 30 years of human resource experience utilizing sound interview protocol.

I conducted interviews with business leaders of five small companies in the skilled trades and service industry. Seven interview questions (Appendix A) utilized to track the participant's perspective. To eliminate bias through a personal lens/worldview during data gathering and analysis, I remained open to the experiences of each participant, hearing their views even if I disagreed. Fusch and Ness (2015) noted that the researcher should mindfully listen and understand the perspective of the participants despite if they hold different views. How the primary researcher addressed and mitigated

a personal perspective during data gathering and analysis was a vital part of the

investigation. Further, when reviewing data, researchers move between inductive and

deductive reasoning to identify the predisposition in the data and maintaining an

objective rather than subjective interpretation, so as not to change the understanding

(Strong, 2016). Generally, being cognizant of preconceived opinions during data

collection helped to ensure unbiased findings.

I followed ethical principles throughout the data gathering, analysis, and synthesis

phase. As the primary instrument during the research study, I maintained a professional

relationship with each participant and had no personal involvement with the sample

population. I demonstrated respect, established rapport, and created mutual trust with the

study participants, as well as developed a positive and ethical relationship informing

them that information in the research study would be confidential. I safeguarded the data

by storing it on a computer that was only available to me. Each interview was transcribed

and saved to separate files. I suspended personal views by maintaining subjectivity and

uniformity while exploring the validity of the issue. To mitigate error, I used a recording

device and captured accurate data as a part of the analysis. I followed protocols

throughout all phases of the research study that met the IRB standards. One of the

limitations included the delay in the timeline the researcher made initial contact with the

sample population to the time frame of the IRB approval. There were concessions

between the participants due to the delay in the time of the initial contact. Reducing

delays and longer data collection time or decreasing the length of time it took to receive

approval to perform the research, might help retain participants for future research studies

(Raymond, Profetto-McGrath, Myrik, & Strean, 2018). The qualitative approach includes

a structured means to answer the research question through investigation and clarification

of categories and themes.

Participants

In this qualitative multiple case study, interviews were conducted with five

business leaders operating small businesses. The list of small businesses was obtained

from the Reference USA, U.S. Businesses, and U.S. Healthcare databases. The

experiences of the business leaders provided vital sources of data. All of the participants

in the study signed a consent form indicating an agreement to participate in the study.

The qualification criteria for the study participants included small businesses in the

skilled trades and service industries located in the southeast part of the U.S. that

employed less than 500 employees. The sample population that I chose for this study

included business leaders operating small companies that were successful in reducing

voluntary employee turnover. The skilled trades occupations included three categories:

The Bureau of Labor Market Information and Strategic Initiatives (2013) classified

skilled trades as skilled industrial trades, skilled construction trades, and skilled service

trades. Having a diverse and robust participant group is fundamental for presenting

information to support change (Raymond et al., 2018).

As the primary researcher, I recruited the sample population by phone or met with

the individual in person and presented an explanation and purpose of the study. During

the initial contact, I introduced myself to each participant, and provided information to

those that met the criteria for the qualitative case study. The exploration process included

pre-entry, face-to-face interviews, and follow-up interviews with participants interested

in participating in the research study. Participants meeting the investigation criteria

received a full account of what to expect, and as the primary researcher, I followed up

with each participant after receiving approval from the IRB. The IRB's impact on the

research landscape is to protect the rights of the study participants (Ross, Lguchi, &

Panicker, 2018). The small business leaders that served as participants for the research

received information outlining the purpose of the study. Each participant shared their

knowledge in order to provide a broader aspect of the issue that would allow others

access to that knowledge. Participants who met the study criteria and were willing to

participate in the data collection phase formed the sample population for the study. As the

primary researcher, I told each participant that they could withdraw from the process at

any time. Sarmento, Farhangmehr, and Simoes (2015) argued that the relationship and

social interactions between the participants and the researcher are vital to the relationship

building and development of the investigation.

A suitable location was scheduled for the interviews. I asked seven interview

questions of the study participants that explored perspectives on the quitting intentions of

employees. Analysis and synthesis of the participant's perspective was examined, and

transcription of the recorded data was uploaded into Microsoft Word. Raymond et al.

(2018) indicated that even if data collection methods or research designs aligned with

specific response rates or sample sizes, the complexity of the contexts in which

researchers work required more thoughtful interpretation and integration of specific

guidelines. I highlighted the strategies and themes presented from the data collected,

which was a vital element of the research. Imani-Nasab, Seyedin, Yazdizadeh, and Majdzadeh (2017) stated that follow-up interpretation of data received from participants improved accuracy. Participants were informed that they would have access to the study findings upon request.

Research Method and Design

Research Method

In this qualitative case study, I used semistructured interviews as a data collection tool to link theory and trace connections between the results, interpretations, and conclusions. The qualitative methodology was the most appropriate method to explore the perspectives of small business leaders to generate valuable data about understanding the phenomenon. The use of qualitative research methodology makes it possible to expand the current understanding.

The quantitative research approach, on the other hand, includes data using numerical values and statistics. Gummesson (2017) reported that quantitative researchers are investigating the relationship of cause and effect between variables offering generalized assumptions with some conclusive results. I did not use quantitative data collection techniques because I did not test the hypothesis. The mixed-methods incorporate both qualitative and quantitative approaches. Through integrating two distinct methods, McKim (2015) recommended that researchers consider the added resources, time, expertise, and knowledge required for a mixed-method analysis. I did not use the mixed-method approach because the quantitative component was not necessary for this study.

Research Design

There are four types of qualitative research methods: case study, ethnography, phenomenology, and narrative. Researchers who use a case study design captures a reflection of conceptually related approaches from the viewpoint of others (Harrison, Birks, Franklin, & Mills, 2017). The case study design is the best approach to provide a comprehensive understanding of different perspectives for identifying the context of the issue. How people live and what they do in their everyday lives is the philosophy behind an ethnography research design (Celikoglu, Ogut, & Krippendorff, 2017). Researchers who use an ethnography design extract data through cultural probes and relate the information through lived experience (Celikoglu et al., 2017). The ethnography design was not selected for this research study because I did not observe or study people or cultures. The phenomenology approach that researchers use conceptualize insights gained from participants' lived experiences (Alfakhri, Harness, Nicholson, & Harness, 2018). The methodology includes variations of the phenomena observed by the researcher from a close perspective (Yaroslawitz, DeGrace, Sloop, Arnold, & Hamilton, 2015). The phenomenology design was not the choice for this study because I did not explore the participants' lived experiences. Saunders et al. (2016) stated that a researcher who uses the narrative research design might influence not only the analysis of the data but also the form of the report. I did not use storytelling experiences to retell an individual's story or observe participants around an event or series of events and compare how accounts differ.

Based on these explanations, the case study research was the most appropriate design for this study. Data saturation achieved when there was sufficient information

accessible, and no additional data was attainable. Achieving data saturation accomplished content legitimacy. I was able to achieve goals by recognizing and clarifying the scope of the results.

Population and Sampling

Raymond et al. (2018) found that the ability to recruit and retain adequate participation was critical to the outcome and effect of the research study. I performed a web-based search to select organizations suitable to provide their perspective on reducing voluntary turnover. The study included a sample population of five small businesses in the construction and service industries. To identify potential organizations, I utilized the Reference USA, U.S. Businesses, and U.S. Healthcare databases to ascertain the names of business owners of small companies in the construction and service industries. Participant selection was based on the company size, geographical region, and industry type. The targeted population comprised of five Virginia business leaders in the construction and service sectors who successfully addressed strategies to reduce turnover. To establish a connection with suitable participants, I contacted e-participants and provided a letter of introduction to introduce myself, the purpose of the research study, and the participant's role. I obtained permission from participants to ensure they were willing to participate voluntarily. I established a relationship of trust with each participant exemplifying honesty, integrity, and ethical standards. I informed the participants that I would arrange a meeting place in a natural setting to their choosing. The participants received an informed consent form that included information on maintaining the materials for each participant in a safe place, as well as information regarding

nondisclosure, altering, or destroying confidential information that could be damaging to the participant.

I asked seven open-ended interview questions along with the leading inquiry to engage a discussion of the participant's experience and perspective. I used an audio recorder for information gathering during the hour meeting. To ensure confidentiality, I did not disclose any information about other companies or participants. I informed the participants that their participation was voluntary, and they could withdraw from the study at any time. I used member checking of transcripts, review of company documents, and websites, as well as the feedback, received from the university doctoral study committee to mitigate bias. Sarmento et al. (2015) suggested that the views of the sample population should accurately reflect the initial thoughts of the participant without adding prejudice. Fusch and Ness (2015) said that member checking and follow-up interviews help to achieve saturation when new information is unattainable.

Ethical Research

Ethical research is vital when collecting rich data to understand a phenomenon. Acting as the primary researcher, I am accountable for the human rights of participants, avoid deceptive practices, engender trust, guarantee confidentiality, and address ethical concerns. The selection criteria for participating in this research project are strictly voluntary and offers no incentives to the participants. Voluntary participation is a cornerstone of research practices (Hunter et al., 2018). Additionally, when soliciting voluntary participation for this research project, each participant signs an Informed Consent, which alerts him or her to the nature of the case study (Yin, 2018).

To ensure ethical compliance, I adhered to the Institutional Review Board (IRB) protocols to guide this research project. I included in the manuscript the approval number 03-28-19-0048590 and the expiry date of March 27, 2019, approved by the IRB. I followed the protocols of the *Belmont Report* to ensure that participants understood their part in the study. Participants could discuss concerns before, during, and after the interviews via the telephone or email. There was no risk, harm, or injury to any of the participants involved in the research (Walden University, 2019). Participants were told that they could pull out of the study at any time. A signed Informed Consent form was collected from each participant that contains details about the research procedures, the nature of the study, risk, benefits, privacy, and researchers' contact information. In order to ensure ethical compliance, I followed the IRB protocol used as a guideline for this research study.

I coordinated the meetings held at a field location with each participant. Hunter et al. (2018) stressed that security protocols include standardized tools for ensuring that access to data has restrictions and encrypted. Information encryption was used to guarantee confidentiality and I saved the document to a separate file to safeguard access to the data. There are unambiguous identifiers specific to each participant using pseudonym codes to maintain privacy. For example, the file P101 is for participant 1 from organization 1. Saunders et al. (2016) proposed that the interview number and question in the transcript maintain consistency to eradicate error, allow easy access to search questions quickly, and to collect only data related to the specific research purpose.

In disseminating the findings, each participant will receive upon completion of the study an accurate report.

As the primary researcher, I maintained governance over the material collected, and will store the data for five years in a locked cabinet in my home office to safeguard participants' information and identity. Transcripts were password-protected and saved on a USB flash drive. Materials were put in a secure and safe location to include a computer, audio recordings, and field notes. As the primary researcher, I considered concepts such as: data warehousing, data mining, storage, sharing, security and ownership for this study. To ensure confidentiality, I will be the only person with access to the information. Yin (2018) revealed that researchers could protect the privacy and confidentiality of participants, so they are not a target for some future study. After 5 years, I will destroy the USB flash drive by deleting the data and destroying any hard copies of the notes.

Data Collection Instruments

For this qualitative study, the semistructured interviews are the primary data collection source. I served as the primary data collection instrument. Jamshed (2014) explained that the semistructured interviews require participants to answer a preset of open-ended questions utilizing an interview protocol for the qualitative case study research. The individual interview sessions last approximately 60 minutes. In addition to the open-ended interview questions, I surveyed the organization archives as the second type of contextual investigation. I deciphered notes taken during the interview, an audio recording of the discussion makes it easy to focus on the interview content, and verbal

prompts to enable a verbatim transcript. Carter, Bryant-Lukosius, DiCenso, Blythe, and Neville (2014) described the primary source of data triangulation involves the collection of data from various individuals to gain multiple views.

Semistructured interviews and company documents received from the small businesses are the two primary sources for data collection. As the primary researcher, I analyzed the data and returned to the participants to review the results. I shared the interview notes with the participants to ensure that my interpretation aligns with what was said. Birt, Scott, Cavers, Campbell, and Walter (2016) stated that member checking provides participants the opportunity to engage with, and add to the interview and analysis of data. Member checking certifies the validity of the results. Birt et al. (2016) indicated that the trustworthiness and credibility of the results is the bedrock of high-quality qualitative research. The Interview Protocol for data collection and member checking is in Appendix B.

Data Collection Technique

Yin (2018) described the data collection protocol as having specific and well-planned field procedures, including gaining access to interviewees, making a precise schedule to include completion timeframes, and provisions for unanticipated events. For this study, interviews scheduled with five business leaders operating small businesses in the southeastern corridor of the U.S. Traveling to the site locations I met with each participant. The semistructured interviews focus was on the participants' interpretations of their experiences. As the primary researcher, I did not impose personal opinions or perspectives on the interviewees. The interviews were scheduled for each participant's

convenience. The interview sessions included an assessment of non-verbal cues, asking probing questions, and follow-up questions to gain in-depth information. Analysis and synthesis of the information allowed for transcription of themes, patterns, and concepts. A follow-up meeting for member-checking with each participant was scheduled to ensure the accuracy of the respondent's views. A request was posed to each participant to review company documents, such as policy and procedures manual for data interpretation and analysis, to ensure the validity of the information collected. I gave a copy of the transcript to each participant for their review to ensure the succinct synthesis of data requesting the participants to provide any additional information that could add to the study research. An expression of gratitude shown to each participant for their participation in the research.

The advantages of conducting interviews include obtaining information from business leaders that are knowledgeable about the issue. Member checking ensures the accuracy of the research. The interview sessions allowed the primary researcher to capture verbal and non-verbal cues. There are several disadvantages when using semistructured interviews as an information collection strategy. The meetings may be time-consuming, and scheduling the interviews with top elitists in the organization may be difficult. The analysis of the feedback may not be succinct or have a correct interpretation due to the experience level of the researcher. An interviewer that lacks experience can incorporate their own biases that may influence findings. As the primary researcher, I assess whether the quality of the data is a reflection of the overall limitation.

Finally, the semistructured interview method involves a great deal of preparation before the data is usable.

To ensure quality data management, the researcher controls the data collection activities. McCormick, Lee, Cesare, Shojaie, and Spiro (2017) found that information gathering includes the exploration of a social issue or phenomena as well as predicting behaviors and mindsets on a massive scale. Saunders et al. (2016) proposed that the primary researcher notes entail contextual data such as interview location, date and time, the setting of the interview, background information about the participant, and the impression of the meeting. The data demonstrates valuable insight into human behavior and improves the potential for further study of the complex social issue.

Data Organization Technique

Yadav, Steinbach, Kumar, and Simon (2018) indicated that data organization techniques are a platform to extract and store meaningful information to apply in practice. Given to each organization was a pseudonym code. Utilizing MS Word, the files are password-protected to ensure that the integrity and reliability of the data are identifiable in all records, which include nonverbal cues, the interview setting, and any unusual occurrence. I categorized and labeled the data for each participant's account to ensure accuracy. The information collected was created in a Portable Document Format (PDF). Having governance over the info, I safeguarded composed and electronic data from physical harm or harm to data integrity. As the primary researcher, I organized and will store the research data for five years. Field notes and voice-recorded interviews are managed through a data repository to include all raw electronic and hardcopy data files.

Data storage is maintained on a USB flash drive and stored at a place where the

information is available. Yin (2018) stated that researchers should store case study field

notes in such a manner that the data is retrievable for perusal.

It is imperative to take the appropriate steps to backup and secure essential data.

All personal data retained until participants review a summary of the study. Participant

data encrypted and permanently destroyed after the five-year deadline requirement.

Identifiable media deleted from all devices and destroyed, such as the hard drive and

memory on the assigned laptop by breaking-up all items at the end of the five years. The

audio recordings will be destroyed after five years. PDF files will be permanently deleted

after five years. The metadata destroyed and not maintained for archival purposes to

ensure that formation extraction or reconstruction is not possible. Saunders et al. (2016)

posited that it is essential to comply with controls that regulate data management.

Data Analysis

Yiksel and Yildirim (2015) stated that it is essential to present a comprehensive

depiction of the phenomena to understand the theoretical and conceptual framework of

qualitative research. I use Yin's five-step procedure for the data analysis to address the

phenomena of this study. Yin's data analytic procedure consists of compiling data,

examining, categorizing, interpreting, and concluding the evidence from the participant's

perspective to obtain the answer to the research question. The conceptual model

represents other points of view, highlighting an understanding of circumstances and

impact. Joslin and Muller (2016) indicated that the advantages derived from the

conceptual investigation expand the validity of the research, achieving consistency across information sources, as well as removing inclination.

As the primary researcher, I explored and interpreted the compilation of evidence from the investigation of different views. The evidence was categorized into manageable units and analyzed for similarities and differences. Validating the credibility of the data collection through transcript review leads to the accuracy of the research discoveries. To assist with methodological triangulation, the analysis of business documents, as well as follow-up transcripts, helps to verify the results. The participant's experiences were coded for reoccurring opinions, as well as labeled, organized, and grouped to identify presumptions. I manually categorized and grouped themes, patterns, and concepts to create and connect critical ideas. The concepts was identified and authenticated across data sets. The data analytics tool used in this investigation were the NVivo 12 qualitative data analysis programming. For validation, I examined other recent empirical research to confirm the findings.

Further validation of the data from this case study presents a better understanding of the problem. Joslin and Muller (2016) proposed that the primary researcher's use of data triangulation provides an alternative assessment of a complicated issue that helps gain a understanding of the phenomena. Saunders et al. (2016) indicated that using two or more independent sources of data collection in a study helps to guarantee the data disclosure and presents the evidence precisely.

Procuring more than two viewpoints about the same problem provides comprehensive knowledge of the dilemma (Joslin & Muller, 2016). As the primary

researcher, I followed the interview protocol asking the same set of questions of each participant to mitigate any bias. I transcribed each participant's disclosure without wavering from the context of the information. The conceptual framework, characterized by the field perspective, provides a summary for the participants to check. As practitioners and researchers think about the difficulties of raising issues that appear in the work environment, conceptual modeling may be a means of understanding the problem (Storey, Trujillo, & Liddle, 2015).

Reliability and Validity

To increase the dependability of the data for contextual analysis, the researcher maintains a chain of evidence (Yin, 2018). Fusch and Ness (2015) explained that the researcher address and mitigate a personal view during data collection and analysis, which is a crucial component of the research. Based on the small business leaders' perspective, the commonalities and differences present multidimensional viewpoints and field analysis of the issue.

Realiability

Reliability for this qualitative research was the primary source of evidence, which incorporates journal notes from semistructured interviews and organizational documents. Dikko (2016) proposed that the exploration show a chosen instrument that is reliable about collecting the correct data. In establishing reliability, the researcher uses information-gathering systems to validate the credibility and authenticity of the data (Saunders et al., 2016). To minimize error and bias, the reliability measures in this qualitative study incorporates data triangulation, participant validation, and cross-case

analysis of the findings. As the primary researcher, I categorized all field notes to have

evidence accessible for later access to help resolve discrepancies or settle errors. I stored

all data and documentation gathered in an electronic format. To increase the reliability of

the investigation, I incorporated member checking for accurate data interpretation.

Participant validation guarantees the authenticity and reliability of the inquiry and the

legitimacy of the data. These techniques are essential for guaranteeing the reliability of

the discoveries. Saunders, Sim, Kingstone, Baker, Waterfield, et al. (2018) explained that

information consistency between the conceptual position and diagnostic structure meets

the goals of the investigation.

Validity

Validity refers to the appropriateness of the measures used, the accuracy of the

analysis of the results, and the generalizability of the study findings to other situations

(Saunders et al., 2016). Validity is the transparency and soundness of the research and

helps to avoid data quality issues. Back, Williams and Lee (2015) described validity as an

assessment or test that accurately measures what the researcher purports to measure.

The use of more than one data source and method of data collection confirms the

validity, creditability, and authenticity of the data (Saunders et al., 2016). Triangulation

increase the authenticity of the research and member checking promotes credibility

(Joslin & Muller, 2016). Saunders et al. (2016) stated that researchers ensure data

integrity by guaranteeing that the audio recorder is working appropriately for each

meeting, maintain accurate records, translate the interview discussion verbatim without

incorporating interviewer judgment, and follow a sound interview protocol. Saunders et

al. (2016) explained that through analysis of multiple data sources, the fundamental

obligation of a researcher is to ensure data integrity by verifying the soundness, accuracy,

and truthfulness of the research. As the primary researcher, I analyzed the data, verified

the discoveries, and made recommendations. Each participant received a copy of the

transcribed interpretation to confirm what he or she said and meant. Follow-up, transcript

review, and triangulation validate the discoveries. Saunders et al. (2018) stated that data

saturation contributes to the validity of the study by exploring the complexities of the

concept and its underlying assumptions. In reaching data saturation, the investigation

continued until there was no new information to obtain. Future research on the issue

could explore the effects of the research for generalizability to a different sample

population that is not part of the original investigation.

Transition and Summary

A detailed summary of Section 2 shows the methodology used to explore the

phenomenon and answer the research question. Section 2 also includes the objective

statement, the role of the researcher, the participants, the research method and design,

population and sampling, ethical analysis, the data collection instrument, and the

organizational technique. The section includes the analysis, reliability, and validity of the

results. The conceptual model consists of the collection of data from multiple sources,

accountability of the research, the human rights of participants, the prevention of

misleading practices, trust, confidentiality, and ethical concerns. The conceptual

framework incorporates the experiences of the small business leader worldviews.

Section 3 includes the perspectives of the sample population, discoveries from a professional practice standpoint, ideas for social change, and proposals for action. The study highlights theories that affect voluntary turnover in the industry, as well as strategies that enable business leaders to address the challenge of managing the workforce. Section 3 also includes the experiences of the sample population, findings from a professional practice standpoint, ideas for transformation, and proposals for action. The data demonstrate answers to many of the previously unaddressed questions in workforce research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

Section 3 includes the strategy the practitioners' use within their perspective companies to address solutions for lowering voluntary employee turnover. Common themes, the presentation of findings, and the solutions small business leaders use to reduce voluntary turnover are included in this section. Section 3 of the study also incorporates application to professional practice, implications for social change, recommendations, personal reflections, and contributions to the literature.

Presentation of the Findings

I identified themes and analyzed the results of the study. I described ways in which the findings validated, disproved, or broadened the knowledge of the subject area by contrasting the disclosures with other peer-reviewed research, including new literature reviewed since the submission of the proposal. I have shown, through the results, a conceptual framework that offers a logical structure of the interlinked strategies with modified methodologies.

The specific business problem is that some small business leaders lack strategies to reduce voluntary employee turnover. The data collection includes interviews, review of company documents, researcher notes, and publicly available documents. The findings included themes and patterns identified through the perceptions of the small business leaders in the construction and service industries.

After gaining approval from the IRB to conduct the doctoral study, I contacted small business leaders from a list of eligible participants obtained from the Reference

U.S. Database. I organized interviews for data collection and met with five business leaders at their work locations between April 6th and April 16th, 2019. Participants received informed consent forms and a letter of invitation agreeing to participate in the study. I conducted face-to-face interviews following the semistructured interview protocol asking the same open-ended questions to each participant. Four participants allowed the interview to be audio recorded; P3O3 did not want the interview recorded. Each participant interview was audio-recorded and field notes and the recordings composed verbatim. The participants reviewed the transcripts for authenticity by examining the validity of the data. Saunders et al. (2016) explained that member validation involved sending the research data back to participants allowing them to confirm the accuracy and comment and correct the interview transcript. Through member checking, the participants had the opportunity to review the summary of their interview to ensure the information captured was accurate. In order to obtain an accurate interpretation of the interview responses, each participant validated their interview discussion through member checking.

The participants represented a range of tenure in their organizations, from 20 to 26 years. The participants were identified as P1O1, P2O2, P3O3, P4O4, and P5O5; to ensure confidentiality, I assigned (P) for the participant and (O) for the organization. The data collection included an observational view through the lens of the participants. During the third interview, participants gave consistent responses to some questions having similar results. Data repeated during the fifth interview, offered no new insights, identical responses received. Saunders et al. (2016) explained that the achievement of

data saturation is when the additional data obtained contains little if any, new information. There was a culmination of multiple data sources to validate the evidence through triangulation, including individual interviews, review of company documents, such as employee handbooks, and publicly available data served as the foundation for the investigation. Saunders et al. (2016) explained that data triangulation includes more than one source of data and method of collection to confirm the validity, credibility, and authenticity of the data.

Using NVivo 12 software, I analyzed and organized data, handled different data sources, field notes, and participant responses. NVivo is a computer-assisted qualitative data analysis system (CAQDAS) used to organize data into concepts based on underlying similarities (NVivo, n.d.). NVivo is a text-based data analysis software program for qualitative research used for organizing, storing, and retrieving data. NVivo supports the research analysis by revealing commonalities and variations, themes, and trends from different participant perspectives (NVivo, n.d.).

The unstructured content and audio data were processed, clustered, sorted, and organized manually. After a manual review of the data sets, I linked the integrated information collected from the different sources. The small business leaders' strategies were specific to products and services, markets served, and value offered to employees. The analyzed data demonstrated emerging trends that helped to understand the strategies used by practitioners to address the issue of voluntary turnover. The data demonstrated that employee satisfaction had a substantial impact on organizational engagement. There

were three main themes extracted from the analysis: employee satisfaction, monetary

incentives, and the work environment.

Theme 1: Employee Satisfaction

Fulfilled employees had a high affective commitment to their organization. For an

employee to stay engaged, they should remain satisfied. Evidence supports that the more

fulfilled employees are, the less likely they are to quit (Allen, Peltokorpi, & Rubenstein,

2016). Researchers present employee satisfaction as an alluring quality that lessens

turnover (Allen et al., 2016). Higher embeddedness predicts lower turnover, deter

quitting, and influence organizational commitment (Allen et al., 2016). P5O5 stated that

rewards given for hard work keep employees from leaving. Rewards lessen employees

quitting intentions, increase job fulfillment, and reduce turnover (Allen et al., 2016).

What makes employees remain with an organization is to address issues right then,

receiving bonuses/rewards not based on production/performance. Discovering strategies

that increase employee embeddedness reduce voluntary turnover (Allen et al., 2016).

Employee satisfaction helps to reinforce retention. P1O1 and P2O2 indicated the

onboarding process and skill training ensures that employees have the knowledge, ability,

and capacity to feel confident in the job. Rewards, for example, time away from the

workplace, training, and affirmation of a job well done, help to lessen turnover (P5O5).

Employee satisfaction is a vital factor that has an effect on retention. Employee

fulfillment is significant for all five study participants. All of the participants interviewed

are aware that to retain employees, they will need to keep employee satisfaction levels

high. Job satisfaction is also a predictor of employee movement.

Five of the five participants utilize financial rewards as a means of influencing employee satisfaction and organizational commitment. For employees to feel comfortable with their organization, they want the leader to consider their prosperity (Afsar et al., 2018). Reward structures include higher wages, monetary rewards, and bonuses, which are significant to the retention of employees. The awards include trips, luncheons, social gatherings, financial gifts, and paid time off. P2O2 explained, "Training and development are also vital to employee satisfaction and help shape the decisions and direction of the organization." Afif (2018) found that when employees have a more satisfying feeling about their job, it guaranteed a stronger sense of employee commitment.

P3O3 and P5O5 indicated that a high level of employee satisfaction lowers the intent to leave, reinforcing a robust workforce. P1O1, P3O3, and P4O4 revealed that employee satisfaction builds a healthy workforce and is significant in reinforcing retention. For employees to remain engaged, they expect to stay fulfilled. Flexibility, value congruence, positive attitudes, and positive mindsets increase intentions to remain with an organization (Afsar et al., 2018). Turnover is a time-sensitive methodology, in which determinants, such as dispositional work characteristics, work mind frames, and quit intentions, are precursors for voluntary turnover (Afsar et al., 2018). All five of the participants discussed the impact of employee satisfaction and voluntary turnover. Employees become implanted in an organization that empowers employees to perform their jobs, recognize and invest in employees, and reward them fairly (Afsar et al., 2018). Li, Mitchell, Hom, and Griffeth (2016) found that dissatisfied employees leave companies, whereas fulfilled employees remain on the job.

Businesses should structure interview inquiries with their employees to obtain an idea about employee compatibility with the company's values. Leaders should focus on recruiting and selecting employees who paired better with the company demands (Afsar et al., 2018). P2O2 indicated that weekly assessments determine employee fit, and completing reviews of staff performance during the development period ensures employees got through successfully. Allen et al. (2016) explained that occupational embeddedness includes three dimensions, link, fit, and sacrifices. The link incorporates connections to the business, the fit is compatibility with the work activities, and sacrifices relate to the cost of leaving the organization (Allen et al., 2016). When employers engage their employees, offer training opportunities, and reward good behavior, the mutual benefit is that employees feel obliged to pay back, thus increasing the connection and loyalty to their employers (Afsar et al., 2018). Training and financial rewards increase job fulfillment. Organizations should look at what changes help staff perform better and what does not require changing because it works (P2O2). Fulfilled employees' behavior is an advantage to the organization. Negative behaviors such as displaying intentions to quit the organization might decrease a lack of interest in tasks, level of involvement, and engagement in the job (Afsar et al., 2018).

Small business leaders focus on creating a work environment that includes keeping their employees happy, explained P2O2. Businesses should provide employees the time off to maintain a work-life balance. Replacement costs to the organization losing high-valued employees include loss of corporate data, productivity, and relationships with high-value customers (Yam, Raybould, & Gordon, 2018). Employees are the

costliest resource and most significant asset. Organizations should treat employees like

family (P1O1 and P3O3). A balanced work environment helps lower voluntary turnover

by inspiring stable work cultures. Leaders should respond to issues, be available to staff

needs, listen to employees, as well as proactively deal with issues (P3O3). Four of the

five small business leaders suggested that having a consistent working environment helps

to keep things on point. Organizations should outfit employees with the necessary tools

and equipment needed to carry out their job. Leaders should make special efforts to

support their employees. The job should be enjoyable, so staff values the importance of

working for the organization.

Keeping employees happy makes them want to stay with the organization. P3O3

pointed out, "issues should be addressed and proactively tackled right then." Bonus and

rewards not based on meeting production goals, and pay increases not attached to

performance are popular with employees (P5O5). Organizations should understand their

employees. Leaders should consider what persuade long-term employees to remain with

the organization to build a keen perception of the critical necessities required to reduce

turnover. At the point that job fulfillment increase, employee turnover intentions diminish

(Ahmed, Ullah, & Ahmed, 2015). Satisfaction expands employee attachment and loyalty

with the organization, while dissatisfaction increases an employee's intention to leave

(Ahmed et al., 2015). For the success of every business, human capital should be vitally

important for an organization's strategic advantage (Ahmed et al., 2015).

The leadership styles of these small business leaders demonstrate the

characteristics of a transformational leadership approach. There are definite connections

between transformational initiatives and job fulfillment. Visvanathan, Muthuveloo, and Rajendran (2018) stated that the transformational leader's qualities are noteworthy in influencing the results of employee satisfaction. As described during each of the five interviews with the small business leaders, staff consideration, stimulation, motivation, and encouragement are critical leadership qualities essential in addressing employee retention.

Theme 2: Monetary Incentives

Four of the five small business leaders in this investigation offer remuneration to influence engagement. The monetary inspiration includes competitive pay, salary increases, bonuses/rewards, and benefits. Bussin and Thabethe (2018) explained that the monetary component remains the most preferred reward for retention. These financial awards engage employees, as well as expand job satisfaction. When employees receive monetary motivators, they give extra time and effort to their occupations because the cash rewards are an attestation of their inspiration (Kuang, Huang, Hong, & Yan, 2019). P1O1, P404, and P5O5 offered monetary incentives and competitive compensation to influence their employee's organizational commitment. The financial incentives include competitive wages, salary increases, benefits, bonuses, and rewards such as trips, monetary gifts, paid time-off, and social gatherings. "The reward systems help to maintain employee motivation, align the goals of the employee, and the goals of the company" (P2O2). Rewards are both financial, such as bonuses, paid time off, gift incentives, and non-financial, such as employee acknowledgment (P2O2, P4O4). P5O5

replied, "Employees chose the award appropriate for their needs. Small companies should keep employee salaries aggressive as well as maintain pay equity among staff."

Kuczmarski and Kuczmarski (2019) stated that small businesses create reward systems for nurturing employees. P1O1, P4O4, and P5O5 indicated that financial rewards and bonuses are motivators. The findings show that monetary impetuses are methods for persuading and motivating employees. Fiscal propelling powers engage employee commitment. The reward structure expands work fulfillment and supports a positive work culture. Pay, bonuses, and rewards help to hold staff, and competitive wages help to diminish deliberate, voluntary turnover. Low pay rates or absence of aggressive compensation unfavorably affect the employee's feelings about the organization. Employees unsatisfied with their benefits may leave the company if they feel underpaid. Kuang et al. (2019) stated that individuals commonly have a payment threshold for their fulfillment. Cash related rousing powers are one of the fundamental techniques that decrease turnover and expand employee commitment. Each of the five participants called attention to money related impetuses impact on voluntary turnover and how the financial domain influences an employee's attitude to remain in the job. Bonuses and rewards have a powerful effect on employee motivation and performance. Financial rewards substantially influence work behaviors. Kuang et al. (2019) explained that monetary domains are effective in improving an employee's motivation, moving them to contribute more.

The financial rewards help evoke an employee's loyalty and stimulate employee commitment. Kuang et al. (2019) explained that monetary rewards influence commitment

and embeddedness practices. The results from this exploration indicate that the financial

motivators positively influence commitment as well as have overflow consequences for

other desirable behaviors. Given the private sector practice of using money-related

motivators, the research provides empirical evidence supporting using fiscal domains in

work practices as an effective strategy to nurture employees. Afsar et al. (2018) stated

that the higher and fairer the reward structures are, employees feel more significant losses

if they decide to leave the organization. When employees receive rewards and

professional training to enhance knowledge, skills, and abilities, they have regard for the

organization. Flexible reward systems effectively capture work loyalty and add to

business sufficiency and sustainability (Afsar et al., 2018).

These small businesses have a methodology that engages and retains staff.

Reward systems promote positive results. Rai, Ghosh, Chauhan, and Singh (2018)

explained that businesses should recognize employees' efforts by furnishing monetary

and non-financial awards based on business strategies. Components of related monetary

pay should be in alignment to fit the employee interests. These measures enhance the

engagement level of employees and have significant ramifications to improve

performance. The five small business leaders have the vision to inspire and motivate

employees through a reward system.

Theme 3: Work Environment

The competitive nature of the 21st century job market influences what small

businesses do to retain talent. Denning (2015) proposed that the role of a business leader

is to empower those taking the necessary steps to contribute all that they can by removing

any obstruction that might be getting in the way. Employee engagement in the job encourages commitment and make employees want to stay. P3O3 suggested, "Small businesses should treat employees like a family that provides direct guidance and address problems as they arise." Denning (2015) found that instead of small business leaders being one-way, top-down commands, communication tends to be in open discussions.

Each of the participants stated that employers should provide the right environment and balance for the retention of employees. Denning (2015) explained that the small business leader enables an employee's mindset with an explicit trust in the talents and capabilities of those doing the work. If organizations understand what causes employees to stay or quit, they are better equipped to address retention. "Small businesses profit from keeping employees comfortable in their jobs," stated P4O4. The organization should build teamwork within the business framework because teams help new employees feel comfortable working, so they remain satisfied with the job (P4O4). The President, Vice President, and supervisors hold planning sessions to ensure employees get what they need to stay with the organization.

Both P1O1 and P2O2 responded that employers should pay attention to the hiring and selection process, the employment screening process, receiving feedback from employees during the probationary period and the onboarding program for new hires are useful tools to lower turnover. Companies should train and develop staff, as well as design tools that help staff meet goals that fit the needs of the organization. P2O2 stated that training and development ensure employee success. Job roles that relate to the goals of the organization help to achieve business objectives. Both P1O1 and P4O4 pointed out

that organizations need to implement a team approach, provide employees with the necessary tools to do the job, a supportive work environment, attend to the needs of the employee, and hire the right people for the job. "Leaders benefit by understanding the behaviors of employees," declared P3O3. "Leaders have to review challenging jobs differently from those with less challenging responsibilities" (P1O1). Small businesses lose new hires to them, finding easier jobs because employees tend to leave hard jobs (P1O1). "Employees should enjoy working for an organization" (P2O2).

Current management practices are less likely to infect business leaders of small companies (Denning, 2015). All five of the small business leaders demonstrate transformational leadership characteristics through their support of employees, an efficient operation, an engaged environment, and demonstrated concern for employees. These leaders effectively communicate an understanding of the strength and weaknesses of employees and appeal to their abilities to effect positive changes in performance (Bonsu & Twum-Danso, 2018). By understanding each employee's capacities, they encourage values like fairness, transparency, and trust to influence positive change (Bonsu & Twum-Danso, 2018). Transformational leadership traits make employees feel a sense of belonging and attachment to the organization (Visvanathan et al., 2018). P2O2 found, "Well-developed direction, structure, decision-making, and the flow of information inspire employees to perform." The sample population references that having the right work environment helps to balance the workplace. Leaders should continue to observe employees' standards of conduct, address issues promptly, and maintain a stable work environment to improve retention (P3O3). Usually, younger employees change

occupations frequently (P1O1). Ugoani (2016) found that turnover is higher in employees under the age of 30. Participants P1O1 and P4O4 described the difficulty of hiring and retaining younger workers in challenging positions. P1O1 stated, "Field employees perform harder jobs that are dirty or mentally taxing occupations (i.e., those scared of heights or closed-in quarters to work) are hard to hold." P4O4 stated that "during climate-related periods (i.e., hot, blustering, rainy, demanding work obligations), the organization can lose new hires to them securing simpler jobs." All five participants suggested that there are different reasons for instability in an organization. Li et al. (2016) suggested that employees' preference for leaving depends on job satisfaction, which directly influences their intent to leave. Ugoani (2016) stated that adverse work conditions, insufficient growth opportunities, and leadership are common causes of voluntary resignations. An effective means of reducing employee turnover in small businesses is to improve the quality of the work environment (Ugoani, 2016).

Organizations should consider redesigning internal processes that contribute to employees leaving. All five leaders indicated that a collaborative work environment between leaders and employees increase employee satisfaction. Putting proper structures in place for career growth, creating a family-friendly atmosphere, competitive wages, tools to do the job, fairness, and the right work environment is essential to motivate employees. P3O3 recommended, "Conducting daily meetings at the beginning of the day to discuss issues helps maintain a stable work environment and a relax atmosphere by eliminating problems that may be disruptive to the workplace." The daily meetings help

to stay on top of issues that arise. The meetings make it conducive for discussion and resolution of issues as soon as they occur (P3O3).

All five of the small business leaders in this case study indicated compensation and pay, a competitive salary, and rewards make employees feel their value. P1O1 stated, "Employers need to promote a team approach, inform employees, and listen to staff." P2O2, P4O4, and P5O5 concurred that financial motivators enhance the retention of employees. The five participants indicated the significance of preventing turnover and agree that strategies are essential to retaining staff, but none have formal policies or guidelines for lowering voluntary turnover. P4O4 pointed out, "There is a need for businesses to perform a needs analysis to obtain a better assessment of employee turnover intentions." When the organization hires an employee that works well within the first month, mesh into the company culture, and does not miss any time from work, the business experience less turnover (P4O4).

None of the five participating small businesses have formal retention plans, but each indicated the need to establish retention guidelines. In all five cases, there is human and financial capital that necessitate implementation, evaluation, and maintenance of retention guides. The data collection for this investigation is consistent with current research redefining work practices to help reduce the adverse effect of voluntary turnover. The contribution of this study includes two aspects practical implication and theoretical implication. The literature and personal knowledge of the phenomena may help redefine workforce practices to help prevent the loss of talent. The exploration expands earlier writing to improve business leaders' comprehension of the overall effect

of positive work practices and offer practical ways to address the challenges that affect job fulfillment. A work environment with quality-trusting relationships of honesty, transparency, and trustworthiness is desirable between subordinates and their leaders (P3O3). Business leaders can profit if they adopt a positive work model because of the significant expense of hiring and training new employees.

Findings Related to the Conceptual Framework

Research outcomes reveal a positive connection between transformational leadership, job satisfaction, and organizational commitment (Abouraia & Othman, 2017). The conceptual framework viewed through the lens of transformational leadership theory shows that leadership behavior affects employee morale and performance. The study findings show transformational leadership characteristics of the participants through statements indicating attending to the needs of their employees, appropriate use of leader power, and development of employees. P4O4 discussed motivating employees, group cohesion, and asking employees what will help make staff a priority. All five participants delineate a culture where the workplace support employee fulfillment to minimize the risk of turnover and increase profits for the organization. Afsar et al. (2018) revealed that effective work practices help accomplish higher standards and lower turnover rates.

This qualitative analysis includes the transformational leadership qualities of five small business leaders who shared their perspectives on employee consideration, stimulation, motivation, and influence. Leaders who manage with honesty and humility are indicators of the transformational theory's assumption (Effelsberg, Solga, & Gurt, 2014). The aesthetic concept introduced by P3O3 (truthfulness, honesty, trustworthiness,

listening, and integrity) also describes transformational leadership qualities. Sun and Wang (2017) posited that transformational leadership creates a culture that facilitates building social bonds between employees and their work, which reduces turnover intention and actual quitting behavior. The leader promotes an environment that built quality relationships with staff. However, there is a need for developing strategies that continue to strengthen the employee's relationship with the company (P3O3, P4O4, and P5O5). The leader-employee alignment within the organization supports the interest of cultivating long-term employees. The participants expressed the need for group cohesion to strengthen an employee's connection to the company. P5O5 stated that as business leaders in the industry for 20 plus years, they know what works and what does not work as well. P5O5 also stated, "In the past, as an independent business owner, they did not think about motivators that impact employees' fulfillment. They are learning from past years about what works to maintain employee satisfaction." The participants describe the noteworthiness of employees' value where they work. P1O1 noted, "What works in preventing turnover include understanding employees, rewards, and bonuses." High levels of employee satisfaction help lower the employee's intent to leave. The participants demonstrate characteristics of an employee-focus topology, where leaders cultivate high performing work teams to shape a healthy business environment.

Summary

Turnover is one of the difficulties that organizations face and causes an exorbitant expense (Rothausen et al., 2015). Leaders benefit when they understand the motives for why employees leave organizations. When leaders understand what causes dissatisfaction

among employees, business leaders discover approaches to retain talent. If leaders understand the causes of dissatisfaction among employees, business leaders can identify boundaries early to change the employee's mindset. Given the results of this exploration, employee satisfaction, financial motivators, and positive workplace practices significantly influence employee turnover intentions. An approach to improve job fulfillment requires the development of retention guides and strategies.

The research model includes data that connect job satisfaction, workplace turnover, and retention management. The results of this research study incorporate the views of other researchers in the field on the incentive system that serves as fuel for reducing employee turnover. The investigation is grounded in experience and convey practical management solutions. The findings expand learning in the field of business and management and affirm other peer-reviewed literature on turnover. To decrease voluntary employee turnover, leaders should increase employee satisfaction, mitigate negative attitudes among employees, and replace them with a positive outlook. The findings of this study confirm literal replication in the construction and service industries that employee satisfaction, monetary incentives, and work environment are vital to reducing voluntary resignations. Understanding the data helps leaders more effectively manage voluntary turnover (Rothausen et al., 2015). The five participants recognize the need to develop formal retention guidelines. When leaders understand what motivates employees and improve job satisfaction, they can be proactive and engage employees to stay with the organization.

Applications to Professional Practice

The expense of voluntary employee turnover can be severe for small

organizations to lose talented staff (Yousaf et al., 2015). Voluntary turnover weakens the

functionality of a business. The sample population perspectives from a work viewpoint

can benefit other business leaders' understanding of voluntary terminations. The use of

retention plans and guidelines can help reduce potential employee turnover for employers

by presenting a better understanding of talent management strategies. Small

organizations can benefit from business solutions put forward because turnover costs

businesses time and productivity. Organizations that maintain a healthy level of

satisfaction within the work environment, employees remain committed to the business

and are more likely to maintain organizational interest. Employee satisfaction is

necessary for fortifying a malleable business culture. The adoption of retention strategies

can improve the success of small businesses because the solutions address creative

techniques that impact the bottom line of the organization. Ghosh et al. (2015) argued

that the development of rules and practices for retention adds to better business outcomes.

The conceptual overview incorporates the impacts of voluntary turnover and what helps

to mitigate the problem.

The study increases the value of the current body of research through the

experiences of small business leaders in the construction and service industry. Insight

from the investigation includes some practical ways of how to lessen voluntary turnover.

Pioneers Li, Lee, Mitchell, Hom, and Griffeth (2016) contended that job satisfaction is a

predictor of voluntary turnover because happy employees are not likely to leave the job.

They also found that employees who do not have fulfillment leave while content employees are staying. Employee embeddedness significantly affects retention. However, there are empirical studies that contradict this view and does not support a strong predictive validity for job satisfaction and retention (Li et al., 2016). The results of this study increase an understanding of the need for leaders to be proactive about turnover.

Implications for Social Change

Small businesses combine monetary support, and employment opportunities that help build local communities across the U.S. Significant levels of turnover are costly and potentially debilitating to an organization and community's prosperity (Wynen, Van Dooren, Mattijs, & Deschamps, 2018). The development of systems to prevent turnover could help stimulate change in the work environment. P3O3 stated, "Organizations that evoke a balanced workplace and spiritual aesthetics (truthfulness, honesty, trustworthiness, listening, and integrity) abate problems. Workplace spirituality help to eliminate unpredictable behavior and chaotic work environments."

Small organizations play a vital role in the economic domain of the communities they serve through the contributions to the neighborhoods and national economy. The U.S. small businesses generate 61.8% of new jobs since 2003 (Small Business & Entrepreneurship Council, 2018). The Small Business Administration considers companies with less than 500 employees to be a small business, which encompasses 99.7% of all entrepreneur employer businesses in the U.S. (Small Business & Entrepreneurship Council, 2018). Small businesses are essential in refueling the health of businesses and communities.

Ugoani (2016) referenced the retention of workers as an essential component for small business survival. The strategies to lower voluntary turnover will help to maintain a committed workforce adding value to society and employers. The approaches include prevention strategies that will improve the outlook for the workplace by offering a better understanding of how to discourage employees from leaving. These strategies may help new companies diminish retention obstacles through redefining work practices. An exploration of various sectors in different geographical areas may broaden the scope of this investigation.

Recommendations for Action

Yam et al. (2018) stated that employers should have the capital to actualize, assess, and maintain retention systems. The results of this case study include valuable knowledge for new small business owners operating new organizations to help eliminate the pitfalls of employee turnover. As a result, business leaders should implement new work processes and methodologies to retain human capital. Business leaders can connect to employees by building relationships, keep up open lines of communication, and listen to employees. Small business leaders should understand their employees and the job requirements of each position. Leaders can benefit from maintaining a dedication to all facets of the business. Business leaders should increase interaction with employees, especially with multiple generations in the workforce.

The recommendations include renewable methods to expand employee commitment. The qualitative sampling conveys the criticalness of organizations' strategic

approach to improve retention of intellectual capital. By advocating the following

recommendations, job embeddedness might improve.

Recommendation 1: Exit Interviews

Exit interviews can improve the work environment by uncovering issues that help

prevent future employees from quitting. I recommend that small business leaders

embrace practices where they can learn of issues in the workplace that could reduce

turnover intentions among employees. Leaders can research the reasons for employee

turnover and take action. Surveying specific employee groups through several means

could help discover drivers of turnover and retention. Leaders can research the motives

and identify specific actions necessary.

In contrast to previous generations, 20 to 30-year-old employees may not remain

in one occupation for an extensive period making this group an excellent target for stay

interviews (Feliu, 2018). Business leaders can conduct an employee needs analysis to

gain a perception of the reason's employees leave. Feliu (2018) indicated that leaders

could obtain useful data to determine whether the reasons employees stay are unique to

the reasons they leave. Through the use of exit interviews, leaders can explore the reasons

why employees quit so that business leaders can follow-up on specific resolutions with

current employees. Leaders can address issues to avoid a gradual influence among other

employees. The ability to control attrition should be a priority for organizations (Shukla

& Deb, 2017). If leaders gather information from current employees, as well as those

who leave the organization, can be an avenue to target turnover reduction strategies.

Recommendation 2: Workplace Culture

Employees desire work cultures where the leader understands embedded systems that shape and influence the workplace. Workers want a work environment where employees can express dissatisfaction without retaliation for standing up for their rights. Leaders that offer a culture of respect, trust, and individual relationships can keep valuable employees. A work environment where the leaders are knowledgeable of the impact of misalign practices and willing to address them. Employees want a positive work culture where they feel of value, open, supportive, and the leader shows concern about the employees' well-being. I recommend that leaders survey employees to determine what is working and what is not. Employers should expand employee involvement by allowing them to contribute, which can create a stronger connection between the leader and the employee. Scholarios, Hesselgreaves, and Pratt (2017) found that creating a work culture that fuses humanistic work practices, has flexible work routines, rewards, small status and pay differentials, and professional stability could change the work landscape. Employees want an inclusive culture that is open, fair, cooperative and where they are empowered (Sabharwal et al., 2019). Sabharwal et al. (2019) described work cultures where employees can express ideas and experience greater inclusion are less likely to express turnover intentions. As leaders understand the effects of re-imagined work practices that generate more fulfilling work and improve job satisfaction, they will create a workplace where employees want to stay.

Recommendation 3: Open Communication

Communication is essential for a business operation to have positive relationships among employees. Businesses should incorporate a collaborative and interactive environment between the leader and the employee. I recommend that business leaders develop communication platforms where employees can provide feedback and formulate strategies for appropriate business approaches. Leaders need to communicate at all levels of the business operation. I also recommend that small business leaders adhere to an Open Door Policy where employees feel comfortable to approach the leader, pose inquiries, or casual dialog. Leaders can build trust through accountability, integrity, and transparency by fostering open lines of communication at all levels of the company to ensure employee involvement. Andrews (2017) stated that organizations that foster open communication keep employees in sync. Businesses that focus on open lines of communication create a climate that adds to the general health of the organization.

Recommendation 4: Create a Fulfilling Experience

Daniels, Brown, and Brown (2018) stated that employee fulfillment is essential for inciting the impact it has on turnover. Improving employee fulfillment enables business leaders to diminish overhead expenses, benefit payouts, enlisting temporary staff, additional overtime for coworkers, training, and replacement cost. Small businesses may be more sensitive to turnover since the employees' flight cost organizations time, money, and other resources. Organizations can investigate the causes of employee turnover and take action. The leader can establish work cultures that incorporate human relations, satisfying work, and address the needs of staff. Employees become enthusiastic

about their jobs when they perform fulfilling and satisfying work. Daniels et al. (2018) described three primary segments of job satisfaction. To start, employees have the resources they need to perform their job obligations. Second, ensuring the workplace leadership play a supportive role in meeting the needs of employees. Lastly, leaders should strive to improve employee job satisfaction.

Employers that ignore job fulfillment can push the jobholder to leave. Business leaders could consider incorporating longevity pay, bonuses, and stock options to give credit to employees who stay with the organization, and tailor rewards to individual needs to strengthen employee engagement. The drivers that motivate employees to stay according to all five participants includes skill development, progression, recognition, increase autonomy, compensation, flexible scheduling, and positive work experience. Other ways to build employee appreciation are clean working conditions, a positive work culture, trust, and respect. Shuck, Roberts, and Zigarmi (2018) stated that the most optimal forms of employee motivation are those that employees internalize as their own choice. To understand what influences motivation is vital to reduce turnover and maintain business sustainability. Keeping valuable employees on board can become increasingly difficult in the face of significant shifts in the talent landscape (Bailey, 2016). If leaders incorporate a mix of strategies, they can consistently boost job satisfaction.

For those familiar with workforce management, educators, and practitioners, the findings are substantial for expanding leadership knowledge about talent retention. The exposure of this investigation adds to the existing business and management literature by exploration of approaches vital to meeting an organization's retention needs. I will

circulate the study results at business-related discussions and forums as an introduction to

a system-wide change strategy. The results of the study show the answer to the research

question on the strategies small business leaders use to reduce voluntary turnover of

employees.

Recommendations for Further Research

Employee retention is a critical workforce management challenge of the

immediate future (Mwasaru & Kazungu, 2015). Further investigation should concentrate

on organizations that have retention guidelines to help reduce voluntary turnover.

Another investigation needs to include public and private sectors to advance the data in

the existing literature. Post-employment surveys or exit interviews also show a better

picture of why employees leave and why some stay. The research findings show that

some small business leaders have vital knowledge and a clear understanding of voluntary

turnover. Recommendations should include investigating medium and large organizations

in a replicate study, as well as considering different elements that influence employee

satisfaction in larger organizations. A more extensive study on different industries may

add to the findings. Researchers should consider the motivators and rewards that impact

occupational embeddedness. Researchers may expand to a larger sample population of

the workforce to extend the current findings. The participants, though restricted to small

businesses, did not influence the integrity of the study. The results of this investigation

show solutions for better talent management in the 21st-century workforce.

The participants agree that employee retention helps to reduce the negative impact

on organizations. From the analysis of the findings, none of the participants in this case

study use retention guides. There is a need to replicate a quantitative study to explore public organizations utilizing a more extensive sample population to expand the discoveries. An investigative expansion of the study can confirm the findings of this exploration, as well as create new approaches that business leaders use to prevent turnover. There is also a need to explore additional research on job satisfaction and employee retention and the impact on voluntary turnover. I suggest further research on other variables such as age and gender, that impact turnover and retention. I recommend exploring work culture change in businesses following the introduction of retention guidelines.

None of the five participating small businesses had set guidelines to reduce voluntary turnover. Further research could expand the sample population and portray different outcomes, viewpoints, and strategies. I recommend the research of businesses with retention standards and evaluating the differences in turnover rates between organizations with no retention guides. Expand the work to include different industries and geographical locations to explore the phenomena further.

Reflections

Acquiring a doctoral degree is a personal goal that has been both challenging and fulfilling. There are no preconceptions of the doctoral program or process. I often wonder why employers are willing to let skill talent go without attempting to retain them. The Doctor of Business Administration degree presents the opportunity to perform research relevant to this problem. The program is extremely challenging, and the cost of the program is expensive, unmistakably more than I initially thought. There are times when

school commitment clashed with the duties of family, work, and personal time. However, the outcome is justifiable regardless of the time and money that I invest in this journey. This endeavor provides an opportunity to acquire a doctorate degree and a rewarding and fulfilling experience.

Receiving a Doctorate of Business Administration degree is a remarkable achievement. The coursework provides a broader level of reasoning. The opportunity to complete this level of education is a blessing, an opportunity of a lifetime; it has been an incredible experience. The educational experience includes learning new and diverse subjects. The support during this undertaking help to achieve a dream come true. My committee Chair is educated on HR issues and provided support throughout this journey. Completing the doctoral program is a scholarly accomplishment. The exploration process provides an insight into private sector work environments, and learning from the perspective of the small business leader is rewarding. The information from this journey will be vital for my future endeavors.

Conclusion

Coetzer, Inma, Poisat, Redmond, and Standing (2019) found that job embeddedness have a negative association with turnover intentions in large firms, but not in small firms. At the point when employee trust is low, organizational commitment is less likely to occur. Afsar et al. (2018) argued that the costs of turnover of employees are high due to the financial requirement to rehire and train new employees, as well as the loss of valuable skills to potential competitors. Employers should want to retain top-performing employees because of the criticalness of maintaining superior quality

customer-base service. Business leaders should motivate workers to remain in the job. Afsar et al. (2018) explained that the higher employee's embeddedness, the more employees stay focus on the organization diminishes harmful practices, absenteeism, and quitting intention. Yam et al. (2018) showed that community attachment plays a role in explaining the employee's intention to remain with an employer. Yam et al. (2018) stated there are significant implications essential to hierarchical control through an employee's link to the organization, fit among employees, and the sacrifice employees have to make if they quit.

When small businesses prosper, communities flourish. Creating viable solutions to reduce turnover should be fundamental to present and future work systems. The presence of turnover may be beneficial only if the organization executes and control the process. Leaders can eliminate negative barriers with advancing a reasonable approach that helps abate talent departures and improve business stability. Changes require the organization to denote a more inclusive work environment. The findings of this qualitative study demonstrate the need to establish formal prevention guidelines to improve employee turnover.

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Appendix A: Interview Questions

1. What strategies did you implement to reduce voluntary employee turnover?

2. How did you evaluate the success of the turnover strategies implemented?

3. What strategies were effective in lowering voluntary employee turnover?

4. What challenges did you experience when implementing strategies to reduce employee turnover?

5. How did you address the key challenges to achieve your strategy for lowering voluntary employee turnover?

6. How have you changed your approach to minimizing employee turnover?

7. What additional information would you like to add on the topic of reducing voluntary turnover?

Appendix B: Interview Protocol

Introduce the Interview

I will provide a copy of the consent form with my initial email to the potential participants. I will introduce myself, share information about the study, and present the consent form. The consent form outlines details about the research, confidentiality of participants, and their rights to withdraw from the study at any time. I will review the consent form for this study with each participant before the interview starts. I will answer any questions before inviting the member to sign the consent form. The interview session will last approximately 60 minutes. I will collect signed copies of the consent form before I initiate the interview process. I will ask for authorization to begin gathering the data.

Overview of the Study

The participant informed that the purpose of the research study was to explore strategies that business owners of small companies used to reduce employee turnover. The participants informed they were invited to participate as a small business owner operating a company in the construction and service industries located in Virginia, the southern part of the United States.

I will ask for authorization to gather information through a recorded interview session. Participants informed about the recorded interview session captures accurate information. The participant told I would only transcribe sections of the recording pertinent to the research. I will utilize professional interviewing techniques that will focus on the participants' point of view. While obtaining the participant's perspective, I will not impose an opinion on the participant.

Introduction of Informed Consent

Before beginning the interview, I will have each participant review the consent form for this study. The informed consent outlines important details regarding confidentiality and the participant's right to withdraw from the study at any time. The participant informed that without first gaining consent, nothing said would be accredited to any contributor. The participant informed about the right to ask questions at any time and withdraw if the participant wishes. The participant told about what will occur during the research and data collection process. Each participant informed that a summary of the research findings given to each interviewee and the participant informed when this would happen. A pseudonym code, date, and time noted before starting the interview. If the participant agrees to the details of this study, a signature requested on the informed consent form.

Wrap-up

The participant thanked for agreeing to participate in the research study. I will wrap up the interview by thanking the participant for their participation. There will be a follow-up interview scheduled with each participant to review questions and explanations to ensure data accuracy.