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Strategies to Reduce Employee Turnover in a National Grocery Chain

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This is to certify that the doctoral study by

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Abstract

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MS, Keller Graduate School of Management, 2013

BS, Calvary Bible College & Theological Seminary, 1992

Final Study Submitted in Partial Fulfillment

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Doctor of Business Administration

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Abstract

Retaining qualified employees is a problem for many organizations, which costs companies both monetary resources and hours of productivity. A contributing factor to the problem of employee retention is the lack of trained managers who are equipped to foster and increase employee job satisfaction. The purpose of this single case study, using a transformational leadership framework, was to explore managerial strategies to reduce turnover at 1 store in a national grocery store in the Midwestern United States. Methodological triangulation was achieved through the semistructured interviews of 5 managers, as well as a review of company training documents, and a review of the company's website. Prior to the interviews, 1 manager was interviewed as a pilot study (for validation of the interview questions). Three main themes emerged from coding the transcribed data: implementing effective management practices and an approachable leadership style, increasing and maintaining job satisfaction, and planning for future employee attraction and retention. In addition, several subthemes emerged in each of these broader categories of strategies. According to study findings, transformational leadership style was a successful strategy in employee retention in some instances. The implications for positive social change include the potential to reduce turnover and unemployment, as well as for organizations to create a supportive workplace for their staff.

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Dedication

My doctoral study is dedicated first and foremost to my Lord Jesus Christ who has provided all things in my life-my family, financial provision, and incredible opportunities for graduate level learning.

I also dedicate this study to several women in my life who have been a source of inspiration from years gone by and in the present. First, I thank my deceased mother, Dorthelia Jordan, who as a single parent made immense sacrifices for me and her other four children. Her sacrifices opened doors for me that I didn't even know existed at the time.

To my wife, Lisa, who has been by my side throughout this journey and who refused to let me quit and who continuously prayed for me and encouraged me during the most challenging circumstances. For more than 27 years of marriage, you have been my confidant who patiently listened to me share my joys and frustrations even at the expense of your own need for sleep. A man could not ask for a better life companion. I love you darling with all of my heart.

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Table of Contents

List of Tables

Section 1: Foundation of the Study

Employee turnover affects many aspects of the organization, including performance. In 2012, the number of U.S. employees who voluntarily quit their jobs approached 28 million workers (Bame, Lowrey, Gordon, & Melton, 2013). Developing retention strategies may contribute to an organization's ability to reduce turnover, and ultimately to its profitability (Edmans, 2012; Moreland, 2013; Ravari, Bazargan-Hejazi, Ebadi, Mirzaei, & Oshvandi, 2013). The findings of this study have the potential of contributing an additional perspective on how to develop strategies for reducing turnover. In Section 1 of this study, I provide an overview of the existing problem and discuss the research method employed to understand employee turnover in a large, national grocery store chain. I also provide an overview of pertinent professional literature justifying the need for new research in this area, as well as its contribution to business practice.

Background of the Problem

Strategies to reduce turnover are vital to organizations, and many organizations focus on leadership's role in retaining workers. Businesses rely on a well-trained and talented workforce in order to remain profitable (Nwokocha & Iheriohanma, 2012). As company growth occurs, companies add an assortment of qualified, talented, and skilled workers, contributing to the company's profitability. Retaining qualified workers entails understanding individual motivation for performing assigned tasks and the organization's ability and willingness to meet employee expectation (Lloyd, Boer, Keller, & Voelpel, 2015). Employees expect to have a healthy relationship with management, which is a key determinant of an employee's intent to remain with a particular business (DeIuliis, 2016; Frenkel, Sanders, & Bednall, 2013).

The complementary nature of employee motivation and corporate job satisfaction strategies contain gaps that contribute to employee dissatisfaction, and ultimately to turnover (Frenkel et al., 2013). Managers who ignore or are unaware of the relationship between job satisfaction and employee retention make companies vulnerable to high turnover (Inabinett & Ballaro, 2014; Jins & Radhakrishnan, 2012), leading also to lost productivity (Chinomona, & Dhurup, 2014; Dong, Mitchell, Lee, Holtom, & Hinkin, 2012; Lloyd et al., 2015). Employee dissatisfaction leads to reduced employee retention, as workers endeavor to depart the company in pursuit of job satisfaction resulting in perceived needs (Kessler, 2014; Lee, 1988; Totawar, 2014; Tschopp, Grote, & Gerber, 2014; Yau-De, Chyan, & Kuei-Ying, 2012). It is, therefore, critical for the future of corporations to understand the manager/employee relationship and management's role in retaining qualified workers.

Problem Statement

From 2010 to 2014, the number of United States citizen who voluntarily quit their jobs, across industries, increased from 16.9% to 22% (Bureau of Labor Statistics, 2015). The cost to businesses is as much as 150% of a lost employee's salary (Bame et al., 2013), as well as decreased productivity and performance (Chinomona & Dhurup, 2014; Chomal & Baruah, 2014; Katsaros, Tsirikas, & Nicolaidis, 2014; Nyaanga, Ehiobuche, & Ampadu-Nyarkoh, 2013; Robertson, Alex, & Cooper, 2012). The general business problem is that the loss of qualified workers (turnover) has a negative impact on company performance. The specific business problem is that some managers lack strategies for reducing employee turnover.

Purpose Statement

The purpose of this qualitative, single case study was to explore strategies managers use to reduce employee turnover. The target population consisted of five to 10 managers from one large grocery chain store in Northwestern Indiana, who have experience implementing strategies to reduce turnover. The implications for positive social change include the potential to reduce turnover and unemployment, as well as for organizations to create a supportive workplace for their staff.

Nature of the Study

In this study, I used the qualitative method, due to the exploratory characteristics of this method. Qualitative researchers focus on studying the complex aspects of individuals and their experiences with the intent to make sense of phenomena within the organization's natural setting (Denzin & Lincoln, 1998; Humble & Sharp, 2012; Sale, Lohfeld, & Brazil, 2002). The method is useful in this area of organizational research, and the exploratory nature allowed me to develop answers to my research questions (e.g., Lalor et al., 2013).

Quantitative researchers seek to explain phenomena based on systematic and empirical inquiry using statistical computational techniques (Claydon, 2015; Watson, 2015). Although the quantitative method is a proven and established research method, the nature and problem of the study problem and research question require a qualitative approach. Because the quantitative method is not appropriate for my research question, a mixed-method study (based on a combination of qualitative and quantitative methodologies) would also not be appropriate for exploring this phenomenon because it would necessitate the inclusion of quantitative research inquiry.

Within the qualitative research method, I selected a case study design. In the qualitative case study design, scholars focus on real life situations (Begley, 2013; Lalor et. al, 2013; Scales, 2013). Case study researchers collect data using a number of tools including direct observations, tests, interview opportunities, record examinations, and other documents (Brod, Tesler, & Christensen, 2009). As the purpose of my study was to explore retention strategies some managers in a U.S. Midwestern store of a national grocery chain use to reduce turnover, the case study method allowed me to understand the operational processes of these managers through interviewing managers, observing the business culture, and combing the company's historical data.

Ethnography is a research design in which the researcher concentrates on individuals within a cultural setting to explore the values, beliefs, and communications among that population (Wall, 2015). Ethnographic research is not applicable for my study because the purpose of the study is not to explore the beliefs and languages of an organization. Phenomenology is a research design method where researchers endeavor to understand the common life experiences of a particular group of individuals (Petty et al., 2012). In a phenomenological study, the researcher collects data through in-depth interviews and observations (Englander, 2012). Employing a phenomenological research design is not appropriate to address the business problem and research question in this study because my goal is to explore a bounded case phenomenon in a particular location (see Lalor et al., 2013).

Research Question

The central question of a qualitative study shrinks an entire doctoral study down to one all-encompassing question and several subquestions (Denzin & Lincoln, 2008; Humble & Sharp, 2012). For my research, I used the following central question: What strategies do managers use to reduce employee turnover?

Interview Questions

1. What strategies does your company use or have in the organization to reduce turnover?
2. What strategies or best practices have you implemented, on your own, to reduce turnover?
3. Please share with me some examples that indicate company strategies are working to reduce turnover?
4. How would you describe your current leadership style in contributing to the company's strategies?
5. Based on your experience, what are some challenges in implementing these strategies and how could they be improved?
6. What additional information would you like to add that I have not asked?

Conceptual Framework

The conceptual framework for my study was based on transformational leadership. Transformational leadership is a leadership style initially presented by Burns

(1978) and then Bass (1990). Other scholars further developed the theory from 1985 going forward (e.g., Weichun, Sosik, Riggio, & Baiyin, 2012). Transformational leaders focus on the development of employees through positive influence, satisfaction, and achievement. Transformational leadership stems beyond other styles (typically on comparison to transactional leadership), as there is a focus on development and inspiration to achieve, versus a simple transaction of behavior for a reward (e.g., salary; Bass, 1990; Burns, 1978).

Transformational leadership is associated with reduced turnover in organizations, mediated by job satisfaction and other variables. According to Griffith (2004), transformational leadership increases job satisfaction, which then reduces turnover. Tse (2008) also found a mediating effect between transformational leadership and turnover. In Tse's study, leader-member exchange (LMX) and organizational commitment were both mediating variables between transformational leadership and turnover. Based on these findings, transformational leadership may help to explain how the use of strategies implemented by the managers in this study may reduce turnover.

Definition of Terms

Balanced scorecard: A business performance measurement that gives managers a broad view of organizational performance (Nielsen & Nielsen, 2015).

Business performance: Business performance is defined as an analysis of processes and managerial expertise empowering organizational managers to pursue and develop organizational goals (Venkatraman & Ramanujam, 1986).

Employee engagement: Refers to employee psychological and emotional feelings regarding an organization and accompanying behavior (Bhuvanaiah & Raya, 2014).

Interpersonal intelligence: The ability to detect individual emotions, potential motives, and passions (Singh, 2013)

Intrapersonal intelligence: The ability to observe personal feelings and emotions in decision-making (Singh, 2013). A leader possessing this innate skill has the power to potentially influence followers by acting on emotional knowledge gained about the employee in order to develop company policy and practices

Job satisfaction: A worker's positive state of mind stemming from an employee's satisfying personal job experience (Aguiar do Monte, 2012; Locke, 1969; Wanous & Lawler).

Organizational culture: A fundamental structure of conventions created by a particular group to identify and manage cognitive and interrelationship norms (Schein, 1985). It is also defined as a system of commonly held values and beliefs that steer individual behavior within an organization (Ruiz-palomino & Martínez-cañas, 2014).

Toxic culture: A trifold environment involving psychological, physiological, and sociological characteristics where bullying and unsocial behavior thrives (Too &Harvey, 2012).

Transformational leadership: A widely regarded leadership style that defines a person who exhibits persuasive skills to influence individuals and cultures while surrendering personal gratification in favor of seeing others prosper (Ruggieri & Abbate, 2013;Weichun et al., 2012).

Assumptions, Limitations, and Delimitations

The following subsections are a description of the assumptions, limitations, and delimitations regarding my study. I discuss the assumptions for the study in the first subsection. The second subsection is a discussion of the limitations representing uncontainable conditions and vulnerabilities of the study. The final discussion is a treatment of factors that place restrictions on this study.

Assumptions

Ellis and Levy (2009) defined an assumption as that which the researcher regards as true in the absence of fact or proof. Kirkwood and Price (2013) added that an assumption is that which cannot be substantiated but serves as grounds for the overall research study. My first assumption in this study was that the management team understands the concepts of leadership styles. This assumption of managerial style comprehension means the findings can be generalizable to a larger population of grocery store managers. Conversely, the objective of this study was to validate or invalidate managerial comprehension and application of managerial style to positively increase employee job satisfaction. In this study, I avoided the assumption that managers are cognizant of how personal leadership style and intentionally applying leadership principles creates positive results.

A second assumption that I made was that participants will provide honest responses during interviews that contribute to the purpose of my study (see Doody & Noonan, 2013; Rowley, 2012). The interview respondents might exhibit inhibition to be completely honest due to fear of giving incriminating answers to questions. For this reason, it was critical that participants understand their right to not answer a question or to withdraw from a study at any point (Granot, Brashear, & Motta, 2012).

Limitations

Limitations refer to the possible weaknesses or uncontainable validity threats within a study (Ellis & Levy, 2009). This study contained several limitations. Because qualitative case study research requires boundaries controlling the geographical extent of the research to a single location (Baxter & Jack, 2008), this study was delimited to one area. Subsequently, geographic restriction impedes the opportunity to explore other employee experiences. For this reason, the results of this study may apply only to similar organizations in similar contexts and may not be transferrable to other settings. A second, potential limitation involved researcher bias. Podsakoff, MacKenzie, and Podsakoff (2012) indicated that, to some degree, researcher bias is inevitable. Other scholars hold this viewpoint, but affirmed that triangulation reduces researchers bias (Jacob & Furgerson, 2012; Vamsi & Kodali, 2014).

Delimitations

Alina, Mathis, and Oriol (2012) indicated that delimitations are factors that limit the scope of a study, but which can be controlled by the researcher. Delimiting factors for this study included the following. This study was a qualitative, instrumental case study focusing on strategies managers use to reduce turnover in a particular Midwestern U.S. grocery store. The study excluded other grocery store managers in the chosen site area and beyond. In addition, this study included only managers, not lower-level employees or other staff working in the store. In addition, to ensure that the managers who participate are familiar with organizational policies, practices, and processes, as well as to ensure that the managers who participate have had experience with strategy implementation in this particular store, I selected managers who have been working in this store for at least 1 year.

Significance of the Study

The results of this study may help businesses to better understand how to reduce turnover, thus improving profitability. Companies lose money when employees become disgruntled and leave the organization (Hunt & Rasmussen, 2007; Yanadori & Jaarsveld, 2014). Hunt and Rasmussen (2007) suggested that, in a global society where technology provides instant employment data, top employees have an opportunity to shift from one job to another quickly. This research can add to the body of knowledge to aide employer understanding of what can be done to retain essential personnel. The ultimate goal is for companies to become more productive and profitable.

Reducing turnover may create social change by also influencing employee attitude and stress level. Toxic stress levels contribute to employee antisocial behavior (Burgard & Lin, 2013)—also linked to turnover. Retaining employees may likely be attained through retention strategies aimed at such constructs as employee work attitude and satisfaction, and a sense of organizational citizenship behaviors (Yao et al., 2014). These additional and potentially associated outcomes of retention may help to not only keep employees employed, but improve their existing work environments.

A Review of the Professional and Academic Literature

The goal of this qualitative case study was to explore how critical practices assist managers to develop strategies to create a satisfying job experience for employees resulting in a high performing and productive workforce. Transformational leadership theory was used as the conceptual framework for the study and is a guide for researching similar theories and concepts in the literature review. The purpose of this literature review is to explore the literature on turnover and established constructs that affect turnover: organizational culture, leadership styles, business performance, and job satisfaction. I will use several online peer-reviewed articles and books. Key words that I used to retrieve the electronic sources included the following: *leadership, leadership style, transformational leadership, toxic leadership, employee motivation, organizational culture, organizational development, business culture, profitability, sustainability, job culture, toxic culture, positive culture, leadership and culture, business performance, job satisfaction, job satisfaction and turnover,* and *job turnover.* To search the keywords, I used the Walden University electronic databases including Academic Search Complete, ABI/INFORM, Business Source Complete, Emerald, Google Scholar, ProQuest, other online libraries, and websites. Following is a brief summary of the frequencies and peer-reviewed article percentages and articles published within is listed in Table 1.

Table 1

Synopsis of Sources in Literature Review

Reference type	Published within the last 5 years	Published prior to the last 5 years
Peer-reviewed journals	115	16
Dissertations	0	0
Seminal/contemporary books	0	0
Total	115	16
Percentage of total	88%	12%

Organizational Culture

The study of organizational culture originated in the early 1970s, but management scholars did not adopt the concept until the 1980s (Hatch, 1993). How a researcher approaches the subject relies on the purpose and context of the study. The most widely used definition stems from Schein (1985), who defined organizational culture as a fundamental structure of conventions created by a particular group to identify and manage cognitive and interrelationship norms. One researcher further defined organizational culture as shared norms affecting convictions and principles often materialized through symbols (Erkutlu, 2011). Alternately, Azanza, Moriana, and Molero, (2013) indicated that organizational culture is a compilation of beliefs and convictions that a group of individuals share in common within an institution.

Schein's (1985) definition of culture serves as a foundation for at least two business strategy applications. The first application involves aligning employee and business cultural preferences. A second application applies to shaping employee attitude. First, regarding employee alignment and business cultural preference, the extent of organizational change necessitates that businesses demonstrate the ability to adapt to a culturally diverse workforce (Greene & Berthoud, 2015), which requires businesses possess employee and business culture alignment skill. In order for businesses to thrive in a continuously changing corporate setting, business must become culturally adaptable and avoid rigidity. Second, regarding the shaping of employee attitude, Fortado and Fadil (2012) theorized that job cultures can be manipulated and adapted as necessary to determine company need. Both strategies are valuable when considering internal and external business expansion as individuals with valuable latent talents that may be contrary to the current organizational culture but show potential for contributing to the company's bottom line (Muratović, 2013).

For example, a highly trained Asian employee from China might be uncomfortable in an U.S. institution if management refuses or lacks skill to make cultural concessions to minimize cultural barriers. Managers possessing cross-cultural acumen can theoretically tap latent skills leading to employee satisfaction and company profitability. Understanding potential challenges in this area permit managers to weigh the costs or risks of certain organizational cultural changes and what decisions should be made to maintain company harmony without sacrificing innovation (Fortado & Fadil, 2012).

Given the reality of rapid organizational change, researchers suggest that organizations adopt an adaptable organizational structure (organizational change reference). Gimenez-Espin, Jiménez-Jiménez, and Martínez-Costa (2013) proposed a mixed culture type comprising a combination of adhocracy and clan culture, which supports development of organizational excellence. Adhocracy is chosen because of the emphasis on flexibility, creativity, and risk-taking components. Gimenez-Espin et al. included clan culture in the discussion due to its emphasis on team and creation of a supportive family type of atmosphere. This is in opposition to a simple clan culture orientation as Chuang, Morgan, and Robson (2012) detailed, which can create unity of intellect and personal value in organizational purpose but lacks flexibility to organizational change.

Organizational culture influences individual attitudes and sense of justice (Erkutlu, 2011). This finding is relevant to my study based on the equity theory, which suggests that employees evaluate personal work experience based on a comparison of employee input and the resulting output. For example, employees exerting effort to invest in the company cultural development are more likely to continue engaging in similar activities if management reciprocates with corresponding and meaningful responses. Erkutlu (2011) indicated that the results of this study contribute to organizational citizenship and justice by affirming the relevance of organizational culture in justice perception in the leader-subordinate relationship.

Organizational culture plays a key role in a company's success and requires attention to a number of variables. For example, a culture characterized by corrupt behavior infects the entire company, leading to corrupt practices (Campbell & Göritz, 2014). Campbell and Göritz (2014) indicated that corporate culture bad behavior is the tendency of those affected to rationalize that poor conduct is justifiable if the business is profitable. This rationale can be exacerbated due to peer pressure and can damage a company's overall health and hamper efforts to create a satisfying work experience where individuals feel free to use their gifts and talents.

Organizational culture and leader style. From the available literature, it is possible to ascertain the relationship between organizational culture and leadership style. For example, Buble (2012) reported a significant positive correlation between leadership styles and organizational culture. Leadership style is often a determinant when adverse circumstances require businesses to adopt a new coarse direction (Azanza et al., 2013; Ghorbanian, Bahadori, & Nejati, 2012). Sarros, Gray, and Densten, (2002) indicated that the leadership is more of a forecaster of organizational culture than organizational culture is a predictor of leadership style. In particular, Sarros et al, (2002) asserted that transformational leadership style is more of an effective leadership style influencing business performance.

Organizational culture and growth. Another element to consider regarding organizational culture is how it grows and develops. Mahalinga and Suar (2012) reported three ways to create and nurture business culture. The first suggestion is hiring employees who share the company's values and the elimination from contention those who do not. A second suggestion is for leaders to take the initiative indoctrinating new recruits into the culture via instruction on the company's important attributes, such as key symbols, history, and internal etiquette. A third indicates leaders model the expected behavior before the newest members. Mahalinga and Suar (2012) theorized these types of actions can raise the possibility of formulating a favorable working environment and also brings light to the importance of ensuring entities understand the importance of a leader's influence on an organization's cultural makeup.

Leadership

At least two factors determine a leadership theory's effectiveness. First, it is important to understand the origins of the theory and its author (Sarros et al., 2002). It is also essential to examine the strengths and weaknesses of the theory and its appropriateness in a given scenario (Sarros et al., 2002). The following is a brief description of four principle leadership theories and attributes.

Transformational leadership. Transformational leadership is a leadership style initially presented by Burns (1978), and further developed by others from 1985 going forward (Weichun et al., 2012). This style is considered the most widely regarded leadership style among researchers and scholars (Weichun et al., 2012; Yang, 2014). Transformational leaders have the ability to influence social change, individuals, and cultures. Ruggieri and Abbate (2013) suggested transformational leadership tends to surrender personal gratification in favor of seeing others prosper. The leadership style of Dr. Martin Luther King Jr. is often cited as an example of transformational leadership (McGuire & Hutchings, 2007). King's charismatic influence convinced his followers of their personal value and necessity to rise above the prevailing circumstances of the day resulting in change throughout the United States. It is this kind of leadership quality that businesses draw on in developing leadership.

Transactional leadership. Transactional leadership has its origins in the works of Weber and Bass, who developed the theory back in the 1970 (Schneider & Schröder, 2012). The transactional leadership style is more concerned with completing a job than it is concerned with developing subordinates. Whittington, Coker, Goodwin, Ickes, and Murray (2009) described transactional leadership in terms of a transaction that takes place between a subordinate and leader that is more cerebral and economically motivated than it is with building character or other similar personality qualities. Transactional leadership associates more with managerial activities as it favors attention to production activities rather than visionary responsibilities (Schneider & Schröder, 2012). In contrast to transformational leadership, transactional presents the consequences for failing to follow through with the task (Weichun et al., 2012). As mentioned by Weichun et al. (2012), transformational leaders encourage followers to think creatively; this is not so with transactional leadership, which promotes conformity to established standards. This leads to key subsets of transactional leadership, contingent reward and management-by-exception.

Contingent reward. Weichun et al. (2012) referenced a subset of transactional leadership known as contingent reward, which advocates the requirements for getting a job done and the reward that follows upon completion. Contingent reward also gives attention to quantitative detail that encourages followers to expend extra effort. This can lay the foundation for success under stressful circumstances. However, when transactional leader followers anticipate no prospect of reward from a required effort but the certainty of punishment, this falls under another transactional subset known as management-by-exception.

Management-by-exception. Another subset of transactional leadership is what scholars call management-by-exception (Mesu, Maarten, & Sanders, 2013). This subset has negative implications as it is characterized by a tendency to offer feedback to followers only as a corrective measure. Weichun et al. (2012) considered this approach unproductive as individuals are more motivated by positive appeals of personal worth and person fulfillment. Whittington et al. (2009) advocated balance regarding the management-by-exception theory by encouraging the employment of elements from both transformational and transactional leadership styles. Whittington et al. (2009) asserted that in spite of the inability of transactional leadership to fully develop an individual, transformational leaders do possess the power to develop a relationship of trust between the leader and her subordinates.

Leader-member exchange theory. A comparison of literature on leader-member exchange theory reveals the benefits and pitfalls of this leadership approach. According to Liu, Lin, and Hu (2013), the leader-member exchange style is concerned with how well leaders and subordinates get along with each other relative to the level of intimacy. Nie and Lämsä (2015) made a distinction between two types of relationships that characterize low and high quality leadership theory

Low-quality. Low-quality relations in the leader-member exchange theory contribute little or no support to subordinates because of its formal aspects (Nie & Lämsä, 2015). Employees meet expectations and no more and the employee's superior expect nothing more. The low-quality relationship is further described by the lack of subordinate interest in adding more tasks to present assignments. This leads to barriers between the two parties.

***High-quality*.** The high-quality relationship entails subordinates receiving a number of benefits because of a more intimate relationship with superiors (Nie & Lämsä, 2015). As a result, it is expected that subordinates will reciprocate by performing extra duties for the superior out of a sense of obligation. High-quality subordinate/leader researchers indicate that the subordinate experience results in diminished stress and more privileges leading to less stress.

Servant leadership theory. Servant leadership theory originates from the writings of Greenleaf (Greenleaf, 1977; Spears 1996). Greenleaf indicated that servant leadership style emanates from a heart that desires to serve others. This leadership style is concerned with the follower's development as a person above the business aspect on the position. Sendjaya and Sarros (2002) reported that the life of Jesus Christ models the servant leadership style. This point is verified by the spread and influence of Christianity throughout the world from the time of Christ's birth to the present day. McGuire and Hutchings (2007) called attention to Christianity pastor Dr. Martin Luther King Jr. whose life and influence are directly attributable to the life of Christ.

Furthermore, scholars support the view that servant leadership followers are responsive to positive reinforcement. For instance, Ruíz, Martínez, and Rodrigo (2010) indicted that servant leadership depends on the ability to influence individuals rather than bully them into compliance. This is consistent with the assessment that servant leaders contribute to communities rather extract. Leaders who care about communities avoid giving the impression of dominance.

Business Performance

There is a significant relationship between business performance and an employee's level of satisfaction within a business culture. Business performance is considered a mixture of two elements: analysis of processes and managerial expertise empowering organizational managers to pursue and develop organizational goals (Nasomboon, 2014;Venkatraman & Ramanujam, 1986). This definition of business performance can be understood through the findings of scholars.

My review of business performance literature reveals recurring tools and concepts. For example, the balanced score card is a popular business performance measurement created by Kaplan and Norton (Nielsen & Nielsen, 2015), which gives managers a broad view of organizational performance. Of the four balanced scorecard performance measurements- learning and growth, business process, customer, and financial- learning and growth addresses employee instruction and attitudes in the business culture relative to both individual and corporate self-improvement (Bento, Bento, & White, 2013; Kennerley & Neely, 2003; Kumru, 2012). Leaders considering the merit of the balanced score will endeavor to consider business culture development activities realizing the connection between learning and growth and overall company performance. An example of culture building activities is the componential conceptualization of creativity theory.

According to Amabile's (1983) componential conceptualization of creativity theory, employees exert more work effort if employees perceive that their work has personal meaning and are of value to the company or community (Fachrunnisa, Adhiatma, & Mutaminah, 2014). Fachrunnisa et al. (2014) theorized that employees who gain satisfaction in this manner expend greater creative energy in the area of problem solving. Leaders and managers can contribute to the level with which an employee senses meaning in work by encouraging subordinates and creating an encouraging job culture (Gimenez-Espin, Jiménez-Jiménez, & Martínez-Costa, 2013). The result is greater productivity. However, subordinates bear a degree of responsibility with regard to business performance based on the level of cognitive and behavioral focus or employee engagement (Bhuvanaiah & Raya, 2014).

Kennerly and Neely (2003) found that managers should give attention to formulating strategies ensuring employees experience a degree of satisfaction within the work environment. A similar finding is the development of key performance indicators (KPI), which requires businesses develop and design custom-made performance measurements (Tee, 2016). The custom-design is most effective when the value of human capital is considered as a mitigating factor. Human capital is also seen as a qualifying business performance dynamic in research highlighting the important development of business learning cultures (Joo, 2013). In this research, Joo (2013) suggested that employees in businesses that emphasize learning cultures experience a high degree of pleasure from their work.

Medlin and Green Jr. (2014) reported that engaged employees are responsible for 26 percent higher revenue returns per employee than those employees who are not engaged. Employee engagement refers to employee psychological and emotional feelings regarding an organization and complementing behavior (Bhuvanaiah, & Raya, 2014; Memon, Salleh, Baharom, & Harun, 2014). Bhuvanaiah and Raya, (2014) theorize that leadership commitment results in leader behavior and employee development. Robinson and Schroeder (2015) agree with Bhuvanaiah and Raya by adding that leadership commitment increases employee job satisfaction leading to employee engagement and overall business performance (Robinson & Schroeder, 2015). While some scholars advocate employee internal motivations as an influencer of business performance, others advocate external factors.

Chomal and Baruah (2014) allude to the influence of intrinsic and extrinsic factors influencing business performance by reporting that linked rewards to employee performance can serve as an employee motivator. The concept of a reward system as motivator is consistent with transactional leader theory (Mahdinezhad, Suandi, Bin Silong, & Omar, 2013), which tends to be extrinsic in nature. However, transformational theory focuses more on appealing to intrinsic motivators such as values, attitudes, and beliefs (Cheok San & O'Higgins, 2013; Kovjanic et al. 2012).

Profitability. Kaur and Kaur (2014) defined *profitability* in terms of enablement to financially benefit from organizational business activities utilizing available market resources, which are vital to organizational survival. My survey of available literature reveals that organizational profitability researchers propose various perspectives as to what increases an organization's profitability. One key area influencing organizational profitability is the relationship between leaders and subordinates. Jones (2012) attributed increasing profitability to leadership style by theorizing that servant leadership style is responsible for elevating subordinate trust level. Jones theorized that as employees trust levels rise turnover is minimized and job satisfaction increases leading to greater profit. Jones (2012) also indicated that companies, which treat employees well, benefit financially because satisfied employees express greater concern for pleasing customers and thus contributing to higher profits. Not only is the leaders and subordinate relationship a contributing factor to profitability, but there is also employee commitment to high standards.

Employees who engage in high performance standard activities contribute to profitable outcomes. For example, Yanadori and Jaarsveld (2014) theorized successful organizations are profitable because employees either voluntarily participate in High Performance Work Activities (HPWA) or do so in accordance with company mandate. Voluntary High Performance Work Activities include employees who take the initiative to discuss work improvement potential in self-designed groups even if their organizations informally employ problem-solving work sessions. Improvement comes from engaging in group performance activities such as exchanging relevant information to solve problems absent the need to confer with superiors who are then freed to attend to higher-level activities. The ideas of Jones (2012) and Yanadori and Jaarsveld (2014) conjoin in the theory Alsemgeest and Smit, (2013) proposed that company profitability relies on the harmonious relationships amongst employees resulting from customer satisfaction. The point is made that increasing business profitability stems from an effort to increase customer satisfaction.

Sustainability. Sustainability researchers focus on what is known as the triple bottom line's three dimensions of social responsibility, environment, and economics (Epstein & Buhovac, 2014; Quental, Lourenço, & Da Silva, 2011). From a business perspective, sustainability is a concept that businesses seek to implement with the intent of influencing the triple bottom line (i.e. social, environmental, and economical factors) so that entities prosper while preserving or improving the three factors (Epstein & Buhovac, 2014; Quental et al., 2011). Sustainability involves pursuing the preservation of natural resources, social systems, and economical efforts in a manner that permits future generations to function at the same or elevated levels (Bateh, Heaton, Arbogast, & Broadbent, 2013).

Of the three, social responsibility has direct bearing on how an organization's internal and external relationship activities contribute to the company's profitability. For example, organizations, communities, and individuals from around the globe visit the UK's Eden Project to witness firsthand how sustainability triple bottom line principles are lived out experimentally and practically (Mysen, 2012). Practically, business employees study the Eden Project's community outreach model (i.e., less fortunate, children, etc.) that shows how businesses and communities can partner to build a better society. Companies adopting this form of working culture where development of a relationship with communities has reported higher profits (Reddy & Gordon, 2010). This finding is further substantiated when the social dimension of sustainability is applied to medium to large corporations such as the Republic of Slavenia, which reports substantial profitable gains as a result of sustainability practices (Persic & Markic, 2013). In my estimation, more research should be conducted on employee attitudes regarding sustainability. Sustainability efforts could be improved if organizations understand areas of deficiency regarding what might potentially motivate workers to adopt new attitudes reflecting sustainability behavior and thinking.

Developing sustainability strategies in the business community often poses a challenge in attempting to influence businesses of its benefits. For example, the triple bottom line of sustainability (i.e., social, environmental, and economic factors) is often met with resistance by members of the business sector (Ameer & Othman, 2012). In order to overcome this obstacle, sustainability advocates stress the importance of appealing to employee stakeholders and how their sense of job satisfaction links with sustainability and company profitability.

Gadenne, Mia, Sands, Winata, and Hooi (2012) advocated the viability of sustainability to business profitability by presenting various stakeholders within a company and by showing through stakeholder theory that businesses thrive when stakeholders (i.e., employees, shareholders, CEOs, etc.) are committed to the process. Likewise, researchers studying the impact of more than 50 faith-based organizations in Kenya showed how these organizations cultivated a sustainability learning culture among themselves and were able to influence the surrounding communities (Moyer, Sinclair, & Spaling, 2012). This research contributes to the body of evidence that faith-based communities can play a key role as advocates for sustainability given their positive influence in the lives of many employees.

Job Satisfaction

Academic researchers who concentrate on the study of job satisfaction as a means of improving company productivity is more than a century old (Wright, 2006). Present day beliefs regarding job satisfaction are that satisfied employees are more efficient and productive than workers showing no satisfaction (Moreland, 2013; Rama Devi, & Nagini, 2013; Ravari et al., 2013; Wright, 2006). However, toxic work environments make it difficult for companies to create a pleasant work environment (Oladapo & Banks, 2013; Olive & Cangemi, 2015). In particular, the interconnection of a global society enables unhappy employees find alternative jobs (Rehman, 2012; Tiraieyari et al., 2014). This interconnection in turn is posing a challenge for employers to retain skilled workers (Hunt & Rasmussen, 2007; Laddha, Singh, Gabbad, & Gidwani, 2012).

Locke (1969) suggested that job satisfaction involves a positive state of emotional arousal stemming from a personal job experience. More recent scholars offer similar descriptions ascribing an emotional component. In particular, Dong et al. (2012) and Aguiar do Monte (2012) described job satisfaction as an emotionally positive experience stemming from the employee assessing the job situation based on a satisfying sense of familiarity.

Job satisfaction is not always a matter of how successful managers employ appropriate management skills. Laschinger, Wong, Cummings, and Grau (2014) suggested that workplace incivility in general is a problem that can stem from managerial or subordinate behavior. Numerous other factors contribute to the phenomena of job satisfaction such as work-life balance, stress, or incompetence (e.g., Churintr, 2010; Rama Devi & Nagini, 2013; Sánchez-Vidal, Cegarra-Leiva, & Cegarra-Navarro, 2012). At the same time, scholars suggested that the manager is responsible for setting the tone of the workplace environment when given the power and training for hiring mature and qualified workers, addressing poor behavior and influencing appropriate earnings level (ElKordy, 2013). However, the manager cannot be held responsible for an employee's ultimate state of mind upon taking up employment at a particular organization.

Another issue to take into account regarding job satisfaction is whether the employee is a good fit for a particular job (Rehman, 2012). Managers should have the power to re-assign or train an employee who does not perform well at a particular task. This managerial task of also re-assigning helps shape the workplace culture through proper job placement because workers sincerely seeking to perform well in their chosen field tend to be more content if they are properly placed and outfitted for the job (Rashid Rehman & Waheed, 2012; Rehman, 2012). Based on these observations, it is clear managers are not always at fault when employees are unhappy. Given the difficulty of the issue and the challenge of implementing culture-building strategies, this research explored what effective managers are doing to create a satisfying and profitable work environment. In this literature review, I discussed job satisfaction, relative to job culture, leadership, and employee turnover.

Job satisfaction and culture. The relationship between organizational culture and job satisfaction can be understood and utilized effectively by examining relevant motivational theories. For example, Belias and Koustelios (2014) examined the relationship between job satisfaction and organizational culture in order to address the impact of the global financial crisis on workplace attitudes and behavior. The two scholars affirmed the influence of Herzberg's Motivation-Hygiene theory on employee satisfaction indicating that employee job satisfaction is based on two factor motivators and hygiene. Motivators include the need for meaning and growth while hygiene includes working conditions, salary, and job security. Ozguner and Ozguner (2014) conducted a study comparing Herzberg's theory with Maslow's hierarchy of need sensing that similarities might exist that might advance managerial understanding and strategy toward improving employee job satisfaction and business profitability.

Maslow's theory indicates that human needs include physiological, safety, and social requirements relative to the need for self-actualization and esteem, which include the need for fulfilling and challenging work (Ozguner & Ozguner, 2014). Maslow notes that the upper higher level of needs (i.e., self-actualization and esteem) is only fulfilled following the lower level (i.e. belonging, safety, and physiological). In addition, Ozguner and Ozguner (2014) suggested that Herzberg's scaling model is similar in fashion placing high employee satisfaction on the upper end of an escalating scale and high employee dissatisfaction on the lower end. The midpoint between the two extremes is considered an area where employees are neither satisfied of dissatisfied (Ozguner & Ozguner, 2014). This comparison is useful in my study by assisting managers see the similarities in these seemingly unrelated motivation tools. In each case, managers must consider the lower level need aspects of the theoretical models before attempting to address the upper levels of needs. This is because the lower level needs apply more directly to employee higher levels of job satisfaction. Likewise, researchers also suggest that understanding the relationship between organizational culture and job satisfaction can be understood and utilized effectively by examining organizational culture types.

Organizational development researchers have identified several organization culture types that differ in classification and naming convention as a means of identifying a positive and negative influence on individuals and the company's profitability. Scholars identify three culture types in one study utilizing Wallach's Organizational Culture Index (OCI) in a study of five pharmaceuticals companies- supportive, innovative, and bureaucratic (Bigliardi, Dormio, Galati, & Schiuma, 2012). Results from the study suggest that employees prefer supportive and innovative culture types due to an emphasis on promoting creative expression and team collaboration. Rivenburgh (2014) supports employee desire for an affirming job culture. The bureaucratic culture proved ineffective in enticing the services of resourceful employees. Gull and Azam (2012) acknowledged the bureaucratic culture type but added three different naming conventions to identify the relationship between organizational culture and job satisfaction- clan, adhocracy, and market structures. Clan and adhocracy cultures proved successful leading to employee job satisfaction due to the promotion of a positive atmosphere.

Gull and Azam (2012) stated that adhocracy culture exhibited an atmosphere of innovation and creativity where management and leaders welcomed and encouraged new ideas. As in the previous example with Bigliardi et al. (2012), Gull and Azam indicated that fewer employees expressed a sense of job satisfaction in bureaucratic job cultures designed around hierarchy and market structures. Gull and Azam (2012) indicated that employees felt restricted creatively and expressed objections to forced behavior in the highly competitive market culture. However, no mention is made that highly aggressive and competitive individuals might gain a sense of job satisfaction from an extremely pressured environment.

Stebbins and Dent (2011) made a contribution the relationship between job satisfaction and organizational culture by identifying three job culture types under different naming conventions: constructive, passive-defensive, and aggressive-defensive. As in the previous examples, Stebbens and Dent indicated that the types can be divided into positive and negative influences. Among the three types, they suggested that the employees interviewed from a cross section of several industries considered constructive culture produces the most satisfying work environment. Members of constructive cultures are encouraged to collaborate and work as teams. Conversely, members of a passive-defensive job culture are typically coerced to behave contrary to their natural personality types, while members of an aggressive-defensive job culture act independently in order to advance personal agenda and self-centered ambitions rather than the team. The result of the latter is a stressful work environment (Stebbins, 2011). Job satisfaction and culture is further defined by the distinguishing attributes of a toxic and positive job culture.

Toxic Culture. One of the most significant obstacles to the development of a healthy organization is the toxic job workplace (Oladapo & Banks, 2013). A toxic job workplace is where employee and leader work behaviors impede workflow or employee job satisfaction (Laschinger et al., 2014; Rousseau, Eddleston, Patel, & Kellermanns, 2014; Markova & Folger, 2012). Too and Harvey (2012) identified a toxic job culture as a three dimensional environment that includes a psychological, physiological, and sociological component. In isolation, the components cause negligible harm, but as a trio the three components are infectious across an entire organization leading to abnormal behavior. For example, the authors theorize that the physical causes of a toxic work environment can stem from building dimensions when employees are subject to improper ventilation or poor aesthetic properties. Researchers who specialize in toxic work environments have also indicated that bullying behavior is a source of consternation in toxic job cultures.

It is theorized that bullying behavior flourishes in certain job cultures. Olive and Cangemi (2015) posited that competitive job cultures can provide a breeding base for toxic behavior where employees attempt to outperform one another within the confines of the organization resulting in destructive behavior between individuals. Such behaviors include lying in order to gain personal advantage and use of demeaning language to undermine an individual or group (Olive & Cangemi, 2015). Campbell and Göritz (2014) corroborated Olive and Cangemi's supposition that toxic behavior is a self-seeking activity where employees who disregard the wellbeing of the organization create a toxic work environment that is costly. Employees who engage in such blatant disregard often engage in criminal activity even in instances involving otherwise honest organizations that punish such behavior (Campbell & Göritz, 2015).

Such behavior is difficult to prosecute because it is often committed in secret and away from witnesses. Campbell and Göritz (2015) noted that workplace policies to protect victims of bullying actually protect the organization from external entities, such as lawyers, who might harm the reputation of the company. Olive and Cangemi (2015) indicated that managers should endeavor to promote policies that deter bullying behavior instead of exacerbating the problem. Rousseau et al. (2014) hypothesized that since the relationship between managers and subordinates is primarily responsible for diminishing job stress, the relationship can also reduce workplace-bullying behavior. Rousseau et al. (2014) highlighted the importance of implementing trust management strategies as this type of management permits employees to concentrate on work instead of self-preservation. Trust management strategies requires managers to create opportunities to voluntarily become vulnerable in order to attract employee trust (Rousseau et al., 2014).

Positive culture. Positive job culture is relative to several factors such as leadership style compatibility, employee turnover intention, and organizational culture. Leadership style compatibility is relevant to a positive job culture because employees tend to respond affirmatively to leaders who create an environment for subordinates to develop strengths and work alongside of likeminded professionals (Mustafa & Lines, 2013). Job culture can exhibit either masculine or feminine characteristics where the former, masculine, appeals to competitive and highly ambitious individuals. Conversely, workers favoring feminine tendencies favor leadership and organizational cultures that are relational and nurturing (Mustafa & Lines, 2013).

Equally, Springer, Clark, Strohfus, and Belcheir (2012) indicate that employee job satisfaction is attributable to a positive work place where employees shun the inclination to find other work. A positive work environment is consistent with a constructive job culture, suggesting that workers collaborate with co-workers through activities that promote successful outcomes (Springer et al., 2012). Research results in this area also indicate that a positive or negative work climate was determined to be significant predictors of an employee's intent to depart (Shim, 2010).

Job Satisfaction & Leadership. As Locke (1969) theorized, job satisfaction stems from a positive emotional state employees derive from the work experience. Leadership is a determinant of the degree of job satisfaction. Two leadership factors influence employee job satisfaction-leadership style and leadership behavior.

Job Satisfaction & Transformational leadership. Of the two most transformative leadership styles, researchers suggest one style contributes a greater sense of job satisfaction in the workplace. Ahmad, Adi, Noor, Rahman, and Yushuang (2013) theorized that transformational and transactional leadership are the most influential leaderships styles. However, the authors suggest that transformational leadership inspires employees to higher personal achievement and greater job satisfaction (Du, Swaen, Lindgreen, & Sen, 2013; Sadeghi & Zaidatol Akmaliah, 2013; Shurbagi, 2014). Rothfelder, Ottenbacher, and Harrington (2012) affirmed the positive influential role of transformational leaders adding that employee job satisfaction increases under transformational leadership. Specifically, the relationship between transformational leadership and job satisfaction has a psychological and emotional impact on employees.

Transformational leaders influence employee job satisfaction by addressing employees' psychological and emotional need. This finding is consistent with O'Higgins (2012) who suggested a strong correlation between transformational leadership style, emotional intelligence, and employee job satisfaction. Ölcer, Florescu, and Natase (2014) affirm the findings. Kovjanic et al. (2012) suggested that transformational leaders appeal to employees' psychological need to feel competent in the work environment through affirming behavior such as words of encouragement and symbolic gestures (Al-Swidi, Nawawi, & Al-Hosam, 2012). Regarding emotional intelligence, transformational leaders sense the emotional needs of subordinates and adapt to meet the need accordingly (Cheok & O'Higgins, 2012; Leban & Zulauf, 2004; Mathew & Gupta, 2015; Singh, 2013). This is significant because emotions correlate positively to job satisfaction (Sypniewska, 2014). By relating to employee emotions, transformational leaders raise an employee's sense of trust in leadership (Lopez-Zafra, Garcia-Retamero, & Martos, 2012). Trust contributes to job satisfaction (Sadeghi & Zaidatol Akmaliah, 2013;Y-Feng, 2014).

Toxic Leadership. Toxic leaders have a negative influence on individuals and organizations (Chua & Murray, 2015; Frederickson & McCorkle, 2013; Zribi & Souaï, 2013). An examination of the available literature reveals toxic leaders display certain identifiable characteristics. For example, in a study of white-collar workers in Australia, researchers found that toxic leaders exhibit Machiavellian tendencies or manipulative behavior for selfish ends, which sometimes falls under the broader heading of *corporate psychopath* (Boddy, Ladyshewsky, & Galvin, 2010). Leaders who fail to lead at all also bare the label of toxic leader because this behavior destroys company morale (Mehta &

Maheshwari, 2013; Pryor, Odom, & Toombs, 2014) and company values (Skogstad, Hetland, Glasø, & Einarsen, 2014). Considering the volatile nature of industries in a constantly changing and innovative work environment, passive leadership leaves businesses vulnerable to decline. The fallout from toxic leader behavior in the senior leadership role aligns with a link between such poor leadership activity and the company's over competence (Roter & Spangenburg, 2013).

A major obstacle to the realization of employee job satisfaction is the problem of toxic leaders or leaders who exhibit destructive behavior patterns that detract from an organization's potential for productivity (Yang, 2014). This destructive behavior may take four distinct forms one of which is the passive behavior known as *laissez-faire* (Skogstad et al., 2014). Laissez-faire is the most destructive behavior due to leadership failure and a lack of concern for the welfare of the organization. The most destructive workplace leader is the person who infiltrates business settings as a leader and behaves unscrupulously (Boddy et al., 2010). Authors reporting on the unscrupulous activities dub these individuals as Corporate Psychopaths.

Job satisfaction & turnover. Of the two most transformative leadership styles, researchers suggest one style contributes a greater sense of job satisfaction in the workplace. Ahmad et al., (2013) theorized that transformational and transactional leadership are the most influential leaderships styles. However, the authors suggest that transformational leadership inspires employees to higher personal achievement and greater job satisfaction (Du et al., 2012; Lindgreen, & Sen, 2013; Sadeghi & Zaidatol Akmaliah, 2013; Shurbagi, 2014; Xu, Zhong, & Wang, 2013). Rothfelder, Ottenbacher, and Harrington (2012) affirmed the positive influential role of transformational leaders adding that employee job satisfaction increases under transformational leadership. Specifically, the relationship between transformational leadership and job satisfaction has a psychological and emotional impact on employees.

Transition and Summary

In Section 1 of my study I provided a discussion on research demonstrating that retaining qualified workers is essential to organizational profitability. My research business problem suggests that managers may lack the necessary skills to retain qualified workers. This deficiency can be costly to businesses by impacting employee job satisfaction, loyalty, and overall business profitability (Chinomona & Dhurup, 2014; Yanadori & Jaarsveld, 2014). The potential for business profitability increases when managers create strategies for developing organization culture (Chinomona & Dhurup, 2014; Chomal & Baruah, 2014). Transformational leadership is a proven leadership technique motivating employees to excel in specific work duties (Ruggieri & Abbate, 2013). My discussion of the available literature review on organizational culture, job satisfaction, leadership styles, profitability, sustainability, and employee turnover provided a composite of what scholars have written regarding each subject.

In Section 2, I reintroduced the purpose of the study. I followed the introduction with a detailed explanation of the qualitative data collection steps and my plan to protect the integrity of the study process. In Section 3, I presented my study findings and my recommendations.

Section 2: The Project

In Section 2 of this study, I outline the essential elements for planning this research project and briefly discuss the main points of the project. Subsections in this portion of the study include a discussion of the purpose statement, the role of the researcher, and relevant information regarding participants. The research method and the design are discussed. I also address the population I studied and the sampling process for obtaining information from the participants. Other critical topics address include ethical considerations, interview questions used in the research, essential details for data collection and organization, data analysis, and reliability and validity.

Purpose Statement

The purpose of this qualitative, single case study was to explore strategies managers use to reduce employee turnover. The target population consisted of five to 10 managers from one large grocery chain store in Northwestern Indiana, who have experience implementing strategies to reduce turnover. The implications for positive social change include the potential to reduce turnover and unemployment, as well as for organizations to create a supportive workplace for their staff.

Role of the Researcher

Gathering data for the study involved the collection of several forms of data including participant interviews and observation at the selected case study site (Petty et al., 2012). My role as the data collection instrument, interviewer, and researcher was to present the study topic to participants and to ask follow-up questions (see Bansal & Corley, 2012; Turner, 2010). The questions for the interview portion of the study were prepared in advance of the meeting with the study participants. My questions were open ended to allow the participants the latitude to freely respond according to personal experience (see Turner, 2010; Yin, 2011).

It is also the researcher's responsibility to collect, design, and interpret the data (Denzin & Lincoln, 2011). I validated the interview questions via a pilot study. Jacob and Furgerson (2012) indicated that the rationale for using an interview protocol is that it contributes to consistency and reliability by asking participants the same questions. Data gathering for the study commenced with the Walden University's Institutional Review Board (IRB) giving permission to initiate the study. The IRB approval number for this study is 06- 29-17-0456770.

My professional experience includes working as a senior producer for a media outlet and serving as a news director for an Atlanta, Georgia radio station. The professional roles afforded me an opportunity to engage business professionals from a variety of professions, including grocery store corporate professionals. My engagement with the grocery store industry involved previous work with interviews and information gathering to address new millennium Y2K concerns prior to the year 2000. I did not know personally or interact regularly with any of the store personnel; therefore, personal bias was not a main concern.

Personal bias occurs when the researcher depends on personal experiences and reactions when presenting findings (Bartkowiak, 2012; Podsakoff, MacKenzie, & Podsakoff, 2012; Poulis, Poulis & Plakoyiannaki, 2012; Yin, 2014). Personal bias can exist in a case study in instances where personal interaction with participants exists.

Regarding my study, bias is negligible because my personal interaction existed only as it related to casual conversations with cashiers and no known interaction with store managers. Using data collection techniques established in previous studies assisted in mitigation of researcher bias, as I relied solely on data material such as participant interviews and company documents as a basis for conclusions (see Yin, 2014).

I relied on three principles of ethics to guide my research with respect to the Belmont report (1979). The Belmont report principles are beneficence, justice, and respect for persons. In addition, I possess a certificate from the NIH affirming my successful completion of the Protecting Human Subject Research Participants training documented in Appendix A.

Participants

Data gathering for this case study occurred within a large grocery chain store in Northwestern Indiana. I selected this store because of the company’s potential cooperative spirit and because of the accessibility of their office location (see Suen, Huang, & Lee, 2014). In addition, from time spent shopping in the store as a consumer, the manager subordinate relationship seemed respectful and cooperative. Data collection involved interviewing five managers to explore what managers do to understand what creates a positive workplace and reduces turnover.

The purpose for pursuing individual, semistructured interviews was to obtain sufficient data saturation, which is a point where new no patterns or themes are observed and additional data collection is unnecessary (see Marshall, Cardoon, & Fontenot, 2013).

Semistructured interviews follow a prescribed set of questions but allows for the injection of new perspective or ideas (Cridland, Jones, Caputi, & Magee, 2015).

Determining participant eligibility involved selecting individuals who had worked at the company for a sufficient length of time (1 year or more) and who could provide a rich discussion of the strategies the company uses to reduce turnover. I also requested those individuals who were intellectually competent to respond to the research questions and who expressed a willingness to participate.

Fouka and Mantzorou (2011) indicated that informed consent is the first step in ethical consideration for human participation in research. My strategy for gaining access to participants first involved a phone call to the company's human resource (HR) department, followed by contacting company managers via a formal letter, with HR's permission (see Yin, 2011). I inquired as to any interest the company and managers might have regarding the potential benefits of participating in my study. These samples were appropriate for understanding what strategies managers may have for reducing turnover. My strategy for establishing a working relationship with the participants included communicating via e-mail and phone calls. My selection of the participants aligned with my research question: What strategies do managers use to reduce employee turnover?

Research Method and Design

I employed a qualitative research method for this study. I explored a bounded phenomenon instead of correlated data, thus eliminating quantitative methodology. The selection of the appropriate research design increases the reliability and validity of the study design (Farrelly, 2012).

Method

A study's research method affects the data collection and analysis process (Yin, 2014). It is, therefore, important to select a method suitable for the research project. The three research methods researchers use are qualitative, quantitative, and mixed methods. My study required a qualitative approach based on the need to study a bounded phenomenon (see Farrelly, 2012).

I chose the qualitative approach for this study because the research question determines the best approach for conducting a study (Schyns & Schilling, 2011). The qualitative research method can establish a context for exploring and developing complex organizational realities (McDermid, Peters, Jackson, & Daly, 2014). Marshall and Rossman (2010) suggested that the qualitative method permits the researcher to explore how regular occurrences affect study participants. The method also assists researchers in understanding shifts within complex topics, such as leadership (Schyns & Schilling, 2011). I used the interview questions for this qualitative study to reveal the effects of leadership on subordinate attitude and commitment to the organization. In addition, the qualitative method allowed for further exploration into what strategies managers use to reduce turnover (see Bansal & Corley, 2012; Marshall & Rossman, 2010). Leadership is critical to developing a healthy organizational culture, and qualitative research establishes a greater understanding of the impact leadership has on all organizational outcomes (Poulis, Poulis, & Plakoyiannaki, 2012).

In contrast, the quantitative method does not begin with exploring experience, but begins with variables known by the researcher or a hypothesized relationship between variables (Marshall & Rossman, 2010). Quantitative methods also decree a reductionist approach, which theorizes that complex phenomena are explainable through simple mechanism analysis and the testing of ideas through data collection and measurement (Marshall & Rossman, 2010; Petty et al., 2012).

Conversely, researchers employ the mixed-method approach to close the gap exposed by the use of one only method (Hayes, Bonner, & Douglas, 2013). Mixed-method researchers combine both quantitative and qualitative methods in order to exploit the strengths of both (Hayes et al., 2013). This method is not appropriate for this study as it would have required a quantitative component, and I do not have a quantitative question.

Research Design

The purpose of this qualitative, single case study was to explore retention strategies managers use to reduce turnover. Scholars use a case study to comprehension and understanding of challenging issues relative to the context in which the issue rests (Houghton, Casey, Shaw, & Murphy, 2013; Lalor et al., 2013; Yin, 2011). Credibility and rigor for the case study design results from attention to triangulation techniques (Houghton et al., 2013).

A case study design was more suitable for this study over the narrative, phenomenological, and ethnographic designs. Narrative theory is a design in which researchers focus on the comprehensive stories or life experiences of a single person or a series of events for a small number of individuals (Petty et al., 2012). In this study, I did not seek life experiences, but focused on understanding phenomena in a bounded geographic area. In addition, an ethnography research design is not applicable for my study because the purpose of the research was not to explore the beliefs and languages of a specific culture. Ethnography is a research design where the researcher concentrates on individuals within a cultural setting in order to explore the values, beliefs, and communications among that population (Wall, 2015).

Phenomenology is a research design where researchers endeavor to understand the common life experiences of a particular group of individuals (Petty et al., 2012). In a phenomenological study, the researcher collects data through in-depth interviews and observations (van Mane & Adams, 2010). Employing a phenomenological research design was not appropriate to address the business problem and research question in this study because my goal was to explore a bounded case phenomenon in a particular location (see Lalor et al., 2013). A case study was the most appropriate design for this study on strategies managers use to reduce turnover.

In addition to this design, I ensured data saturation in my study by identifying repetition within my study. Data saturation is a point where no new patterns or themes are observed in the data and the need for additional data collection is unnecessary (Francis et al., 2010; Marshall et al., 2013; O'Reilly & Parker, 2012; Walker, 2012). Data saturation is also defined as the process of adding new participants into a study up to a point where data repetition occurs and no new information is discovered (Dworkin, 2012; Marshall et al., 2013). A researcher can create saturation by conducting several interviews. My plan was to interview five to10 managers with the goal of saturation.

Population and Sampling

My criteria for selecting participants involved purposive sampling, which is a subjective sampling technique in which the researcher uses a purposeful strategy for selecting participants (see Cassidy, 2013; Robinson, 2014; Suen, Huang, & Lee, 2014). This technique relies on the judgment and experience of the researcher in which sample size is founded upon data saturation. Coyne (1997) described purposeful sampling as the process of selecting participants with reference to a certain criterion such as age, experience, gender, status, or role in an organization. My criteria for selecting participants involved selecting managers who had worked at the company for a sufficient length of time (1 year or more) who could provide a rich assessment of the current job culture. I also focused on employees who expressed a willingness to participate (i.e., volunteer to share their perceptions and experiences).

Data collection for this case study occurred within a large grocery store in Northwestern Indiana. I selected this company for the case study because of the company's potential cooperative spirit and because of the company's reputation for being a great place to work. The purpose for pursuing individual interviews was to obtain sufficient data saturation, which is a point where new no patterns or themes are observed and additional data collection is unnecessary (Francis et al., 2010; Marshall et al., 2013; O'Reilly & Parker, 2012; Walker, 2012).

O'Reilly and Parker (2012) indicated that sampling, in qualitative research, involves consideration of substantive material and that saturation occurs when depth of response is met postinterview. Englander (2012) suggested that a sufficient interview number surfaces when the interviewer perceives the interview research question need is met. I based my participant selection based on the criteria of O'Reilly and Parker and Englander. Thus, my participant data collection method involved interviewing a sample of five managers in order to explore what may be contributing the perception of a high level of employee job satisfaction. The five to10 participant margin allowed for unforeseen challenges in the study developmental process, allowing for an increase or reduction in sample size (Robinson, 2014). I included participants who were 18 years of age and older, for the purpose of securing a more mature audience.

All interviews took place in a natural setting with a comfortable temperature, taking into account the safety and confidential protection of all participants in the study (Yin, 2014). An external hard drive stores documents, transcriptions, and other information relevant to the study for a 5-year period in order to protect participant privacy. I will erase external hard drives, documents, and data pertaining to the research after a 5-year period.

Ethical Research

I conducted this research under the supervision of the Walden IRB. Designers of a university ethics protocol create the means of safeguarding the wellbeing of participants and the integrity of the research process (Palmer, Fam, Smith, & Kilham, 2014). For example, Hardicre (2014) indicated that informed consent is critical to protecting individual rights and safety in a study. The informed consent process originated with institutional approval and involved voluntary confirmation as a precursor to participation. It is common for participants to sign a written consent form as a prerequisite before the researcher conducts the study (Spertus et al., 2015). Informed consent also involves informing participants of risk involvement and provision of opportunity for individuals to withdraw at any instance during the process (Edlund, Hartnett, Heider, Perez, & Lusk, 2014; Hardicre, 2014). Withdrawal procedure includes in person dialogue, phone call, e-mail, or physical letter.

I ensured participant confidentiality by withholding participant information from individuals within and outside the organization. This information has been placed in a securely locked filing cabinet and encrypted on a password-protected hard drive. All collected data resided with me throughout the study and will be destroyed following a 5-year period. As an incentive for participation in this study, I offered participants a $20 Walmart store gift card for contributing to the study. The study began when the appropriate parties received and returned all consent forms.

Data Collection

Instruments

The purpose of data collection for this study was to collect information from managers at the designated grocery store in order to determine what strategies had been implemented to reduce turnover. Data collection of this nature requires detailed analysis to create rich description (see Bansal & Corley, 2012). Achieving this detailed analysis for a case study includes data collection, such as individual interviews, site observations, and document analysis (Baxter & Jack, 2008; Yin 2014). The process included a preliminary meeting with participants in order to establish trust, discuss ethical considerations, and complete all necessary consent forms (see Englander, 2012).

In a qualitative study, the researcher assumes the role of the sole data collector and data collection system instrument for the study (Marshal & Rossman, 2010). As the primary data collection instrument for this study, I engaged five managers within the store. Interviews with open-ended questions provide study participants the opportunity to elaborate on questions, and it gives the researcher an opportunity to ask follow-up questions (Turner, 2010).

I improved data collection reliability and validity via development of an interview protocol (see Appendix B), which is intended to provide guidance for interview procedures and methods throughout the process (Jacob & Furgerson, 2012). The protocols included scripted material and interviewer prompts. Each interview lasted a maximum of 45 minutes, and it was conducted in a designated room within the company space. I stopped reviewing here. Please go through the rest of your section and look for the patterns I pointed out to you. I will now look at Section 3.

Data Collection Technique

After securing organizational permissions and participant consent to conduct interviews, data collection involved agreeing upon a location and time to conduct face-to-face interviews (see Rowley, 2012). Once I established permissions and an agreed upon time for the interviews (see Yin, 2011), I sent participants the interview questions via e-mail. On the day of the appointed interview time, a digital recording device was used to record participant responses. Each participant interview recording was given a code designation for purposes of anonymity and stored in a secure location (see Yin, 2014). Each interview lasted approximately 25 minutes.

All interviews took place in a natural setting with a comfortable temperature taking into account the safety and confidential protection of all participants in the study (see Yin, 2011). An external hard drive will store documents, transcriptions, and other information relevant to the study for a 5-year period in order to protect participant privacy. I will erase external hard drives, documents, and data pertaining to the research after a 5-year period.

Research for this study began with the Walden University IRB approval for the research project. Prior to engaging in the research, the case study department gave approval via a letter of cooperation. Individual participants signed a consent form before participating in the study (Turner, 2010). The collected forms and documentation will be stored, for 5 years, in a secure, locked cabinet. The participants were assured of the confidentiality of their information. In addition to using a Tascam DR-05 digital recorder to record each participant interview response, I made use of a field notebook to record participant mood changes (see Hayman, Wilkes, & Jackson, 2012).

Interview Technique. Several advantages and disadvantages exist regarding interview as a data collection method. For instance, advantages include the gain of meaningful insight, answers to more complex questions, richness as to why a participant acted in a particular manner (Doody & Noonan, 2013). Disadvantages include interviewing is time consuming, it can be expensive, it is susceptible to participant bias or it is dishonesty (Doody et al., 2013).

Observation. Walshe, Ewing, and Griffiths (2012) reported that observation emphasizes understanding human behavior and status. The technique has origins in anthropology and focuses on a subject in its natural setting. The advantage of this technique is the opportunity to observe managers in the natural supermarket setting interacting with other store customers, managers, and subordinates. This provided me a firsthand perspective to validate participant accounts. The disadvantage to using this technique is it only provides record from a brief observational vantage point aligning with case study and is not reflective of long term exposure to the environment and employee behavior.

Business Documentation. Miller and Alvarado (2005) indicated that business documents can contribute richly to resource data triangulation. Sources of documentation includes, company policy handbooks, photographs, videos, financial records, awards, and citations. An advantage of using business documentation as a source for collecting data is that the material serves as a substitute for absent individuals or important historical data. Another advantage in using documents is that it increases the validity of a study (Miller & Alvarado, 2005). Conversely, the disadvantages of using business documents in data collection are that the material may not be accurate, unverifiable, or incomplete. In addition, utilizing business documentation as a data collection method prevents the researcher from engaging participants one-on-one.

My intent was to examine documents such as the company handbook, website content, as well as mission and vision statement in order to make comparison with employee testimonies and the company landscape. Comparing the data enabled me to determine any potential discrepancies. Data comparison also revealed key themes or patterns relevant to my study.

Data Organization Techniques

The collection of data for my study originated from multiple sources at the case study site as Yin (2014) prescribes: interviews, observations, and documents. I recorded all interviews with a Tascam DR-05 version 2 digital recording device. Jacob and Furgerson (2012) recommend interviewers obtain an additional professional recording device as a backup, which I purchased. Jacob and Furgerson (2012) also indicated that obtaining participant consent is an essential element to interview preparation. I used the digital devices to record the participants at an agreed upon site designation. Turner (2010) recommended that all names of the participants remain confidential. To accomplish this, I assigned pseudonyms to participants to conceal identities.

I transcribed each participant interview into a Microsoft Word Document on a password protected Mac computer as Doody and Noonan (2013) suggested. I organized my data on my Mac computer into NVivo. A duplicate copy of the Word document is stored on two external, password-protected hard drives as a backup and used only for this project (see Jacob & Furgerson, 2012). I have stored the physical documents and consent forms in a secure filing cabinet and, after 5 years, I will destroy the physical documents and erase all electronic confidential documents.

Data Analysis Technique

Data analysis for this qualitative case study centers on data source triangulation (see Denzin, 2008). The data source triangulation approach is a data analysis process for research design whereby the researcher examines case study data to identify significant patterns (Lalor, 2013). Polkinghorne (2005) described data analysis as a repetitive process of moving from data collection to data analysis. Braun and Clark (2006) proposed a six-step process for analyzing data that I used in my study. Braun and Clark suggested that the researcher first become familiar with the data by repetitively reading it. Step two involves generating initial codes focusing on unique aspects, which I observed during the familiarization process and when classified data pertinent to code designations. I then aligned the codes and data into potential themes. The fourth step involves reviewing the themes to determine if quotations and other data collections align with the code designations (Braun & Clark, 2006). Step five involves perpetual analysis to refine each theme and how the overall story analysis is converging to form precise and rich theme descriptions. The final step purposes a final analysis relating themes and data back to the research question and literature in order to produce a scholarly product reflecting the overall analysis (Braun & Clark, 2006).

My intent was to then use the qualitative data analysis program, NVivo, to organize, analyze, and code document material collected from the research site. I collected observational material through hand written notes and digital camera where appropriate and uploaded the material to my computer to be categorized in NVivo. I captured all interviews with two handheld Tascam DR-05 digital devices. I photocopied relevant business documents and digitized for insertion into my computer and then appropriately coded based on theme. I used Microsoft Word to organize my data into logical sections and to construct themes consistent with emergent writing techniques (see Braun & Clark, 2006). Braun and Clark (2006) indicated that emergent writing foregoes theme development until after data collection is complete.

Reliability and Validity

Dependability

Dependability in qualitative research denotes the degree of data consistency from one condition to another (Cope, 2014; Cuthbert & Moules, 2014; Pearce, Christian, Smith, & Vance, 2014). Dependability occurs when a researcher can replicate research steps to achieve the same results in another study (Elo et al., 2014; Polit & Beck, 2013). I demonstrated dependability in my study in following manner. First, I showed dependability by providing rich description of the purpose for the study in addition to documentation of the process. I also demonstrated dependability via rich description of participant attributes and interview protocol. Jacob and Furgerson (2012) indicated that interview protocol contributes to dependability by enabling the researcher to create inquiry consistency when interviewing participants. Third, I demonstrated dependability by performing a pilot test prior to interviewing participants (Moss et al., 2015).

Credibility

Credibility criteria posit that final data from qualitative research is credible from the viewpoint of various sources of evidence (Cope, 2014; Houghton, Casey, Shaw, & Murphy, 2013; Pearce, Christian, Smith, & Vance, 2014; Roy, Zvonkovic, Goldberg, Sharp, & LaRossa, 2015). I demonstrated credibility through triangulation. Triangulation showed the relationship between company documents, site observation, and participant interviews. Triangulation portrays different angles of the same subject matter.

Transferability

Transferability refers to the ability to transmit research findings to another setting in future research without degrading the meaning of the original study (Cuthbert & Moules, 2014; Elo et al, 2014; Houghton, Casey, Shaw, & Murphy, 2013; Pearce, Christian, Smith, & Vance, 2014). I achieved transferability by generating an accurate research data report by adhering to Qualitative case study research convention. The content included rich description of the participants and the organization within the study.

Confirmability

Confirmability informs an audience that research findings are not a product of fabrication but actual researcher findings emanating from the collection of data (Cuthbert & Moules, 2014; Elo eta al., 2015). My intent was to provide thorough and step-by-step documentation throughout the research process to demonstrate confirmability. Additional confirmability measures will include committee review with study substantiation from an experienced methodologist confirming research procedures and methods.

Data Saturation

Data saturation involves injecting new participants into a study up to a point where data repetition occurs and no new information occurs (Dworkin, 2012; Marshall et al., 2013). Dworkin et al. (2013) suggested that researchers create saturation by conducting several interviews, examining company documents, and making observations. As stated earlier, I interviewed five managers, with the goal of saturation.

Transition and Summary

In this section, I outlined the main components of the research method and design. I also discussed the ethical protection of research participants as well as sampling procedures and the interview process. This section also included my plan for data collection and analysis procedures. I described, in detail, issues that may also arise associated with reliability and validity. In Section 3, I focused on the study results and social change implications.

Section 3: Application to Professional Practice and Implications for Change

Overview of Study

In Section 3, I present the results of the analysis of described in Section 2. This section includes a brief reintroduction of the study and the purpose of the study and research question. In addition, I present the summary of the findings. Section 3 also includes the presentation of the findings, application to professional practice, implication for social change, recommendations for action, further research, reflections, and summary.

Presentation of the Findings

The overarching research question for this study was as follows: What strategies do managers use to reduce employee turnover? According to Yin (2014), the process of collecting data from multiple data sources is key to increasing qualitative research validity and reliability. I collected data three sources from the following: (a) semistructured interviews of five store managers, (b) review of store training documents, (c) a review of the store's website.

Prior to interviewing the selected participants for this study, I conducted a pilot study with one participant from the selected study site to assess the validity of the interview questions and to determine whether there was a need for revisions (see Moss et al., 2015). I determined the interview questions needed no revision, and I proceeded to schedule and conduct interviews with the five study participants. After the interviews were completed, I also offered the participants an opportunity to conduct member checking, which is a method for checking interviewer bias (Hagens, Dobrow, & Chafe, 2009). If participants did not respond with feedback within a 7-day period, I assumed my transcription was accurate. Accordingly, if participants provided feedback or clarification to the interview, I adjusted the final transcripts. The participants provided no final feedback, so I did not have to make transcript adjustments.

By collecting and aligning three data sources (interviews, store training materials, the company website), I attained triangulation in the process of collecting and analyzing data. My efforts resulted in a more in-depth insight to the study's emphasis on exploring manager retention strategies to reduce turnover in a large grocery chain store in the Midwest. Amidst the data analysis phase of my research, three main themes emerged that identified employee retention strategies: (a) effective management practices and an approachable leadership style, (b) increasing and maintaining job satisfaction, (c) planning future for employee attraction and retention.

Strategy 1: Effective Management Practices and an Approachable Leadership Style

The first strategy emerging from interviews and review of the organizational training data validates the significance of effective management by concentrating on an effective and approachable leadership style. Three subcategories of effective management and approachable leadership style emerged in my interviews with managers: leadership by example, inspirational communication, and compassionate spirit. For example, Participant P3 expressed a willingness to assume any role necessary get the job done. Participant P3 explained, "I'm always willing to do their job. They see me on the floor bagging, helping customers, stocking, building displays." Participant P5 expressed a similar attitude while interacting with subordinates by merging the principle of example and inspirational communicator,

> A lot of them feel like they can't do it or they're not as good or not as capable. So, I say come on. I did it can't you? And I came from another country. I had the difficulty of learning English.

All of the participants in my study agreed that the concept of effective management is critical to developing retention strategies leading to greater job satisfaction. This was also evidenced by the total number of times the theme of effective management and its subcategories appeared in the interviews (see Table 2).

Table 2

References to Strategy 1 and Subcategories

Participants	Leadership by example	Inspirational communication	Compassionate behavior	Total
P1-Pilot	N/A	N/A	NA	
P2	3	3	2	8
P3	12	5	2	19
P4	8	4	9	21
P5	11	3	11	25
P6	7	2	3	12
Total	41	17	27	85

Leadership by example. Of the five participants in this study, four stated or implied that leading by example is an element of their management style to retain employees. In accomplishing this, managers employed engagement behavior, which Bhuvanaiah and Raya (2014) referred to as an employee's psychological and emotional feelings regarding an organization and complementing behavior. For example, P2 indicated an assertive and mentoring approach by "grabbing someone and saying let's do this."

P3 went further in the leadership by example method by recalling walking the grocery store aisles "floor bagging, helping customers, stocking, and building displays" to make a point. Similarly, P5's upbringing played a key role in adopting this approach, bringing attention to a family tradition of leading by example. P5 suggested that early upbringing is transferrable to the present managerial situation to instill confidence and commitment into employees. Participant P6 seemed to express a stronger sense of ownership with the concept deeming failure to lead by example creates disengaged employees.

Inspirational communication. The effective management theme extended to inspirational communication in analyzing data from my interview with participants. All five managers suggested they used some form of verbal communication to inspire associate workers to become all that they can be. For example, Participant P2 appeared to apply this strategy based on a contingency theoretical perspective principally when the employee does well. P2 acknowledged "I always encourage and commend everyone when they do a good job" and "…if they do a good job…I'll say, 'Hey good job!'"

P3's inspirational communication strategy is more strategic in nature: "I will introduce myself and greet them and make sure I say hi to them every single day. And make sure that I have something to say them that is constructive and do it in a positive way." Participant P6 indicated a preference for encouraging associates to show ambition and initiative in saying "You have to show them that you want to be the manager and you want to do the best job you possibly can do…You don't give 100%, you give 115. Your team is counting on you."

Inspirational communication aligns with the transformational leader conceptual framework in this study. Shurbagi (2014) pointed out that transformational leaders characteristically attempt to inspire followers to reach their full potential and greater job satisfaction. This type of conduct is contrary to toxic leadership behavior, which exhibits Machiavellian tendencies or manipulative behavior for selfish ends (Boddy et al., 2010).

Compassionate spirit. All five managers expressed a desire to help employees during a crisis moment in life, such as illness or difficulty fulfilling job responsibilities. P4 and P5 shared anecdotes illustrating a personal experience with employees on this level. P4 recalled assisting an employee with breast cancer who needed time off to recover. This participant stated it was difficult finding a replacement at the time until the employee returned, but expressed that "we're family" in recounting the experience, which seemed to imply a bonding mentality within the organization. In drawing attention to the acts of compassion, P5 described an apparent correlation between a personal experience as a cancer survivor and the desire to convey a spirit of compassion that identified with the employee's plight.

The concept of leadership compassionate spirit is in line with the nature of the transformational leader. Ruggieri and Abbate (2013) suggested transformational leadership tends to surrender personal gratification in favor of seeing others prosper. The concept of compassionate spirit also aligns with Marques (2015), who wrote that transformational leaders care about their followers and pursue an actual relationship that can form an emotional bond. This emotional bond can then lead to a desire to replicate the passion and desire of the leader who seeks greater performance from the subordinate. These management behaviors align with my transformational leadership conceptual framework.

Transformational leaders focus on the development of employees' positive influence, achievement, and satisfaction (Bass, 1978; Burns, 1978; Wiechun et al., 2012). According to Bai, Yin, and Li (2016), effective leadership influences transformational leadership by establishing organizational and team trust. Bia et al. also reported transformational-led teams depend on group shared interests rather than self-centered interests. Yıldız and Şimşek, (2016) added that transformational leaders encourage a culture of learning and development and a place where subordinates are free to experiment with new approaches to problem-solving.

Company documents contained instructions for onboarding, as well as departmental procedures and tasks that complement the overall effective management strategy. Document T3 details a structured 8-week program that promoted consistency and order. For instance, Week 6 of the onboarding training emphasized customer service, where managers instructed new hires how to "Learn to apologize to customers and diffuse the anger." Document T3 complemented the website document W1 where it is stated, "We realize that [company name] is successful because of the dedicated effort of our associates, and we are committed to their training and development." Document T-1 complemented the theme of effective management by detailing guidelines for handling store equipment and relieving managers and employees of potential miscommunication pressures. Kumar and Pansari (2016) indicated that, when internal stakeholders in an organization understand their responsibilities and duties, there is the potential for increased employee engagement. Employee engagement leads to increased company profitability and competitive advantage.

Strategy 2: Increasing and Maintaining Job Satisfaction

Managers at my study site emphasized the principles of job satisfaction as a key strategy in retaining employees through the creation of three job culture types: positive culture, learning culture, and empathetic culture. Job satisfaction, as a means of improving company productivity, is more than a century old (Wright, 2006). Satisfied employees are more efficient and productive than workers exhibiting no satisfaction (Rama Devi & Nagini, 2013; Wright, 2006). Rehman (2012) indicated that job satisfaction also involves a degree of employee fit for a particular job. This was evident in the theme and subthemes focused on job satisfaction. Table 3 shows the number of times the concept of job satisfaction promotion is referenced.

Table 3

References to Strategy 2 and Subcategories

Participants	Positive culture	Learning culture	Empathetic culture	Total
P1-Pilot	N/A	N/A	N/A	
P2	12	2	1	15
P3	13	3	1	17
P4	6	2	5	13
P5	5	3	2	10
P6	11	4	3	18
Total	47	14	12	73

Positive culture. A recurring theme in my interview with the managers was the desire to create a positive job culture. P4 and P6 mentioned their effort to create a family atmosphere. P6 stated that the strategy is aimed at “keeping them here.” P6 observed employee attitudes in this area suggesting that some employees are passionate about being “on the counter” and waiting on customers because of their desire for interaction. P6 added that encouraging a positive attitude is a personal family practice passed on through generations and is now expressing relevance on the job. P4 was less expressive, but conveyed a similar sentiment regarding the benefits of establishing a family atmosphere.

This theme aligns with Mustafa and Lines (2013), who suggested that a positive job culture in part relies on leadership style compatibility. Mustafa and Lines specified that employees in a positive job culture respond affirmatively to leaders who create an environment for subordinates to develop strengths and to work alongside likeminded colleagues. Similarly, Laschinger et al. (2014) reported that a toxic work environment is where employee and leadership encumber workflow and job satisfaction. Rama Devi and Nagini (2013) proposed that job satisfaction implies that satisfied employees are more efficient and productive than workers showing no satisfaction.

Another expression of the managerial retention strategy relative to job satisfaction is the desire to promote a positive job culture through the principle of creating a fun atmosphere. Three of the five managers alluded to this as a retention strategy. P3 described weekend events where employees are encouraged to dress down and participate in fun activities during fundraisers. P3 stated employees will “where football jerseys, show their pride and get to where blue jeans for the weekend" outside of the normal requirement to wear company uniforms. This manager mentioned plans for other events on the company calendar such as "Hunting for Heroes" and a 2-hour "Trick or Treat" event.

In addition, P3 suggested that all of the events are tied to connecting with the community while encouraging a positive fun environment. P4 acknowledged the need for this kind of activity because of its ability to reduce employee stress. P6 viewed the policy as a means of altering employee attitude to not simply view work with an attitude, "I gotta go to my job."

The concept of fun on the job as a contributing factor to employee job satisfaction and job retention is well documented. Han, Kim, and Jeong (2016) reported that workplace fun behaviors enhances team performance, while Plester and Hutchison (2016) also indicated that workplace fun enhances the level of employee engagement and job satisfaction. Based on the research of these scholars, by allowing employees an opportunity to take a break from the stressor of constant concentration, organizations create an attractive and enticing culture. The concept of a fun workplace is amplified by Bigliardi et al. (2012), who advocated that employees prefer a supportive and innovative job culture types due to the emphasis on promoting creative expression and team collaboration.

An additional retention strategy emphasizing a positive workplace culture is managers rewarding employees for a job well done. Rewarding employees is similar to transactional leadership behavior, which is in contrast to transformational leadership.

Based on Bass (1990) stressed a simple transaction of behavior in exchange for a reward, while transformational leaders focus on development and inspiration to achieve. Two of the managers mentioned this when talking of retention strategy. P2 indicated that gift cards are given to employees "who do well." P2 further elaborated stating that "Customers do an online survey when they leave and if that employee's name is mentioned in the email as doing a good job we call them into the office and give them a gift card for their accomplishments." P4 acknowledged that rewarding employees is a common practice in the store when customers compliment employees. P2 indicated that verbal reward is not uncommon within. P2 described a transactional approach to rewarding suggesting that when employees do poorly they are reprimanded, but when they do well "I'll say, Hey good job!" I stopped reviewing here. Please go through the rest of your section and look for the patterns I pointed out to you. I will now look at your references.

Learning culture. Another component of employee job satisfaction involves its relationship with an employee's opportunity and ability to learn. Some researchers site a significant correlation between the both concepts (Chiva & Alegre, 2009; Schmidt, 2007). All five participants in the study expressed an awareness of the need for managerial engagement with employees as a crucial component to a company's retention strategy. For instance, P2 expressed that understanding by demonstrating to store associates how to perform assigned tasks where necessary and then stepping back to observe the employee's performance while offering encouragement. P3 indicated that transformational leadership behavior is company practice stating that, "We have to have each new associate sign off each on what they've learned. So that way they're getting training, we're not just ignoring them after the initial training."

P4 reinforced this general company retention strategy of promoting a learning culture with an anecdote. P4 recounted flexing with several associates and their schedules in order for associates to attend college. This manager worked with an employee and recounted, "He started out in high school and he worked all the way through his masters." Conversely, P5 took the principle of a learning culture to another level by encouraging department associates to aspire to advance within the company going so far as to say "…my whole strategy is to get these people to where they want to move up in the company." This reaction by P5 aligns with the sacrificial behavior of transformational leaders who focus on the development of others above personal fulfillment (Weichun et al., 2012). This again aligns with Kovjanic et al. (2012) who suggested that transformational leaders appeal to employees' psychological need to feel competent in the work place affirming managerial behavior focusing on words of encouragement and symbolic gestures (Al-Swidi et al., 2012). This is important because emotions connect positively to job satisfaction (Sypniewska, 2014). By relating to employee emotions, transformational leaders raise an employee's sense of trust in leadership (Lopez-Zafra et al., 2012). Trust contributes to job satisfaction (Sadeghi & Zaidatol Akmaliah, 2013).

Regarding store training, the grocery store's internal employee training documents (T1-T3) and company Facebook website (W1) support my transformational leadership conceptual framework and employee retention strategy. The company T1 document detailed various machines, items, and safety protocol. The machines included fryers, knives, and slicers. Each employee and supervisor were required to sign off on this document as proof of training. This requirement conveys a sense of confidence and accomplishment between both manager and associate and aligns with the testimony of P6, who mentioned the existence of a document-signing mandate. The T2 document was a document of terms supporting T1 defining terms such as *Green Sheet, Holiday Notes,* and many others. In my estimation, learning these terms increases the employee sense of job satisfaction by increasing the bond of communication among employees.

Document T3 is an 8-week *onboarding* training schedule referenced by participant P3. It consists of *onboarding* or grocery store laws and procedural training supervised by the *onboarding trainer* and store department manager. Once the new employee completes the eight weeks of training, the store manager, onboarding trainer, and the new employee are required to sign off that all requirements have been met. Again, according to participant P3, the entire training process is meant to not only abide by government and company regulations, but to also instill a sense of confidence in the new associate a sense of belonging in a team effort.

Out of the five participant interviews, only two managers, P5 and P6, referenced formal training beyond the scope of company training. Again, the selfless transformational leader attitude is exhibited by P6 who stated, “We work around anybody going to college... And even if they do leave our company, we congratulate them if they go into their field whatever it may be. We work with anybody.” P5 affirmed this attitude mentioning “We’re working with students both college and high school.”

Empathetic job culture. My findings reveal that managerial retention strategies emerging from interviews with participants at my study site reveal an emphasis on empathetic job culture contributing to job satisfaction. Three of the five managers interviewed shared personal accounts of an encounter with associate employees relative to this point. Participant P4 indicated a willingness to accommodate time off for store associates who encounter uncontrollable or emergency life situations. This manager recounted personal experiences as the motivation to empathize with the plight of subordinates, yet expressed the need for balance by reminding of the need for employee loyalty to duty. P4 also revealed a personal strategy regarding the practice of empathy in suggesting the need to adopt an attitude and mindset of a “psychiatrist.” P4 suggested fairness is important regarding managerial response to poor employee behavior and that it is important “…to make sure they [associates] get the job done I have to see things both ways….” Participant P4 suggested that without this cognitive practice of thinking like a psychiatrist, managers may behave unsympathetically on a day when an associate enters the store exhibiting poor behavior they themselves are prone to exhibit under similar conditions.

P5 implied this same empathetic attitude is beneficial in retaining employees with regard to caring for associates who are new to the company and are financially struggling. In order to minimize employee pain in this area, P5 revealed a company practice of providing free lunchtime sandwiches and beverages for employees. P5 also noted that personal efforts to work with a special needs employee and the employee’s parent and school official to resolve an issue relative to the associate’s employment status. Participant P6 recounted an experience with a store associate where similar personal involvement was needed involving a young mother of four kids and a retiree limited to work hours by government regulation. In both cases, P5 and P6 extended themselves above and beyond job requirements- a transformational leadership trait- in order to create a satisfying working condition for an associate in need. This relates back to the literature review regarding emotional intelligence suggesting that transformational leaders sense the emotional needs of subordinates and adapt to meet the need accordingly (Cheok & O'Higgins, 2012; Leban & Zulauf, 2004; Mathew & Gupta, 2015; Singh, 2013).

Strategy 3: Planning for Future Employee Attraction and Retention

In collecting data from my participants, the managers expressed concern about a skills and commitment gap between the older and younger workforce. The emergent theme for the concept of advancing future recruitment is evidenced by the recurring theme among all five managers in Table 4.

Table 4

References to Strategy 3 and Subcategories

Participants	Team focused	Better pay & benefits	Hire committed employees	Total
P1-Pilot	N/A	N/A	N/A	
P2	2	1	0	3
P3	8	3	3	14
P4	6	7	3	16
P5	6	3	4	13
P6	8	4	2	14
Total	30	18	12	60

Three of the five participants noted a need to develop the next generation of grocery store workers. Participant P3 suggested that the younger generation "…have been handed everything…" and that when managers hand this people group a broom "…they don't know what it is." P3 suggested future recruitment should consider that the best potential employees understand the concept of team such as sports minded individuals "…because they know about the concept of team and know how to get the job done."

P4 suggested that finding and retraining future employees depends on increasing employee pay above minimum wage in order to retain employees and remain competitive. P4 also indicated that rising employee healthcare costs should be addressed in considering employee retention as many are "working just to pay for their insurance." At the same time, participants P5 and P6 suggest that employees need to "take ownership" of their work and be willing to accept the accompanying consequences. The participants assessment highlight again an essential element of transformational leadership by inspiring employees to higher personal achievement and greater job satisfaction (Du et al., 2013; Sadeghi & Zaidatol Akmaliah, 2013; Shurbagi, 2014).

The company displayed a commitment to employee development and training via its mission statement on the company website, as detailed in document W1. Potential employees viewing the mission statement may potentially have a sense of the company's commitment to employee development and determine the potential future opportunity. In the same way, documents T1-T3 detailed training procedures demonstrated a commitment to employee's personal development through specialized industry training.

Barring new transformative innovations in the industry, employees may gain valuable transferrable skills for use at other grocery stores.

Emergence of Challenges and Unexpected Surprises

The findings from this study support the conceptual framework that transformational leaders do have a positive impact on overall employee retention strategies to a point. The exception appears to be retention effort regarding younger employees or millennials. I did not expect this regarding this demographic group. In particular, the surprises included the relationship between older verses younger workers and low pay in such a competitive industry.

First, Calk and Patrick (2017) indicated that the population of millennials in the U.S. has surpassed the number of baby boomers. The same report indicates that there are four distinct generations coexisting in the contemporary workplace bringing different values, ethics, expectations, and attitudes. Yet, of all the managers interviewed in this study, none fit the millennial demographic. In fact, all of the participants indicated that they were over 40 years of age. However, visiting other stores within the chain, there was evidence of a mix of younger and older management teams. Still, participant P6 mentioned personally encouraging and training inexperienced associates who became managers, but it is not clear if this included millennials.

Nevertheless, lack of advancement opportunity for younger workers could cause a problem in recruiting younger workers who may not be willing to stay with the company and work their way up to a higher position. This might be especially true in this organization where longevity appears to be the norm. In fact, all of the participants commented that the younger workers seem to struggle with doing the "hard work necessary" to work in the grocery store industry and that younger workers have a tendency to "jump" when offered higher pay.

This may signal a need for changes in how the grocery store managers respond to attitudes held by younger workers. For instance, Young, Sturts, Ross, and Kim (2013) reported that millennials, as a whole, hold contrary views to their older counterparts with regard to working long hours. Their research points out that typically millennials don't mind hard work, but prefer greater life/work balance in their daily lives than their baby boomer counterparts. This coincides with the assessment of Participant P3 who stated, "It's hard to get people to come in and be available any hours, to do the hard work for not as much money…" Participant P6 assessed that the organization is more than fair regarding work hours, salary, and advancement.

This may signify a need for the grocery store to consider promoting younger workers faster and increasing pay to counter the lack of younger applicants. This should be considered otherwise the company may incur the risk of losing the potential of hiring qualified young workers. The company may also miss the opportunity to create a sustainable system for future organizational development.

Second, I did not expect the management team to make repeated references to employee pay, and especially how little new employees make. Participant P3 admitted that new employees are paid minimum wage, but advancement is possible if they work hard. P4 pointed out that minimum wage is mostly attractive to young mothers needing a break from childrearing and who desire adult interaction. Still, participant P6 presented a different perspective pointing out that the store's deli department starts out nearly $2 above minimum wage in the area. P6 was very enthusiastic about the company's policy regarding pay concluding that the company "pays well." To the contrary, P4 suggested raising pay for new starts would attract more young people.

According to VanderMey and Rapp (2017), millennials surpassed baby boomers to become the largest U.S. workforce to make an average of 20% less than the boomer generation at the same age. This and other factors, such as lack of adequate training, may be placing a strain on the ability of millennials to make ends meet. This may prompt millennial job seekers to accept lower paying jobs until a higher paying job comes along as mentioned by P3 and P6. The two participants indicated job hopping has been a problem among younger workers at their organization.

Applications to Professional Practice

The purpose of this study was to explore retention strategies managers at a large grocery chain store used to reduce voluntary turnover. Retention strategies for reducing turnover appear to be an ongoing concern for grocery store managers. My review of the available literature centered on four main components assisting my exploration of the study's research questions: organizational culture, leadership, business performance, and job satisfaction. Managers working in this grocery store stationed in the Midwest shared their viewpoint on effective retention strategies for reducing voluntary turnover. A review of scholarly literature reveals an assortment of retention strategies in existence (Bateh & Heyliger, 2014; James & Mathew, 2012). However, strategies emerging from my research reveal the following: (a) effective management (Bai et al., 2016), (b) promoting job satisfaction (Rama Devi & Nagini, 2013), and (c) advancing future recruitment (Du et al., 2013). The three emerging strategies support the existing literature relative to employee retention and further support the transformational leadership conceptual framework.

Business leaders and grocery store managers who understand the implications and critical nature of employee retention strategies will find this study important relative to the data collection and analysis. The data collection and analysis support the literature review, which includes a comparison/contrast between positive and negative leadership practice on organizational productivity. The findings in this study include three subcategories as follows: create a positive job culture, promote a learning culture, create an empathetic culture.

Knowledgeable managers, leaders, and administrators who value and understand the employer-employee relationship to job satisfaction will consider how the findings in this study contributes to turnover reduction in large grocery stores. In addition, the managers and leaders will gain a better understanding of the link between transformational leadership employee retention strategies. Companies will experience increased performance risk by ignoring factors contributing to employee job satisfaction (Katsaros et al., 2014) and appropriate managerial behavior.

The findings from this study are applicable to business leaders and large retail store managers desiring to create a work environment where employees flourish professionally. Specifically, development of a fun working environment contributes to employees' happiness and improves employee morale (George, 2015; Han, et al., 2016).

As employees become more satisfied with their work environment, their commitment to the organization increases because they believe the organization has fulfilled their obligation to offer the type of work environment they perceive is more conducive for them (Jernigan et al., 2016).

The findings from this study are appropriate for HR managers who desire to learn more about relevant strategies for staff retention. Providing the opportunity for managerial training that stress topics such as leadership style and employee engagement are critical elements reducing turnover (Kennett, 2013; Moreland, 2013). A significant number of researchers suggest a link between employee training and the level of employee job satisfaction (Akhter, Raza, Ashraf, Ahmad, & Aslam, 2016). Their work supports the findings of Jehanzeb (2013) who suggested that employee job satisfaction increases when employees work for an organization that encourages educational opportunities.

Implications for Social Change

Researchers indicate that the world business industries continue to change at a rapid pace with significant implications on individuals and organizations (Vey, Fandel-Meyer, Zipp, & Schneider, 2017). The impact of accelerating change on individuals raises the question of how well individuals can adapt cognitively, physically, and emotionally. According to Reddy and Reinartz, (2017), suggest change can have a significant impact on organizations by taxing the energies of individuals and relationships.

When organizations reflect a sense of moral values in the workplace, it can reinforce such virtues in communities and families (Nygaard, Biong, Silkoset, & Kidwell, 2017). Individuals ascribing to this type of organizational culture characterized the type of participant attitude in my study. A nurturing or family type job culture is also referenced by scholars as the most satisfying job culture among all culture types earlier in the study (Rivenburgh, 2014). The reciprocal affect is that as organizations create positive work environments the attitude may carry over into the community resulting in a greater level of support from the community for an organization. The result is a stable community and satisfied employees with the intent to remain at a job and perhaps increased spending in the community.

Recommendations for Action

Disruptive technologies are impacting organizations so much so that traditional avenues of business no longer exist or are experiencing significant transition (Reddy & Reinartz, 2017). The grocery industry is experiencing disruptions of this nature with the merging of big box stores and grocery chains (Chatterjee, 2017). Most recently, retail giant Amazon purchased Whole Food Stores with the expectation of changing the way communities shop and purchase goods (Cusumano, 2017). In addition, artificial intelligence poses a potential threat for employees in every industry with implications that routine occupations will be replaced by robotics (Ransbotham, Kiron, Gerbert, & Reeves, 2017). Yet, there is growing concern that a preoccupation with continuous innovation may impose harmful effects on human relationships in general (Ransbotham et al., 2017), but specifically with regard to a grocery store's ability to connect personally with the community.

This study has the potential to address these emerging concerns encouraging grocery store owners and managers to act strategically to both embrace traditional and contemporary methods of product distribution. Large grocery store chains face the threat of "low price" competitors, which threaten to drastically undermine their ability to compete in an ever-changing market (Cuzovic, Mladenovic, & Cuzovic, 2017). The constant change might pose a threat to a large store's ability to retain experienced and qualified workers who might be enticed by a competitor. Hence, the following recommendations might help large grocery chains employ sustainable retention strategies in order to maintain or increase profitability.

Recommendation 1

As mentioned, the number of retail grocery store formats continues to shift and increase in the U.S. fragmenting an already congested and competitive grocery store market. This potentially increases the challenging of retaining and attracting trained workers. It is therefore recommended that greater attention focus attracting and retaining younger workers by raising starting salaries and compensation packages as suggested by a few of the participants.

Recommendation 2

Employ the services of a staff Industrial Organizational Psychologist who can regularly monitor working conditions for purposes of gauging organizational success, which is a requirement for effective retention management. Employing an I/O

Psychologist would provide the advantage of an individual who monitors employee satisfaction while working with senior stakeholders to make recommendation utilizing contemporary work science tools. This individual would help managers and leaders better understand and react appropriately to conditions within and outside the organization based on fact based decision-making data.

Recommendation 3

In observing the retail industry, it seems some organizations tend to ignore the very quality that is this company's strength- its hospitable and friendly culture. In order to remain competitive and sustain its reputation into the future, I recommend this organization invest in strengthening its already strong customer relation strategy while venturing into new markets similar to Walmart and Target. Currently, employees work very long hours. As suggested by participants in this study, I would concur that shortening employee hours and increasing pay may have a significant impact on retention. I also recommend hiring a highly skilled weekend only staff who are trained in customer service relations and who are familiar with the community culture. The rationale here is that perhaps a rested staff led by a transformational leader/management team will connect even more with the community. A rotating dedicated weekend staff might be able to work the rest of the week as company marketers, project specialists, or any number of emerging skillsets.

Recommendation 4

It appears that participants in this study are engaged in what Firfiray and Mayo (2017) describes as a form of person-organization fit theory. The theory addresses work-life balance issues as a form of employer hiring benefit offered to potential employees. In practice, a company may agree to hire employees and offer work-life balance incentives such as flex time to care for personal matters as part of an employment package. This company is already doing a number of things that fit the theory's basic premise, such as offering lunches for needy new hires, accommodating schedules of retirees, and making allowance for flex schedules for high school and college students. I recommend that the company use these embedded traits as marketing tools to attract young people. If the company is not already doing it, I recommend the company create a program or campaign targeting chosen demographics.

In closing, the findings for this study and the recommendations for action presented have the potential for minimizing the challenges that organizations currently face regarding attempts to retain employees. The actions recommended can also assist in reinforcing the need to develop and implement change within the organization that is beneficial for all participants involved. Managers who embrace recommendations of this nature will themselves become influential agents of change in the workplace.

Recommendations for Further Study

Qualitative case study method was used in this study in order to explore retention strategies managers employed at a small regional area. A limitation in the study was the boundaries established controlling the geographical extent of the research to a single location (Baxter & Jack, 2008). Subsequently, geographic restriction impedes the opportunity explore other employee experiences. For this reason, the results of this study may apply only to similar organizations in similar contexts and may not be transferrable to other settings. My first recommendation for future research is to replicate the study using a multiple case study approach. Broadening the study in this manner would permit the researcher entry into additional grocery store cultures within the industry and provide a richer perspective.

A second potential limitation involves researcher bias. Podsakoff, MacKenzie, and Podsakoff (2012) indicated that, to some degree, researcher bias is inevitable. Other scholars hold this viewpoint, but affirm that triangulation reduces researchers bias (Jacob & Furgerson, 2012; Vamsi & Kodali, 2014). My second recommendation for future research to minimize this limitation further is to consider a mixed method study. Adding a quantitative component would add an element of anonymity and perhaps influence participant honest expression. To an even greater degree than the multiple case study, the mixed method might provide an even richer perspective on a particular problem within the industry.

Reflections

When I began pursuing this doctoral journey four years ago I had no idea what to expect. I was very confused, yet excited at the prospect of writing and researching. For nearly15 years I had worked as a reporter and journalist where I was required to research and conduct a degree of analysis in order to tell a story. However, I had always felt something was missing. I wanted to do something more to impact individuals and communities. My opportunity came when I was downsized and then rehired by the same company doing something that freed my time to pursue other things. That's when I discovered Walden University and its DBA program. I discovered that my passion for research, reading, people, and communities was fulfilled through the DBA program.

Working in the DBA program I discovered quantitative and qualitative tools that would enable me to more than talk about the issues. I believe I am now able to do something about social problems by means of working with organizations, leaders, managers, and other entities to affect change. I have become a critical and creative thinker infused with a world perspective that has been greatly magnified by training in scientific thought. As a journalist, I was taught to define a problem. As a DBA, I can define, identify, and offer evidence-based scholarly recommendations for every stakeholder in an organization with confidence. I look forward to entering boardrooms, classrooms, and speaking engagements with the hope of influencing social change.

Summary and Study Conclusions

A study of this nature is critical to contemporary grocery store industries due to the need to consider all aspects of food production and delivery, which is critical to human life. Without a sustainable stream of professionals in the industry communities are unsustainable. This is a significant reason for studying the subject of turnover because employee turnover affects many aspects of the organization, including performance (Ravari et al., 2013). In 2012, the number of U.S. employees who voluntarily quit their jobs approached 28 million workers (Bame et al., 2013). The findings in this study may contribute to an organization's ability to reduce turnover, and ultimately to its profitability (Ravari et al., 2013).

Three strategies and multiple subcategories emerged in the findings of this study and present insights that will help organizations understand and reduce voluntary turnover. The three main strategies emerging from my research include: (a) effective management, (b) promotion of job satisfaction and (c) advancement of future recruitment (Du et al., 2013). The three strategies support the existing literature relative to employee retention and further support the transformational leadership conceptual framework.

Based on the findings, managers who actively engage and seek the highest good of employees through positive input, by intentionally implementing job satisfaction techniques, and by actively strategizing future recruiting efforts have a strong chance of reducing turnover. These managerial efforts reinforce the need for a caring and motivational leadership style, which directly links to the transformational leadership framework used in this study. The findings in this study support the need to create a supportive job culture in which employees feel affirmed and have opportunity to advance, which will in effect lead to turnover reduction. However, as this study revealed, the impact of the transformational leadership style can be negatively affected by employee pay and generational expectations. As mentioned in the literature review, employee fit is a critical component in determining job satisfaction.

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Appendix A: NIH Certificate

Certificate of Completion

The National Institutes of Health (NIH) Office of Extramural Research certifies that **Tracy Haney** successfully completed the NIH Web-based training course “Protecting Human Research Participants”.

Date of completion: 03/09/2014

Certification Number: 1422545

Appendix B: Interview Protocol

Participant: ____________________ Time: ________________________

Interviewer: ____________________ Participant Identifier: ____________

Location: ____________________ Participant Position: ___________

Date: ____________________

Instructions:

- Arrive at interview site early in order to set up recording device(s) if possible. Doing this will help put participant at ease and save time by avoiding distracting setup activity. Make sure the sitting arrangement is not awkward for participant and interviewer and that the potential for good eye contact is optimal.
- Examine the site for unforeseen hindrance. Be prepared to move to an alternate location in the event of unforeseen circumstances.
- Meet and greet participant with a plan to make her/him feel at ease with reassuring casual conversation. Focus on getting participant to talk about something of interest to them. Once it seems as if the participant is somewhat comfortable move on to the next step.
- Run through study purpose with participant.

  Instruction: Inform participant "The purpose of this study is to explore retention strategies some managers in a Midwestern store of a national grocery chain use to reduce turnover. Do you have any concerns or questions regarding this interview?

- Read over the informed consent form and obtain participant confirmation signature.

  Instruction*: This is a prepared informed consent form. If you don't mind I would like to read it over with you (read aloud to participant). Any questions or concerns regarding this form? If you agree with the content on the form, please sign and date.*

- **Assign an identifying code** to participant and post in appropriate section at top of page.

  Identify participant as a manager (M1-M10), or a Subordinate (S1-S10). The number will correspond to the sequence of participant interviews.

- Digitally audio record interview.

  Inform participant: *To ensure proper operation of my recording device, I need to do a test before we get underway*. Check to see if the recorder battery is fully charged and that the pause/play button is operational. Check recorder meter input levels are correct and that participant is seated at a proper distance for audio reception. Ensure audio can be heard in headphones prior to starting the interview and that the recorder mic is at a proper distance from participant. Begin interview.

- Follow order of interview questions with corresponding follow-up questions.

  Inform interviewee that the interview is getting underway: *Okay, let's begin! Just a reminder, I will be taking notes as needed throughout our time together. Feel free to stop the process at any point to ask questions. Let's begin. My first question is…*

- **Make notation** of participant responses on interview sheet as needed while remaining aware of participant body language and response to my body language during the process. Be careful not to react emotionally to the participant's answers so as to avoid influencing the integrity of the response.
- Remind participant of my availability and contact information should any questions arise.

  Inform participant: *If you have any future questions after the end of our meeting please feel free to contact me at xxx-xxx-xxxx or at either xxxxx@waldenu.edu*
- Thank participant for interview.

  Inform participant: *Thank you for taking the time to do the interview. I really appreciate it! It will play a key role in my study. I will provide you and all participants a link to the final product once it is done. Again, all information you have provided me will be kept confidential and disposed of properly with the stated time frame. .*