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Strategies to Reduce Employee Turnover in the Hotel Industry

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Walden University

College of Management and Technology

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Brendan Cronin

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

Review Committee

Dr. Ronald Jones, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Janie Hall, Committee Member, Doctor of Business Administration Faculty

Dr. Mohamad Hammoud, University Reviewer, Doctor of Business Administration
Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2018

Abstract

Strategies to Reduce Employee Turnover in the Hotel Industry

by

Brendan Cronin

BS, Endicott College, 1999

MBA, Endicott College, 2003

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2018

Abstract

Hotel leaders face reduced profitability because of high employee turnover. Using Herzberg's 2-factor theory as the conceptual framework, the purpose of this multiple case study was to explore strategies that some hotel human resources managers used to reduce employee turnover. Data were collected from 5 hotel human resources managers in Massachusetts through face-to-face, semistructured interviews and a review of company documents. Data analysis using Yin's 5-step process of compiling, disassembling, reassembling, interpreting, and developing data-based conclusions resulted in 3 emergent themes: a retention strategy, a compensation strategy, and a training and development strategy. The findings indicated that the employee recruitment process, fair employee compensation and benefits, a focus on employee development, and recognition and appreciation of employees were pivotal strategies human resources managers used to reduce employee turnover. The findings may be valuable to hotel general managers, human resources managers, authors of training manuals, and hiring managers for creating strategies to reduce employee turnover. The implications for positive social change include the potential for hotel general managers to lower unemployment rates and improve the quality of life for the local community through lower employee turnover.

Strategies to Reduce Employee Turnover in the Hotel Industry

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Dedication

I dedicate this study to my wife, Christine. Christine, your unwavering support and love throughout my studies was a constant source of inspiration. Your complete understanding when I could not attend the many events due to homework was precious and allowed me to focus not only on immediate deadlines but on the final objective.

I dedicate this study to my daughter, Shannon. Shannon, I apologize that many of our recent conversations were punctuated by discussions about the doctoral process and less about your ambitions and dreams and listening to your accomplishments.

I also dedicate this study to my son, Ryan. Ryan, your sheer determination and dedication to compete in and complete the Ironman race so inspired me to continue my doctoral journey and not give up, especially in times of doubt and time restraints. You are an Ironman finisher, and I am a doctoral study finisher!

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Section 1: Foundation of the Study

Employee turnover, a successor of turnover intentions, is a prevalent issue and substantial challenge for employers in the hospitality industry worldwide (Rehman & Mubashar, 2017). Employee turnover negatively influences organizational performance and profitability because of loss of productivity, loss of skilled employees, and the inability of organizational leaders to attract qualified talent (Guilding, Lamminaki, & Mcmanus, 2014). Hospitality leaders and human resources managers must implement successful strategies to create and sustain productive employees by improving employee engagement, employee motivation, job satisfaction, and the work environment within the industry (T. Marshall, Mottier, & Lewis, 2016). In the current study, I explored employee turnover in the hospitality industry to identify strategies human resources managers can implement to reduce employee turnover.

Background of the Problem

Hotel employee turnover is a well-documented problem in the U.S. hospitality industry, with a reported employee turnover rate of 73.8% between July 2016 and June 2017 (Bureau of Labor Statistics [BLS], 2017). Leaders require hospitality employees to work more extended hours with lower compensation in comparison to many other industries (Hirsch & Jahn, 2015). In many cases, lower-income hotel workers, mostly immigrant workers, perform highly repetitive tasks such as cleaning guest rooms, preparing and serving food, and providing property maintenance (García-Almeida & Hormiga, 2016). With sustained periods of long working hours and lower compensation,

some employees develop the propensity to leave the organization, leading to increased employee turnover.

Scott (2016) explained the extent of the problem and mentioned how some managers have not addressed the issue of employee turnover, while other managers have addressed employee turnover, but with little success. Employees will remain with an organization as long as the employer makes leaving less advantageous (Scott, 2016). High turnover causes business leaders to incur significant employee replacement and recruitment costs (Narkhede, 2014). A need exists for additional research into the belief structures and values of organizational leaders to ensure compatibility with the adoption and effective implementation of high-performance work systems (Arthur, Herdman, & Yang, 2014). Future researchers should explore the strategies leaders use to reduce employee turnover (Arthur et al., 2014). With the foundation of the study and background of the problem presented, the focus now shifts to the problem statement.

Problem Statement

Hotel leaders experience diminished profitability because of high employee turnover (Guilding et al., 2014). The employee turnover rate in the U.S. hospitality industry was 73.8% between July 2016 and June 2017 (BLS, 2017). The general business problem was that high employee turnover negatively affects the profitability of companies in the hotel industry. The specific business problem was some human resources managers in the hotel industry lack strategies to reduce employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that some human resources managers in the hotel industry use to reduce employee turnover. The targeted population consisted of five human resources managers in five hotel companies in Boston, Massachusetts who have successfully implemented strategies to reduce employee turnover. The implications for social change include improved financial stability for families of employees, lower local unemployment, and increased volunteerism in community service projects. Employed workers engage in volunteerism and community service more than unemployed workers (Ariza-Montes, Roldán-Salgueiro, & Leal-Rodríguez, 2015).

Nature of the Study

The three research methods are qualitative, quantitative, and mixed methods (Almalki, 2016). Qualitative researchers emphasize exploring and understanding the deeper meaning of a phenomenon to address a human, social, or business problem (Holliday, 2007). I selected the qualitative method to gain a deeper understanding of a business problem. Quantitative researchers test hypotheses using empirical, numeric data and statistical analysis to determine the significance of relationships among variables (Guo, 2014). Mixed-methods researchers combine qualitative and quantitative research methods (Guo, 2014). I did not test hypotheses among variables to determine relationship significance through statistical testing of numeric data; therefore, a quantitative or mixed-methods approach was not suitable.

I considered four research designs: (a) phenomenology, (b) ethnography, (c) narrative inquiry, and (d) case study. Phenomenological researchers seek out reality from individuals' lived experiences that produce in-depth descriptions of a phenomenon (Yüksel & Yildirim, 2015). The phenomenological design was not suitable because I did not focus on the lived experience of participants. Researchers use an ethnographic design to investigate a cultural phenomenon in a specific setting and for a specific group of people (Higginbottom et al., 2016). The ethnographic research design was not appropriate because I did not focus on the cultural aspects of groups of people. Narrative inquirers collect data based on the life stories of participants that may invoke a shared narrative context (Shapiro, 2016). A narrative inquiry was not a suitable design because I did not collect data based on participants' life stories. A case study is an empirical inquiry design that researchers use to investigate a contemporary phenomenon in depth and within a real-world context (Yin, 2018). The optimal choice was a case study design because I explored a phenomenon in a bounded, contextual real-world setting.

Research Question

What strategies do human resources managers in the hotel industry use to reduce employee turnover?

Interview Questions

I used the following interview questions to gather data from study participants:

1. What strategies do you use to reduce employee turnover?
2. What strategies do you find effective in reducing employee turnover?

3. How do you measure the effectiveness of the strategies to reduce employee turnover?
4. What key barriers did you face in implementing strategies to reduce employee turnover?
5. How did you overcome the key barriers to implementing strategies to reduce employee turnover?
6. What organizational outcomes do you expect from reduced employee turnover?
7. What additional information can you provide about the strategies you use to reduce employee turnover?

Conceptual Framework

Herzberg, Mausner, and Snyderman (1959) developed a two-factor theory of work motivation applicable to employees in the workplace. Herzberg et al.'s two-factor theory of work motivation identified two categories that affect employee job satisfaction, maintenance, and motivation. Maintenance factors, also called hygiene factors, refer to environmental or organizational issues that are outside of the individual's perception of the job, such as organizational culture, specifics of the job description, salary, supervision, company policies, working conditions, and job structures that are factors related mostly to dissatisfaction (Herzberg et al., 1959). True satisfaction in a job is primarily a product of internalized motivation factors, such as praise or recognition for efforts and opportunities for advancement (Herzberg et al., 1959). The occupational role

could fulfill a person's need for self-actualization, which influences job satisfaction and urged organizations to enrich the jobs to enhance workers' satisfaction with their positions (Herzberg et al., 1959).

Herzberg et al. (1959) argued that removing the factors leading to employee dissatisfaction would not automatically create satisfied employees, but merely lead to no dissatisfaction. Herzberg et al. elaborated on the difference between dissatisfied employees and employees with no dissatisfaction and noted no difference in the level of engagement and motivation between dissatisfied employees and employees with no dissatisfaction. I examined employee turnover through the lens of Herzberg's two-factor theory of motivation because the motivation and hygiene factors developed by Herzberg et al. affect employee turnover.

Operational Definitions

Back-of-house: Back-of-house is the area of a hotel where the service employee may relax his or her impression performance because there is no guest interaction (Boon, 2007).

Employee turnover: Employee turnover is the act of resigning permanently from an organization by employees either on a voluntary or involuntary basis (Puspita & Susanty, 2017).

Epoché: Researchers use epoché to reduce bias they may develop regarding the phenomena they seek to research (Moustakas, 1994).

Front-of-house: Front-of-house is the area of a hotel where employee-guest performance and guest interaction take place (Boon, 2007).

Job satisfaction: Schaumberg and Flynn (2017) defined job satisfaction as the positive feeling a person has about his or her job that arises from an evaluation of its characteristics.

Retention: Employee retention refers to the various policies and practices that encourage employees to remain with an organization for a longer period (Rose & Raja, 2016).

Assumptions, Limitations, and Delimitations

Assumptions

Researchers understand assumptions to be true statements despite the lack of empirical evidence to support such statements (Kirkwood & Price, 2013). Leedy and Ormrod (2015) referred to assumptions as imagined situations that appear realistic; researchers may make decisions on such assumptions to steer a study in a particular direction. I assumed employee turnover is a major preoccupation for human resources managers in hotels. I also assumed that participants were truthful in their responses and provided in-depth responses. Next, I assumed that reviewed company documents were up-to-date, accurate, and complete. Finally, I assumed that a multiple case qualitative research design was the best approach for this study.

Limitations

Limitations of a study indicate that the researchers make no overwhelming claims about generalizability or conclusiveness about what they have learned (C. Marshall & Rossman, 2016). Traditionally, researchers considered their study limitations to be synonymous with the sources of uncertainty in their research (Helmich, Boerebach, Arah, & Lingard, 2015). One limitation of the current study was that the accuracy, dependability, and credibility of the findings depended on data obtained from five human resources managers in companies in the hospitality industry and may not reflect the views of all hotel leaders. The sample population was restricted to human resources managers working in the hotel industry in Boston, Massachusetts. Because of the limited scope of this study, limited transferability of the findings to other settings by future researchers exists. An additional limitation was that I relied on the accuracy and provision of supporting documents and from participants who have implemented successful strategies to reduce employee turnover in hotels.

Delimitations

Delimitations are issues encountered in restricting the boundaries of areas of research (Knafl, Leeman, Havill, Crandell, & Sandelowski, 2015). The geographic region of Boston, Massachusetts was a delimitation. Another delimitation was that I used a purposeful sampling method to identify participants with the knowledge to provide accurate data. A third delimitation was that to answer the research question, I focused my interview questions on strategies human resources managers use to reduce

employee turnover; therefore, I did not address other issues such as corporate relations that might affect hospitality industry leaders.

Significance of the Study

Business leaders might find value in this study to improve profitability through lower employee turnover. Managers, stakeholders, and scholar practitioners may find this study helpful to understand effective retention strategies.

Contribution to Business Practice

Business leaders in the hotel industry might gain insight into effective strategies to reduce employee turnover from the findings of this study. Managers who implement strategies that improve employee-manager relations contribute to organizational stability and increased profitability because of motivated and satisfied employees (J. Lee & Ok, 2016). Managers and senior leadership may experience improved awareness about the impact of their actions and decisions on direct reports from the findings of this study. Managers may also realize the impact of their daily interactions and the importance of relationship building with their direct reports.

Implications for Social Change

The implications for social change include the potential for improved financial stability for families of employees, lower local unemployment, and increased volunteerism in community service projects. Employed and engaged workers volunteer for community service projects and engage in local societal improvement initiatives more than unemployed workers (Ariza-Montes et al., 2015). Engaged employees contribute

more readily to company-based initiatives to promote social change, alleviate social challenges, and improve living conditions in their communities (Stephan, Patterson, Kelly, & Mair, 2016). Hotel industry leaders might improve the local community and economic conditions through the insights gained from this study.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore strategies that some human resources managers in the hotel industry use to reduce employee turnover. My intention was to present a critical synthesis of the literature on employee turnover in the hospitality industry using journals, reports, and seminal scholarly books. I focused on peer-reviewed articles and journals found in the Walden library databases, including Business Source Complete, Hospitality and Tourism Complete, Academic Search Complete, Emerald, ProQuest, and Sage. I also used the Google Scholar search engine. Search words included *employee motivation*, *employee turnover*, *employee satisfaction*, *leadership styles affecting turnover*, *Herzberg's two-factor theory*, *organizational culture*, *profitability*, *employee turnover costs*, *human resource management*, *business practice*, *social change*, and *manager training*.

Organization of the Review

I organized the literature review identifying the conceptual framework followed by an explanation of different motivational theories, the impact of turnover on business performance, and implications for social change. In this literature review, I used the two-factor theory of motivation developed by Herzberg et al. (1959) as the conceptual

framework to explore how motivation is integral to employees' intention to leave an organization. I referred to the two-factor theory of motivation as Herzberg's two-factor theory throughout this literature review. Motivational theories such as (a) Alderfer's (1969) existence, relatedness, and growth needs (ERG) theory; (b) McClelland's (1965) three needs model: need for achievement, need for power and need for affiliation; (c) Maslow's (1943) hierarchy of needs; and (d) Vroom's (1964) expectancy theory model of motivation were the supporting and contrasting theories I reviewed to understand the aspects affecting employee turnover.

Research Strategy

I began my research by exploring why employees leave organizations and found motivation to be a critical factor in the literature. I researched motivational theories and identified Herzberg et al.'s (1959) two-factor theory of motivation as a suitable lens through which to study the phenomenon and provide the conceptual framework for this study. By broadening my research, I identified additional motivational theories in areas in which management can instigate changes, supervisors can promote favorable working conditions, and leaders might realize how leadership behavior influences followership. I integrated these areas of research as individual supporting constructs in the literature review. I used 216 sources: 188 peer-reviewed sources and 28 non-peer-reviewed sources equating to 87% peer-reviewed sources. I used 192 sources published between 2014 and 2018 and 24 sources published prior to 2014, equating to 89% sources published from 2014 to 2018. Eighty-nine percent of sources had a publication date of 5 years or less

from the anticipated graduation date of 2018. Sixty-five sources were unique to the literature review.

The purpose of this qualitative multiple case study was to explore strategies that some human resources managers in the hotel industry use to reduce employee turnover. The targeted population was hotel human resources managers in Boston, Massachusetts because some of these participants have successfully implemented strategies to reduce employee turnover. Reduced employee turnover provides implications for social change that include improved financial stability for families of employees, lower local unemployment, and increased volunteerism in community service projects. Engaged employees contribute more readily to company-based initiatives to promote social change, alleviate social challenges, and improve living conditions in their communities (Stephan et al., 2016). Hotel industry leaders might improve the local community and economic conditions through the insights gained from this study.

Herzberg's Two-Factor Theory

Company policy and administration are the most critical factors determining employees' negative feelings about a job (Herzberg et al., 1959). Managers who tried to empathize with employees and predict worker needs were unable to make valid predictions about workers' needs (Herzberg et al., 1959). Herzberg et al. (1959) analyzed 155 research studies published between 1920 and 1954 to answer the following question: What do people want from their jobs? The results indicated that some job factors were satisfiers and others were dissatisfiers. Herzberg et al. found that people experienced

dissatisfaction because of a bad environment, but were seldom satisfied because of working in a good environment. Herzberg et al. named the factors that contributed to a good environment as hygiene factors and believed that people seldom experienced satisfaction through the intrinsic nature of what they do and referred to these factors as motivators. The terms *motivator* and *hygiene* factors led to the development of Herzberg's two-factor theory of motivation. Herzberg et al. found that hygiene factors leading to employee dissatisfaction were (a) company policy, (b) supervision, (c) relationship with the boss, (d) work conditions, (e) salary, and (f) relationship with peers. Motivation factors leading to satisfaction were (a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) growth (Herzberg et al., 1959). Motivation factors are intrinsic to the job, and hygiene factors are extrinsic to the job (Herzberg et al., 1959). The presence of motivation factors increases job satisfaction, whereas the presence of hygiene factors reduces job dissatisfaction. Herzberg et al. believed that reducing dissatisfaction did not increase satisfaction but led to no dissatisfaction. Herzberg et al. divided the factors that affected job satisfaction into two groups (motivator and hygiene) and designated the two-factor theory of motivation (Herzberg et al., 1959). The most important goal in the progress of supervision is the development of new insights into the role of the supervisor so that supervisors may effectively plan and organize the worker's tasks (Herzberg et al., 1959).

Theorists using Herzberg's two-factor theory postulated that motivator and hygiene factors influence job satisfaction in the workplace (Vijayakumar & Saxena,

2015). Motivators included recognition, achievement, growth opportunities, advancement, responsibility, and the work itself while hygiene factors included salary, interpersonal relations at work, supervision, company policies and administration, working conditions, and job security (Herzberg et al., 1959). In a study of Herzberg's two-factor theory using Taiwanese hotel employees, Hsiao, Ma, and Auld (2017) reported high ratings on job suitability, challenging and exciting work, corporate image and reputation within workplaces (motivation factors), and job security (hygiene factor). Hsiao et al. also indicated that Taiwanese hotel managers should improve their performance on key attributes such as opportunities for rapid advancement and training opportunities, motivation factors, and salary. Pandža, Đeri, Galamboš, and Galamboš (2015) argued that managers must use all available techniques to motivate and satisfy their employees. Although managers often offer incentives such as salary increases, ensuring employee security, and good working conditions as well as opportunities for development and advancement, Pandža et al. questioned whether these incentives equally motivate and satisfy all employees. Supervisors are often considered negatively when employee morale is low but rarely are associated with high employee morale. However, when work was successful, the supervisor, not the employees, received most of the recognition (Herzberg et al., 1959).

In the two-factor theory, Herzberg et al. (1959) posited that the presence of motivators results in job satisfaction. However, the presence of hygiene factors does not result in an increase in job satisfaction, but only reduces or eliminates job dissatisfaction

(Vijayakumar & Saxena, 2015). Pandža et al. (2015) noted that dissatisfaction with salary might encourage increased work efficiency, but only if the company has clear rules for promotion and if a possibility exists to achieve higher pay with more intensive work and more significant commitment. A comparison of the importance-performance analysis matrices demonstrated that as levels of satisfaction ratings from the level of ethnic diversity among employees increased, the satisfaction in hygiene and diversity-related factors improved (Hsiao et al., 2017). Business leaders and researchers use the importance-performance analysis approach to measure how respondents perceive the strengths and weaknesses of items by comparing two criteria: the relative importance of attributes and the respondents' evaluation of those attributes (Hsiao et al., 2017). This finding indicated that diversity levels in hotels influence employees' ratings of attributes on extrinsic conditions and corresponds with prior research demonstrating that ethnically diverse workforces report significantly more job satisfaction when embedded in a broader social context characterized by ethnic diversity (Hsiao et al., 2017). Ethnic minorities reported experiencing substantially greater discrimination and prejudice than ethnic majorities in various settings including obtaining work, salary levels, and consideration for promotion or advancement (Hsiao et al., 2017).

Alshmemri, Shahwan-Akl, and Maude (2017) argued the primary hypothesis of Herzberg's two-factor theory is that specific factors lead to positive attitudes toward work, and other factors lead to negative attitudes. Herzberg's two-factor theory is one of the most common theories used as a conceptual framework for testing job satisfaction

among nurses (Alshmemri et al., 2017). Herzberg et al. (1959) divided these factors into two categories (hygiene and motivation) in relation to the phenomena of job satisfaction. Most manager-employee relationships are task oriented as opposed to people oriented and lack motivational communication, which directly influences how individuals feel about themselves and their work performance (Lăzăroiu, 2015). Alshmemri et al. asserted that the hygiene factors were less critical to job satisfaction and highlighted that the motivation factors were most important and led to job satisfaction.

Maslow's Motivational Theory of Needs

The five human needs initially enlisted by Maslow (1943) were physiological, safety, love and belonging, esteem, and self-actualization. Humans reach the ultimate goal of self-actualization after first satisfying all other needs (Maslow, 1943). Self-actualization comprises four needs, namely cognitive, aesthetic, self-actualization, and self-transcendence (Maslow, 1943). These needs are being needs or B-needs, and physiological, safety, love and belonging, esteem, and self-actualization are deficient needs or D-needs (Maslow, 1943). As individuals follow this path, they feel more fulfilled, their attention shifts from self-interest to selflessness, and they dedicate more time to causes outside of themselves and family. Maslow regarded the drive toward self-actualization as beneficial to society because it leads to more solidarity, compassion, care, problem solving, and altruism. Winston (2016) argued that gratification of lower-order needs did not always activate higher-order needs and noted that cultural differences in self-actualization scores reflect differences in socioeconomic development. Maslow

proposed that gratification of lower-order needs results in the emergence of higher-order needs, culminating in the need for self-actualization (Winston, 2016). Other critics of Maslow's theory contended that self-actualizing individuals have often foregone their basic needs (Winston, 2016). A similarity between Maslow's motivation theory and Herzberg's two-factor theory is that Herzberg et al. (1959) identified needs, or factors, that lead to positive job attitudes because they satisfied employees need for self-actualization.

McClelland's Three Needs Motivation Model

According to McClelland (1965), each individual has three motivating drivers, one of which is the dominant motivating driver dependent on culture and life experiences and helps identify drivers to set goals and design jobs efficiently. Based on Maslow's (1943) work, McClelland developed a three needs motivation model by identifying three motivators and noting that the dominance of each explains the individual behavior: (a) need for achievement (n.Ach), (b) need for power (n.Pow), and (c) need for affiliation (n.Aff). Khurana and Joshi (2017) sought to understand the drives of people regarding the three motivators developed by McClelland's three needs model and observed that although the need for achievement was a dominant need for both men and women, men have marginally higher scores than women on two fronts: the need for achievement and the need for power. However, Khurana and Joshi noted that women have a higher average score compared to men in the need for affiliation. This result indicated that

women seem to give more importance to building interpersonal relationships at work in comparison to men.

Regardless of gender, the need for achievement in McClelland's (1965) three need theory remained at the forefront as people with achievement motivation demonstrated natural enterprising abilities (Khurana & Joshi, 2017). Such people are usually ready to undertake calculated risks to accomplish objectives, desire to succeed, and choose tasks that challenge them to realize their goals. Men exhibited higher motivation toward power compared to women and enjoyed being in an influential situation and in charge (Khurana & Joshi, 2017). Effective leaders in bureaucratic companies have a high need for power because the need for power motivates accomplishment of goals through influencing others (Spangler, Tikhomirov, Sotak, & Palrecha, 2014). McClelland's theory differs from Herzberg's two-factor theory because achievement-oriented individuals, according to McClelland's three needs theory, compete against high standards of excellence, not directly against individuals, whereas power-oriented individuals compete against other individuals as competitors or enemies in which defeat is the reward (Spangler et al., 2014).

McGregor's Theory X and Y

Theory X and theory Y represent two diametrically different views about the nature of people at work (McGregor, 1960). Theory X represents a more pessimistic view of human nature and is based the theory on three assumptions: (a) people are naturally lazy and try to avoid work whenever possible; (b) people are inherently irresponsible

thus, the necessity to carefully monitor work behavior; and (c) most workers have little to contribute intellectually to the operation of an enterprise (McGregor, 1960). Conversely, McGregor (1960) theorized that managers possessing theory Y-type managerial X and Y attitudes would enact more Y-type managerial behaviors, such as a positive view of human nature, provide higher levels of encouragement, delegation, autonomy, and responsibility. Theory X places exclusive reliance upon external control of human behavior, whereas Theory Y relies heavily on self-control and self-direction (McGregor, 2000). The difference between both theories is treating people as children and treating them as mature adults (McGregor, 2000). Manager's X and Y attitudes positively relate to manager's X and Y behaviors (Lawter, Kopelman, & Prottas, 2015). Employee motivation and employee job performance would increase if managers enacted practices consistent with theory Y behaviors (Lawter et al., 2015).

Vroom's Expectancy Theory of Motivation

Expectancy theory of motivation consists of four presumptions: (a) individuals enter organizations with requirements concerning their demands, incentives, and previous experiences; (b) a person's conduct is a consequence of deliberate preference; (c) individuals require distinct things from the organization; for example, high salary, job security, promotion, and challenging tasks; and (d) individuals will select among choices so as to hone their results (Vroom, 1964). One aspect of the expectancy theory of motivation is that managers and supervisors frequently cease paying attention to their employees as an unintentional fallout of their endeavors to lead them (Vroom, 1964).

Employees in a happy, optimistic emotional state tend to regard difficult tasks as opportunities, which indicated the attitudes of employees have an immense effect on their conducts in the workplace (Vroom, 1964). Lazaroiu (2015) noted that many managers lack awareness of the degree to which they establish the emotional ambiance in their workplace. Lazaroiu argued the interpersonal behavior and the physical environment in which employees perform have a considerable impact on employee's attitudes, emotions, and degree of incentive.

Alderfer's Three Needs (ERG) Theory

Alderfer's (1969) existence, relatedness, and growth (ERG) theory includes three types of needs common to workers: existence, the basic requirements for day-to-day living; relatedness, the need for social interaction; and growth, the complex need for creativity, self-esteem, and worthwhile work. ERG theory is a flexible behavioral theory that business leaders and researchers use to explain how managers can effectively motivate workers and maximize worker productivity and job satisfaction (Alderfer, 1969). Alderfer argued that Maslow's (1943) hierarchy motivation model is problematic for three reasons: (a) Maslow assumed that every individual within a network was identical; (b) Maslow's model did not account for the fact that individual needs were simultaneous rather than hierarchical, for example, the need for food and shelter never goes away, even while pursuing self-actualization; and (c) the theory did not account for how or why workers failed to follow the logical ascent to the highest level of motivation.

Job Characteristics Model

The basis of the job characteristics model is a theory of how jobs affect employee motivation (Hackman & Oldham, 1974). When organizational leaders achieve positive personal and work outcomes, such as high internal motivation, high work satisfaction, or high-quality performance, the organization reaches low absenteeism and low employee turnover (Hackman & Oldham, 1974). When high internal motivation, high work satisfaction, and high-quality performance outcomes exist in the workplace, three critical psychological states emerge: experienced meaningfulness of the work, experienced responsibility for the outcomes of the work, and knowledge of the results of the work activities (Hackman & Oldham, 1974). Leaders use the job characteristics model theory for diagnosing existing jobs to determine if and how redesigning existing jobs would improve employee productivity and satisfaction, for evaluating the effect of job changes on employees, and for assessing whether the changes derived from deliberate job enrichment projects improve employee motivation and retention (Hackman & Oldham, 1974). Herzberg et al. (1959) also referred to employees' feelings about jobs and called that topic the definition of job-attitude factors. Herzberg et al. maintained, similar to Hackman and Oldham (1974), that a supervisor who kept the department operating efficiently and a supervisor who continually criticizes employees work are both factors leading to exceptional employee feelings about a job.

Employee Turnover

Employee turnover is the employee's voluntary and involuntary severance of employment (Hom, Lee, Shaw, & Hausknecht, 2017). In the early 19th century, employers associated employees quitting a job with specific reasons, such as the lack of salary increases or working conditions (Hom et al., 2017). Employees who leave their jobs perceived leaders more negatively than did the employees who remained with the company (Hom et al., 2017). Employees who leave perceived environmental conditions, such as pay, shift work, performance reviews, underutilized capacity, and talents, more negatively than did the employees who remained with the company (Hom et al., 2017). McGinley, Hanks, and Line (2017) observed a 39% turnover rate among hotel managers in Australia. Similarly, the Taiwanese hospitality industry had a 33% turnover rate with over 50% of hospitality workers leaving in the first year of their employment. Such conditions have facilitated a turnover culture in the hospitality industry that forces employers to replace staff through consistent, and costly recruiting efforts (McGinley et al., 2017).

Lee, Burch, and Mitchell (2014) focused their turnover research on conversations centered almost exclusively on the question, *why do people leave*. Lee et al. (2014) asked whether the question on turnover might be more interesting and useful to consider, *why people stay*. The answer to the question of why people stay might well have been the vacuous opposite of the reason for employee turnover that is because employees like their jobs and do not have somewhere else to go (Lee et al., 2014). However, Lee et al. argued

the primary explanations for staying with a company were high levels of job satisfaction, organizational commitment, and job involvement. Ariyabuddhiphongs and Marican (2015) noted that emotional exhaustion relates to turnover intention among hotel employees in Turkey and perceptions of distributive justice related significantly to turnover intention, whereas employee trust in the organization tended to reduce turnover intention. Employee turnover has implications for human resource management in hotels (Ariyabuddhiphongs & Marican, 2015). The Big Five personality traits, namely, neuroticism, extraversion, openness to experience, conscientiousness, and agreeableness, are useful in predicting hospitality workers' turnover intention and the utility of nurturing job satisfaction among hotel employees to reduce turnover intention (Ariyabuddhiphongs & Marican, 2015).

Hotel employee turnover is a management concern in the U.S. hospitality industry with turnover rates of 73.8% between July 2016 and June (BLS, 2017). Employee turnover can have severe consequences for the employer beyond filling a personnel void resulting in additional costs for recruitment and training the replacement (Dusek, Ruppel, Yurova, & Clarke, 2014). Organizational leaders suffer from a void in skill and knowledge bases until a new employee becomes more adept in his or her work (Dusek et al., 2014). Guilding et al. (2014) maintained that charging staff turnover costs incurred per departing employee to the operating unit experiencing an instance of staff turnover would increase manager awareness of turnover. Guilding et al. noted evidence from interview data that a significant factor undermining relationships on staff turnover

accountability stemmed from the elusiveness of a specific target turnover percentage. However, Guilding et al. found that turnover measurement lacked precision and that awareness may be a powerful tool for managers because managers failed to view turnover seriously. High turnover of employees in the hotel sector has associated costs, such as financial costs, inconsistency in delivering service quality, and probable loss of customer loyalty (Ezeuduji & Mbane, 2017). A precise economic number associated with the cost of turnover creates more awareness with managers about turnover than a percentage (Guilding et al., 2014). Retaining existing employees is a much better option, and an increasing number of operators are now creating formal retention policies (Tlaiss, Martin, & Hofaidhllaoui, 2017).

Tlaiss et al. (2017) noted that a factor in retention is identifying what is most likely to persuade existing talent to stay as opposed to leaving. Companies with the ability to identify and implement these retention strategies develop employees who are satisfied with their job and therefore unlikely to leave (Tlaiss et al., 2017). However, evidence indicates generational differences exist regarding career expectations (Tlaiss et al., 2017). Job security and continuity are often highly valued by older workers who seek a stable work and family life. Younger employees have different motivations in the workplace. To create the desired effect, Tlaiss et al. suggested retention strategies be tailored accordingly for each employee segment. Ezeuduji and Mbane (2017) stated the relevance of monetary rewards, especially to frontline service staff working in hotels because these positions are typically associated with low wage and minimal tangible

rewards. When employees perceive a fair salary, they make every effort to deliver proper service because fair pay improves employee job engagement while decreasing job withdrawal (Ezeuduji & Mbane, 2017).

Employee Engagement

Work engagement refers to a positive, fulfilling, work-related state of mind characterizing employees who work hard and persist despite difficulties, are strongly involved in what they do and feel happily absorbed in their work (Consiglio, Borgogni, Di Tecco, & Schaufeli, 2016). Three types of needs, forces, or drives motivate employees: (a) personal forces, (b) push forces, and (c) pull forces (Hazra, Ghosh, & Sengupta, 2015). These forces, when present in the work environment, originate from either a supervisor, a peer, or both, pulling the employee to earn money or receive a promotion to meet an external need (Hazra et al., 2015). One approach to creating positive employee attitudes is through work engagement, a form of motivational construct that creates favorable work outcomes, such as outstanding service quality (Choo, 2017). Putra, Cho, and Liu (2017) examined extrinsic and intrinsic motivations as the antecedents of work engagement and empirically tested the motivation crowding theory using hospitality employees. The findings indicated that intrinsic motivation played an important role in improving employees' work engagement (Putra et al., 2017). No indication exists that employees' intrinsic motivation diminished when extrinsic motivation was present. Employers need to understand that creating a comfortable work

environment and making jobs more interesting and meaningful will increase employees' intrinsic motivation, which increases employee engagement at work (Putra et al., 2017).

A lack of role clarity leads to employees taking on more responsibility and eventually becoming dissatisfied and demotivated (Choo, 2017). Furthermore, Choo (2017) noted employees with role clarity were likely to be more competent and engaged in the workplace. Putra et al. (2017) agreed with Choo and found engaged employees help increase business revenue, reduce expenses, such as labor costs, increase employee retention rates, and improve overall employee job satisfaction. Choo argued that engaged front-line hotel employees perform work tasks more efficiently and effectively. However, Putra et al. disagreed with the belief that extrinsic motivation, such as monetary rewards and bonuses, motivates employees performing simple jobs or repetitive and unpleasant tasks that require mechanical skills, such as serving a table. In such situations, Putra et al. argued that employees even with simple and mundane job duties are motivated more by intrinsic motivators. Employee retention is the responsibility of the employer to ensure retention of their best employees, if not the organization will lose the star performers (Aruna & Anitha, 2015). Thus, the challenge for hospitality leaders is to make the mundane and straightforward job duties more challenging and meaningful.

Strom, Sears, and Kelly (2013) examined both transactional and transformational leadership styles as serving in the role of moderators in the relationship between organizational justice and work engagement. Research results indicated that the positive relationship that both distributive and procedural justice held to work engagement

appeared more pronounced among employees experiencing low transactional leadership than among employees experiencing high transactional leadership (Strom et al., 2013). Strom et al. noted these results are consistent with the principles of leader fairness theory, which suggests that a low transactional leadership style elicits uncertainty about one's social self in the context of the workplace, and this state of uncertainty incites an employee's intensified desire to seek justice-related information. Walden, Jung, and Westerman (2017) explored the relationship between job engagement and two key components of employee-organization relationships, employee communication, and organizational commitment. In a survey of 539 members of the Millennial generation in the United States, Walden et al. (2017) found that job engagement mediates the relationship between employee communication and organizational commitment and concluded that when employees are engaged in their work, this engagement strengthens their commitment to the organization and the likelihood of them leaving the organization decreases.

Jin and McDonald (2017) investigated the mediating role of perceived organizational support in the link between supervisor support and employee engagement using data from a sample of 1,251 employees from state and local government agencies. Supervisor support affects employee engagement both directly and indirectly through its influence on perceived organizational support; therefore, influencing the variance in employee engagement (Jin & McDonald, 2017). The most productive and functional companies retain valuable employees who are entirely, physically, cognitively, and

emotionally engaged in their work (Strom et al., 2013). Developing and retaining engaged employees could save U.S. companies an estimated \$300 billion per year in lost productivity (Strom et al., 2013). To encourage employee engagement, Strom et al. (2013) believed organizations must focus on cultivating a work environment supportive of employees, keeping them motivated and positive, not just about their jobs but also about the organization as a whole. Jin and McDonald argued that the relationship between supervisor support and organizational support indicates how favorable treatment by the supervisor transcends to the organizational level, in part because of the increased identification with the organization and subsequently with the work that employees undertake. This finding indicated that organizational support functions as an essential conduit through which employee work engagement increases with perceived supervisor support.

Strom et al. (2013) anticipated that transformational leadership would moderate the justice-engagement relationship because a transformational leader would promote a focus on one's motives for action and the personal benefits derived through the intellectual stimulation and individualized consideration components of transformational leadership. However, Strom et al. noted this focus might overshadow the tendency for transformational leadership to promote a shift among followers away from self-interests, in favor of collective interests.

Employee work engagement is a mediator of the impact of core self-evaluations on work-family facilitation and family-work facilitation (Karatepe & Demir, 2014). The

findings of an investigative research model indicated that frontline employees with positive core self-evaluations were highly engaged in their work, and therefore, were capable of integrating their work-family and family-work roles successfully (Karatepe & Demir, 2014). Public relations and communication scholars studying the topic of employee engagement suggested that communication is the catalyst for employee engagement (Lemon & Palenchar, 2018). Internal communication facilitates interactions in the workplace, which leads to meaningful relationships, optimized employee engagement, and fosters employee engagement by serving internal stakeholders' core communication needs (Lemon & Palenchar, 2018).

Self-evaluations are the fundamental assessments that people make about their worthiness, competence, and capabilities and are the aggregation of self-esteem, generalized self-efficacy, locus of control, and emotional stability (Karatepe & Demir, 2014). Employees with positive core self-evaluations feel energetic and enthusiastic about their work and perceive their work as challenging, which indicates positive core self-evaluations result in work engagement. Karatepe and Demir (2014) suggested work engagement for the industry implies that managers should ensure that they retain the existing front-line employees using positive core self-evaluations. However, employee engagement is not a straightforward process, and the process of engagement involves a give and take between management and employees through communication activities (Lemon & Palenchar, 2018). Therefore, when internal communication becomes a process to strengthen organizational identification and group membership, perceptions of support

inadvertently leads to employee engagement (Lemon & Palenchar, 2018). Employee engagement cultivated by leaders using strategic internal communication programs lead to more significant organizational commitment over time (Lemon & Palenchar, 2018).

One of the critical tools helpful for retention is an investment in high-performance work practices (Karatepe & Demir, 2014). Specifically, Karatepe and Demir (2014) believed hotel managers should simultaneously utilize some high-performance work practices, such as training and re-training, empowerment, rewards, job security, and career opportunities. However, Karatepe and Demir noted the importance of communicating the intentions of these high-performance work practices to front-line employees through open communications and employees' immediate supervisors. To improve manager-employee communication, Herzberg (1987) suggested managers learn their subordinate's first names, smile at employees, and treat them as human beings and argued these practices are integral to managerial training modules with the objective of improving employee-manager communication and engagement. The role of the training professional is an essential factor in customer service, customer satisfaction, and service management in the hospitality industry (Wong & Lee, 2017). Training professionals develop the workforce, facilitate career development and advancement, and play pivotal roles in reducing staff turnover and decreasing personnel administration costs.

Employee turnover refers to the termination of an official and psychological contract between an employee and an organization (Memon, Salleh, & Baharom, 2016). Memon et al. (2016) referred to two major types of employee turnover: involuntary and

voluntary. Involuntary turnover is the term used when organizational leaders terminate the relationship with an employee, whereas employees primarily initiate voluntary turnover (Memon et al., 2016). Chen and Wu (2017) found that beneficial interactions between hotel supervisors and their frontline employees could ultimately decrease perceptions of psychological contract breach among employees, leading to reduced employee turnover. Karatepe, Yorganci, and Haktanir (2009) noted that employee turnover increases when irate customers verbally abuse employees. In agreement with Herzberg et al. (1959) on the topic of manager training, but on a different subject, Karatepe et al. (2009) suggested that hotel managers must arrange training programs to enable their employees to cope with the actions of boisterous customers and that employee empowerment in the workplace is an essential factor in managing such customers.

Customer verbal aggression gives rise to employee emotional exhaustion, which is the core dimension of burnout and refers to the lack of energy and depletion of emotional resources because of excessive psychological demands (Karatepe et al., 2009). Customer verbal aggression undermines job performance, erodes job satisfaction, and increases employee turnover intentions (Karatepe et al., 2009). Wong and Lee (2017) noted that training professionals are becoming more concerned about business results and have the desire to contribute to an organization by seeking solutions to complex business problems. Wong and Lee noted that leaders capable of attracting a talented and skilled workforce and providing job and career development are crucial to fostering a learning

culture and positive work environment. Hotel leaders who provide training and develop human capital maintain a reputation for valuing employees and consequently increase the quantity and quality of the pool of candidates. Leaders who use transformational leadership behaviors and leader-member exchange behaviors have a profound positive effect on the employee-leader relationship (Chen & Wu, 2017). The leader-member exchange and psychological contract breach mediate the relationship between transformational leadership behaviors and employee turnover intention (Chen & Wu, 2017). Hotel training professionals should educate senior and junior management in positive behavioral methods and elements of leader-member exchange to improve the professional relationship between managers and employees with the intent of reducing employee turnover (Wong & Lee, 2017). Herzberg et al. (1959) suggested the most important task of the supervisor is in organizational and planning functions and questioned if the very structure of middle management limits or impedes the potential for organization and planning.

Job Satisfaction

Kim, Knutson, and Choi (2016) examined the relationships of employee voice, delight, satisfaction, loyalty, and turnover intent between Generation Y employees and older employees within a hospitality business environment and found that Generation Y employees showed lower values of voice, delight, satisfaction, and loyalty than did their older counterparts, while their turnover intent was greater. Lu and Gursoy (2016) explored possible moderating effects of generational differences between Baby Boomers,

Generation X, and Millennials, on the relationship between job burnout, emotional exhaustion, cynicism, reduced professional efficacy, employee satisfaction, and turnover intention. Generational differences between Baby Boomers and Millennials have significant moderating effects on the relationship between emotional exhaustion and job satisfaction and turnover intention, and on the relationship between job satisfaction and turnover intention (Lu & Gursoy, 2016).

Theocharous, Zopiatis, and Constanti (2014) investigated the causal relationships of job involvement, organizational commitment, normative and affective, and job satisfaction, intrinsic and extrinsic, with the intention of hospitality employees in Cyprus to either remain at or leave their job and found positive associations between job involvement, affective and normative commitment, and intrinsic job satisfaction. Kim et al. (2016) first predicted that the effect of employee voice and delight on satisfaction would differ between Generation Y employees and older employees. The result of Kim et al.'s analysis indicated that the path linking employee voice and employee satisfaction was higher in older employees than in Gen Y employees. Lu and Gursoy (2016) found a significant moderating effect of Generation Y, Millennials vs. Boomers, on the relationship between emotional exhaustion and job satisfaction and turnover intention, as well as on the relationship between job satisfaction and turnover intention. Lu and Gursoy noted Millennials reported significantly lower job satisfaction and higher turnover intention than Boomers when they are exhausted. These results indicated Generation Y employees are less likely to be satisfied with their jobs, less loyal to an

organization, less willing to do menial and repetitive work, and are more interested in new challenges than employees from older generations (Kim et al., 2016).

Developing and maintaining superior performance from employees is a critical ingredient for a hotel's success (Marshall et al., 2016). Mathieu, Fabi, Lacoursière, and Raymond (2016) agreed with Marshall et al. (2016), suggesting that organizational leaders put effort into sharing and promoting their organizational values with their employees through training. This strategy could increase employees' sense of belonging to the organization and thereby decreasing their intention to leave. In an attempt to ensure employees remain with the company following training, Mapelu and Jumah (2013) suggested employers could implement a training strategy that fosters employee commitment. Marshall et al. found that to succeed in a global business environment, organizations must invest in human resource management sufficiently to acquire and retain employees who possess better skills and capabilities than their competitors. Marshall et al. believed such an investment in employee commitment could become a hotel's competitive advantage and noted that despite this recognition of the importance of employee development, underdeveloped human resource practices dominate the hospitality industry. Khoele and Daya (2014) agreed with Marshall et al., believing that in an age where knowledge is a commodity, skilled knowledge workers, particularly in management positions, are the competitive advantage that organizations depend on for future success; consequently, increased turnover among skilled knowledge workers has an adverse effect on productivity and profitability.

Few studies on employee turnover models include topics, such as leadership, job satisfaction, and organizational commitment (Mathieu et al., 2016). For example, employees rated their interactions with their supervisor as 80% positive and 20% negative (Mathieu et al., 2016). However, the 20% negative interactions affected the employees' mood five times more than the positive interactions. Marshall et al. (2016) believed that by applying Herzberg's two-factor theory into the context of a luxury hotel, the recognition of employees' hygiene needs could positively affect job satisfaction. Marshall et al. argued that when managers provide recognition to employees, motivate employees to work together, and remove obstacles preventing efficient performance, employees feel more obligated to stay with the company. As a result, Marshall et al. believed providing support and development to employees give employees the confidence to perform their jobs better and the motivation to stay with the organization. Mapelu and Jumah (2013) found a negative relationship existed between employee development and employee turnover and indicated that an increase in employee development leads to a decrease in employee turnover, as such, employee development significantly affects employee turnover. Karatepe (2014) posited that if organizations invest in human resources in areas of training and development, rewards, work-life balance, and mentoring, employees will make positive attributions about the work environment and be inclined to stay in the organization and display quality performance.

Positive and negative external personal events and positive external professional events positively affect employee turnover (Tews, Stafford, & Michel, 2014). Separate

from job satisfaction, there is accumulating evidence that turnover may not always result from job dissatisfaction over time but critical events that occur in individuals' lives (Tews et al., 2014). Events both inside and outside of the workplace, may create a significant moment in time that causes individuals to reconsider their employment situation and thus drive turnover (Tews et al., 2014). The influence of co-workers' perceived warmth and competence on employees' job satisfaction, organizational commitment, and turnover intentions in a casual dining restaurant setting has significant effects on employees' job satisfaction, which in turn improved their organizational commitment (Bufquin, DiPietro, Orłowski, & Partlow, 2017). Incivility in the workplace is a general term associated with low deviant behavior levels that are characteristically considered rude and discourteous, such as putting people down in a condescending way, paying little attention to their statements, showing little interest in their opinions and ignoring or excluding them from social camaraderie (Cho, Bonn, Han, & Lee, 2017). Uncivil behavior in the workplace is also of great concern from a managerial perspective because uncivil behavior adversely affects a company's profitability (Cho et al, 2017).

Critical life events, attachment to others, and employee interaction have a significant impact on employee turnover in the hospitality industry (Tews et al., 2014). Constituent attachment promotes retention, directly effects turnover and limits the extent to which external personal events lead to turnover (Tews et al., 2014). One practical implication is that managers should promote cohesion and supportive interpersonal relationships among employees (Tews et al., 2014). One of the most important

employment characteristics for the retention of hourly employees is, working with friendly people, and practicing a humane approach to employee interaction (Bufquin et al., 2017). The social characteristics are similar to the social traits described as the warmth construct, which defines *warm* people as those who strive to establish close relationships with others, place common goals higher than individual needs, and manifest themselves in empathy and understanding, as well as in cooperation and caring for others (Bufquin et al., 2017). Higher levels of organizational commitment emerge when employee social evaluations or perceptions enhance satisfaction (Bufquin et al., 2017). Conversely, Cho et al. (2017) indicated that all three workplace incivility dimensions including customer incivility, supervisor incivility, and coworker incivility have significant adverse effects on employee emotional exhaustion. Restaurant frontline service employees continuously exposed to unpleasant situations, such as workplace incivility, felt exhausted and were more likely to exhibit adverse service performances (Cho et al., 2017).

Kahn (1990) identified three psychological conditions whose presence influenced people to engage in the workplace personally and whose absence influenced them to personally disengage, namely: *meaningfulness*, *safety*, and *availability*. Together, Kahn believed meaningfulness, safety, and availability were responsible for how people inhabited their roles and defined personal engagement as the harnessing of organization members' selves to their work roles. In work engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Kahn

defined personal disengagement as the uncoupling of selves from work roles; in work disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances. The personal engagement and disengagement concepts integrate the idea that people need both self-expression and self-employment in their work lives as a matter of course. Employee engagement continues to be a challenge for businesses (DeAscentis, 2016). The demands and expectations of a diverse, multigenerational, mobile workforce require a more flexible, employee-centric work environment, one that companies are just beginning to learn to develop (DeAscentis, 2016).

Employee engagement plays a pivotal role in successful commercial and business performance (Karumuri, 2016). Salary and benefits, encouragement of teamwork, image building process of the organization, leadership style, and provision of equal opportunities have a major impact on the engagement levels of the employees working in the hotel industry (Karumuri, 2016). Similar to Kahn's (1990) recommendations, Karumuri (2016) suggested hotel managers should focus on these elements to engage employees fully. Karumuri elaborated that the study of employee engagement practices in the hotel industry enables organizations to understand what engages employees to perform efficiently because high employee engagement enhances the commitment of employees towards work and organizations in dimensions such as physical, cognitive and emotional. Employee engagement encompasses many traditional concepts such as job

satisfaction, organizational commitment, employee turnover and retention (Karumuri, 2016).

Herzberg et al. (1959) proposed that intrinsic factors, such as the importance of contribution and personal growth, rather than extrinsic factors such as compensation and company image motivated employees to be engaged in their work. Herzberg et al.'s observations mirror Kahn's (1990) interpretation of meaningfulness to employees. Satisfaction of individual needs is a critical component to engaging employees, the final step in Maslow's (1943) hierarchy of needs, is a state where an employee is fully engaged (Javed, Khan, Bashir, & Arjoon, 2017). Lee and Ok (2015) found that defining employee engagement differs slightly between researchers but overall the human resources academic literature agrees that employee engagement involves harnessing self to work role. Therefore, an engaged employee is someone strongly immersed in work, persistent while working, and involved in work. Management practices like giving employees opportunities to succeed at simpler starter tasks, job transition opportunities to try new tasks or special projects, functional feedback, and motivational talks are examples of ways to boost employee core self-evaluations in the workplace (Lee & Ok, 2015). Leaders can use such strategies to help employees experience a sense of accomplishment, success, confidence, and personal and professional growth, all of which are significant components of core self-evaluations (Lee & Ok, 2015).

Job Crafting and Design

Job crafting, namely the set of proactive behaviors aimed at shaping the job role according to one's preferences, in the relationship between psychological capital and career success affects worker's subjective perception, job satisfaction, and objective attainment, such as promotion (Cenciotti, Alessandri, & Borgogni, 2017). Job crafting is a term describing employee behavior that organizational leaders can stimulate to improve the working conditions for their employees by encouraging them to do so themselves (Demerouti, 2014). Although job crafting is an activity initiated by the employee, Demerouti (2014) believed organizations might also profit from job crafting by recognizing its existence, managing it, and stimulating the favorable forms of crafting. Job crafting implemented in this way can have beneficial outcomes for both employees and the organization (Demerouti, 2014).

Concerning workers task design, Berdicchia, Nicolli, and Masino (2016) believed the practical implications are that organizations may implement job design policies aimed at facilitating the way workers proactively craft their jobs by promoting a collaborative organizational culture and decreasing the social costs of job crafting initiatives. Furthermore, job crafting may increase employees' level of self-competence (Berdicchia et al., 2016). Cenciotti et al. (2017) indicated psychological capital is a significant predictor of job crafting over time and noted that people with more resources are more likely to invest them in concrete actions to acquire new resources and achieve their goals than individuals with fewer resources. Concerning repetitive tasks, the effect of

repetitiveness has an adverse effect on employee well-being (Häusser, Schulz-Hardt, Schultze, Tomaschek, & Mojzisch, 2014). Employees in the high repetitiveness conditions reported higher degrees of mental strain, compared with participants in low repetitiveness conditions. Conversely, a higher degree of repetitiveness signified better performance as compared with low repetitiveness, that is, participants in the high repetitiveness conditions completed more tasks without becoming less accurate. However, Häusser et al. (2014) also found evidence that participants in self-paced conditions worked with higher accuracy compared with participants in machine-paced conditions. This finding applies to the hospitality industry because machine-paced conditions are not prevalent.

Leadership and Employee Turnover

Milman and Dickson (2014) noted contemporary research indicates that only between 29% and 31% of the workforce is actively engaged in their job and suggested that viewing employees as internal customers of management can provide insight and value for managers, resulting in a more proactive approach to employee retention rather than a reactive response to employee turnover. Mitchell, Burch, and Lee (2014) focused on levels and how looking at multiple levels broadened their thinking about retention and how combining the two helped them to develop richer theory and more accurate prediction of which employees will remain with the organization and which ones will leave. Milman and Dickson agreed that employees leave their organizations for other

reasons than pay, such as lack of trust, lack of development opportunities, poor cultural fit, or other issues related to their supervisors or managers.

The most critical employment characteristics are advancement opportunities, humane approach to employees, a fun and challenging job, introductory training, precise information on job tasks, and working with pleasant people (Milman & Dickson, 2014). The least essential employment characteristics were the availability of daycare facilities, the presence of unions, retirement plan, health benefits for the employees' family, and employee meals (Milman & Dickson, 2014). People leave their jobs in different ways or paths and that these ways unfold at different speeds (Mitchell et al., 2014). For example, paths driven by shocks, an unexpected job offer from a well-respected company or by very adverse events, unfold more quickly than paths driven by accumulated job dissatisfaction. These turnover predictors change in strength and vary in importance over time (Mitchell et al., 2014). The farther the work-related event appears in the future, the less impact it should have on current evaluations or decisions (Mitchell et al., 2014). As the perceived distance to the event increases, Mitchell et al. (2014) noted there should be less impact on dynamic anticipations of future states; therefore, the perceived distance to the event should have less of an effect on current behavior.

Harris, Li, and Kirkman (2014) found existing research demonstrated that the dyadic relationship between employees and supervisors, or leader-member exchange, plays a significant role in shaping important follower attitudes, behaviors and influencing turnover predictors. Harris et al.'s findings are consistent with McGregor's (1960) theory

X and Y because McGregor believed that when managers enacted practices consistent with theory Y behaviors, such as a positive view of human nature, higher levels of encouragement, delegation, autonomy, and responsibility, employee motivation would increase, thereby increasing employee job performance. Theory X places exclusive reliance upon external control of human behavior, whereas Theory Y relies heavily on self-control and self-direction (McGregor, 2000). The difference between both theories is treating people as children and treating them as mature adults (McGregor, 2000).

A transformational leader's behavior in terms of visioning and inspiring is of great importance in contributing to employee engagement (Sahu, Pathardikar, & Kumar, 2018). Transformational leadership comprises four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Sahu et al., 2018). Deichmann and Stam (2015) highlighted the difficulty in specifically predicting what goals followers will be motivated to achieve and argued that transformational and transactional leadership will only bring about specific outcomes if leaders deem these outcomes important. Like transformational leadership, transactional leadership may also affect organization-focused idea generation behavior by making followers committed to the ideation program (Deichmann & Stam, 2015).

Leaders of large and small hospitality organizations have realized the need to engage employees to achieve sustainable success, so these employees bring passion and high energy to the workplace (Kim & Koo, 2017). Service-marketing managers pay attention to employee engagement since the attitudes and behaviors of engaged

employees differ from those of unengaged employees (Kim & Koo, 2017). Employee engagement refers to a condition in which employees feel a sense of duty to dedicate themselves to their role performance to repay the resources their organization has given to them (Kim & Koo, 2017). Labor intensive industries, such as hospitality depend heavily on the performance of its employees (Mohamed, 2016). Managers in the hospitality industry should be more alert to interpersonal dimensions and become more democratic and participative because astute leadership could enhance the success of a hospitality operation in the long run (Mohamed, 2016). Leadership skills may help organizational leaders utilize available human resources more effectively; therefore, effective leadership in the hospitality industry is essential in achieving financial results and realizing desired performance objectives among the employees (Mohamed, 2016). Transformational leadership style demonstrated by immediate supervisors positively influences the subordinates' work environment and is the best interpreter of friendliness (Mohamed, 2016).

A manager's leadership style is a critical component of organizational success. Kara, Kim, Lee, and Uysal (2018) found that by applying appropriate leadership styles, managers could enhance employees' job satisfaction, commitment, and productivity. Research indicates that individuals higher in self-efficacy have strong beliefs in their task-related capabilities and set more challenging goals than those with lower self-efficacy (Bozer & Jones, 2018). Bozer and Jones (2018) found that higher self-efficacy in employees indicates that the manager is more likely to set more challenging goals, has a

greater belief in the employee's ability to achieve the goals, and will experience sustained internal motivation. Kara et al. elaborated that a manager's use of different leadership styles influences employees' outcomes, such as emotional intelligence, job satisfaction and the quality of work life.

Offering flexibility in work is a strategy managers use to attract nontraditional employees who have demands outside of work (Messersmith, Patel, & Crawford, 2018). Messersmith et al. (2018) noted that employees with young families might be interested in the increased work flexibility. Further, older workers who have retired or are looking for a new challenge in the latter stages of their career may find the flexible work arrangements, combined with the excitement of a young firm, to be an attractive combination (Messersmith et al., 2018). Many hospitality employers feel that part-time employees are substandard to the rest of the workforce, are usually less concerned with the quality of work and cleanliness, tend to have higher rates of absenteeism, and are likely to quit because they feel unappreciated (Jaworski, Ravichandran, Karpinski, & Singh, 2018). Jaworski et al. (2018) suggested that hospitality managers should treat part-time employees the same as their full-time counterparts in areas of training, benefits, and recognition

An assumption is that an investment in employees who possess essential and valuable skills will yield greater returns in terms of profit and productivity (Chung & D'Annunzio-Green, 2018). Chung and D'Annunzio-Green (2018) suggested the importance of attracting the right people from the start, but caution that because of

resource restraints, it is often essential to identify and hire personnel who meet or exceed the expectations and role requirements. For other small employers that grow their talents within the organization, retention is a top priority because of the great difficulties in replacing these talents should they leave (Chung & D'Annunzio-Green, 2018). To enhance retention, Bufquin et al. (2018) found that managers' warmth and competence had an indirect influence on employees' turnover intentions through both job satisfaction and organizational. These findings indicated restaurant operators should focus on managers social characteristics when designing interviewing processes, management training, and performance appraisal programs (Bufquin et al., 2018).

Hotel companies find that they are now dealing with a heterogeneous workforce of diverse background and demographics, with varying skills, changing demands and high expectations (Huertas-Valdivia, Llorens-Montes, & Ruiz-Moreno, 2018). Managing this heterogeneous workforce had led to the emergence of new workplace employment relations, as well as different trends in human resource management and leadership (Huertas-Valdivia et al., 2018). Huertas-Valdivia et al. (2018) suggested hotel managers need to adapt to these new labor trends in tourism and design new formulas to motivate workers, build capabilities, and develop employee engagement. Opportunities for hospitality organizations to improve service, customer loyalty, growth, and performance rely on reinvigorating human capital strategies to achieve high performance and create work environments that build passion and purpose (Huertas-Valdivia et al., 2018).

As more hospitality graduates enter the hospitality workforce, hotel human resource managers have realigned their understanding of employee expectations as an important element of job embeddedness rather than job turnover intentions (Goh & Lee, 2018). This management understanding indicated that salary does not motivate Generation Z hospitality workers but on the job satisfaction and career prospects of the hospitality industry does motivate (Goh & Lee, 2018). To attract Generation Z, hospitality recruiters should be focusing on fulfilling job aspects such as a dynamic, exciting, stable career with travel opportunities to work across international positions, engage in discussions about employee career pathway such as management training opportunities and professional development courses (Goh & Lee, 2018).

Application to Business Practice

Although employee turnover may have some positive impacts on overall organizational performance, such as removing underperforming employees, its adverse effects exceed positive ones (Duarte, Gomes, & Neves, 2015). Employee turnover reduces productivity and decreases service quality while adding to costs associated with recruitment and training of new employees, as such, anticipating and managing employee turnover remains an important issue for human resources managers in hotels (Duarte et al., 2015). Motivating employees to achieve organizational goals effectively is one of the main tasks of management because motivation is one of the key determinants of employee performance (Çakır & Kozak, 2017). DiPietro, Kline, and Nierop (2014) analyzed the motivational factors of hotel employees of different ages in Aruba and

found that managers in Aruba can motivate all age groups except older employees. Older employees become motivated through the sharing of knowledge about operational issues and events at the property, and human resources managers can implement this method as a tool to effectively engage and motivate this age group (DiPietro et al., 2014). El-Said (2014) argued respect had a strong and significant positive correlation with employees' morale and that expressions of respect create high-quality connections that increase self-esteem, facilitate learning and display of authentic identities, provide a more positive organizational experience for employees, that results in high employees' morale.

Motivating employees and keeping them satisfied are some actions managers and organizations have found to retain good employees who work efficiently to provide excellent service and can help ensure a profitable business (El-Said, 2014). Highly motivated employees exhibit higher levels of organizational commitment, work harder, perform significantly better at their jobs, and increase organizational performance (Çakır & Kozak, 2017). Efficiently recruiting and retaining employees is critical to the successful operation of any service business (DiPietro et al., 2014). El-Said (2014) noted that tourism and hospitality employees complain about being undervalued, unappreciated, not recognized, respected, or rewarded on a par with their efforts and stated that respect from managers can have a great effect on hotel employees' morale. Employee development is possible by highlighting any opportunities that there may be to move up within the company or learn new skills to create more opportunity for working in other positions (DiPietro et al., 2014). Sewell and Gilbert (2015) found that staff needs more

recognition, which could improve job satisfaction, and with additional training, would improve job satisfaction. Sewell and Gilbert found most employees find satisfaction in the workplace, but improvements would provide employees with a more fulfilling work environment.

A critical ingredient for a hotel's success is developing and maintaining superior performance from their employees (Marshall et al., 2016). Mathieu et al. (2016) agreed with Marshall et al. (2016), suggesting that organizational leaders put effort into sharing and promoting their organizational values with their employees through training. This strategy could increase employees' sense of belonging to the organization and thereby decreasing their intention to leave. In an attempt to ensure that employees remain with the company following training, Mapelu and Jumah (2013) suggested employers might implement a training strategy that fosters commitment. Marshall et al. found that to succeed in a global business environment; organizations must invest in human resource management sufficiently to acquire and retain employees who possess better skills and capabilities than their competitors. This investment becomes a hotel's competitive advantage. Marshall et al. noted that despite this recognition of the importance of employee development, underdeveloped human resource practices are prominent in the hospitality industry.

Mathieu et al. (2016) observed that researchers of turnover models focused on either job satisfaction, organizational commitment, or on leader effect. Few studies included both leadership, job satisfaction, and organizational commitment (Mathieu et al.,

2016). For example, Mathieu et al. noted that employees rated their interactions with their supervisor as 80% positive and 20% negative. However, the 20% negative interactions affected the employees' mood five times more than the positive interactions. Applying Herzberg's two-factor theory into the context of a luxury hotel by recognizing employees' hygiene needs could positively affect job satisfaction (Marshall et al., 2016). When managers provide recognition to employees, motivate employees to work together, and remove obstacles preventing efficient performance, employees feel more obligated to stay with the company (Marshall et al., 2016). As a result, providing support and development to employees gives them the confidence to perform their jobs better and the motivation to stay with the organization (Marshall et al., 2016). However, Mapelu and Jumah (2013) found a negative relationship between employee development and employee turnover and indicated that an increase in employee development leads to a decrease in employee turnover, as such, employee development significantly affects employee turnover.

Human resources managers reduce employee turnover by conducting employee training that concentrates on supportive leadership to enable supervisors and managers to prepare an extensive program for employees to obtain the expected level of support (Darvishmotevali, Arasli, & Kilic, 2017). Managers and supervisors motivate and boost the self-esteem of their employees by using verbal and nonverbal communication, organizing resources, solving problems, providing the latest technology, offering physical assistance, and emotional support (Darvishmotevali et al., 2017). Employee selection is a

pivotal function in many organizations, as personality characteristics play an important role in satisfying requirements of frontline service jobs and recommended employee selection for critical and sensitive jobs, such as guest contact positions (Darvishmotevali et al., 2017). An expectation is that these employees possess favorable personality traits, such as increased self-confidence, intrinsic motivation, and self-efficacy. During the selection process, Darvishmotevali et al. (2017) believed that human resources managers should ensure the implementation of appropriate human resource practices, such as contracts, payments, promotions, and performance appraisal systems.

The shortage of management support is one of the critical occupational stresses that negatively influences turnover intention (Hwang, Lee, Park, Chang, & Kim, 2014). The availability of resources and proper staff support may reduce turnover intention, and proposed hotels could reduce occupational stress, a precursor to employee turnover, by providing sufficient supports to its employees (Hwang et al., 2014). Hotel management must develop programs to give employees various opportunities to understand the organizational policy and climate (Hwang et al., 2014). Given the traditionally robust relationship observed between job satisfaction and turnover, employee emotional engagement predicts employee retention beyond what job satisfaction can predict (Reina, Rogers, Peterson, Byron, & Hom, 2018). Research indicated that manager behavior influences over 75% of the significant reasons employees quit (Reina et al., 2018). To reduce employee turnover, Reina et al. (2018) suggested implementing practices to reward inspirational appeals and hold managers accountable for consistently using

pressure tactics. Furthermore, Reina et al. noted that organizational leaders should consider practices and policies to retain their best talent by allowing high performers to separate from a problematic relationship with a manager through lateral moves or job rotations rather than separating from the organization entirely.

Transition

Section 1 of this qualitative multiple case study included a brief explanation of the background of the problem, employee turnover. I presented the problem statement and purpose statement to explain the scope of the problem followed by a description of the significance of the study that includes contributions to business practices and implications for social change. The development of the research question provided a central theme woven throughout the study that aligned interview questions with the central research question. The conceptual framework, based on Herzberg's (1959) two-factor theory, is the lens through which I studied the phenomenon.

A review of the professional and academic literature comprises of topics related to the research question, such as employee satisfaction, motivation, salary, and supervision, company policies, working conditions, leadership, and seminal theories. I used information from academic journals, reports, scholarly articles, and seminal books to contribute to the literature review, including seminal theories by Alderfer (1969), Herzberg et al. (1959), and Vroom (1964). In these theories, Alderfer, Herzberg et al., and Vroom addressed different dimensions of employee motivation, personal growth, relationships, professional growth, and compensation.

In Section 2, I explained the role of the researcher, strategies to identify and qualify participants, and justify the selected research method and design. I explained the ethical research standards, informed consent requirements, and ensuring participants' protection. Section 2 concludes with my description of the data collection instruments, data collection techniques, data analysis procedures, and the proposed means to ensure dependability, credibility, and confirmability. In Section 3, I presented the findings, analyzed data, and tied results to the conceptual framework, existing literature, and business practice. This section concludes with a description of the implications for social change, recommendations for action, recommendations for further research, and reflections.

Section 2: The Project

Section 2 contains an introduction to the role of the researcher in the data collection process and a description of adherence to the Belmont Report protocol, mitigating research bias, and the rationale for using an interview protocol. I address strategies for establishing working relationships with study participants, including gaining access to participants and determining participant eligibility. When describing the research method and research design, I justify using a qualitative multiple case study and describe why other research methods were unsuitable. In the population and sampling section, I describe and justify a purposeful sampling method, the number of participants, and strategies for achieving data saturation. I also describe adherence to ethical research practices and descriptions of the data collection instruments and collection techniques related to the informed consent process. Section 2 concludes with the plan for data organization, data analysis, and data reliability and validity.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that some human resources managers in the hotel industry use to reduce employee turnover. The targeted population consisted of five human resources managers in five hotel companies in Boston, Massachusetts who have successfully implemented strategies to reduce employee turnover. The implications for social change include improved financial stability for families of employees, lower local unemployment, and increased

volunteerism in community service projects. Employed workers engage in volunteerism and community service more than unemployed workers (Ariza-Montes et al., 2015)

Role of the Researcher

Qualitative research interviewers engage in active, supportive listening that involves paraphrasing and probing to develop rapport and encourage in-depth discussion (Rossetto, 2014). My role in this study as the primary data collection instrument was to collect and analyze data using semistructured interviews and document reviews and present the findings. Establishing rapport and connections with research participants and the use of nonverbal communication are essential in fostering trust and compassion, including protecting the privacy and confidentiality associated with the disclosure of sensitive information and minimizing the risk of psychological harm to the researcher and participants (Mealer & Jones, 2014). Qualitative interviewers engage in active, supportive listening that involves paraphrasing and probing to develop rapport and encourage in-depth discussion (Rossetto, 2014). I complied with the guidelines established in the Belmont Report (1979) protocol, including respect for participants, informed consent, and respecting privacy and confidentiality. Informed consent is an ethical and legal requirement for research involving human participants. The concept of informed consent is an essential component of the principles of Nuremberg Code, The Declaration of Helsinki, and The Belmont Report (Nijhawan et al., 2013).

I ensured the protection of participants' identity, obtained participants' permission, and safeguarded the confidentiality of their responses and the ethical use of

the research results. I used fair, unbiased procedures to select participants, and ensured research participants received adequate protection from undue risks or harm as well as equal treatment. I had no prior relationship with the participants in this study. I was familiar with the geographic location of Boston where the study participants work. In my 16 years of working in the hospitality industry, I experienced employee turnover on a regular basis. Because of my prior hotel industry experience, I took steps to mitigate bias in this study. Researchers use epoché to reduce bias they may develop regarding the phenomena they seek to research (Moustakas, 1994). To mitigate the effects of bias, Phillips (2016) suggested using disciplined subjectivity, which refers to being mindful of ethnocentricity and biases as a positioned subject. Phillips mentioned the necessity to acknowledge bias and be open to recognizing positions of other research participants. Although human emotions and perspectives from subjects and researchers add undesirable biases confounding results in quantitative research, these same elements become essential and inevitable in qualitative research as they add extra dimensions to enrich findings (Lawrence, 2015). I accepted the findings of the study regardless of my personal opinion or worldview.

Researchers seek confirmability to ensure that the research process and findings are not biased; confirmability refers to the researcher and the interpretations (Johnson & Rasulova, 2017). The process of confirmability refers to the distance from and influence of the researcher on data collection and analysis, particularly as the researcher is actively involved with research participants and continuously engaged with the data. Johnson and

Rasulova (2017) mentioned this closeness of the researcher to the object of the study is a unique feature of qualitative data. Researchers use an interview protocol during semistructured interviews designed to encapsulate the opinions of participants (Taylor, Fornusek, Ruys, Bijak, & Bauman, 2017). Such interviews are typically carried out using a list of questions that give some direction to the interview, but at the same time participants are given time to expand further on issues when they wish to digress from the questions (Taylor et al., 2017). Bland and Tobbell (2015) advocated data triangulation, suggesting different data can provide various ways to understand the phenomenon under investigation including video recording of participants engaging in observed simulation activities.

I used an interview protocol to maintain consistency before, during, and after the interviews and to guide me through the interview process (see Appendix A). Castillo-Montoya (2016) proposed an interview protocol composed of a four-phase process for systematically developing and refining an interview protocol. The four-phase process includes (a) ensuring interview questions align with research questions, (b) constructing an inquiry-based conversation, (c) receiving feedback on interview protocols, and (d) piloting the interview protocol. Using an interview protocol satisfied the requirements of the Walden University institutional review board (IRB) and the doctoral study guidelines. I ensured the data would be stored in a secure location in my home office on a password-protected flash drive.

Participants

Researchers must identify and choose a sufficient number of participants to provide the breadth, depth, and saliency of data necessary for authentic analysis and reporting, and to enable new insights and rich understandings (Saunders & Townsend, 2016). The eligibility criteria for participants in this research were (a) must be a human resource manager in the hotel industry, (b) must have successfully implemented strategies to reduce employee turnover, and (c) must be located in Boston, Massachusetts. Cleary, Horsfall, and Hayter (2014) stated that the number and quality of research participants depend on what the researcher wants to know, the purpose of the inquiry, what is at stake, what information is useful, and whether the information will have credibility. Employees perceive human resources managers to be ethical and effective leaders (Miller, 2017).

Participants in this study were human resources managers who developed strategies to reduce employee turnover in hotels in the Boston, Massachusetts area. Successful completion and quality of a research study, especially qualitative research, typically requires experienced organizational respondents suitable for meaningfully answering the research questions (Maramwidze-Merrison, 2016). Strategies such as reviewing organizational databases, business listings, and business directories help researchers gain insights into organizations to decide whom to include in samples (Maramwidze-Merrison, 2016). Primary access occurs when the researcher seeks permission to gain access to an organization to undertake research, and secondary access

is the process of building relationships to gain access to people and information (Maramwidze-Merrison, 2016).

I used a hospitality professional association business directory to establish contact with participants. I contacted general managers of hotels to obtain permission to contact the human resources managers. I used e-mail and telephone calls to make initial contact with the human resources managers using an e-mail and telephone script. After obtaining initial agreement to participate from the human resources managers, I conducted one-on-one meetings with the human resources managers, determined their eligibility to participate, and obtained their informed consent. Interviewers must elicit interviewee participation in interviews or discussions (Goodman-Delahunty & Howes, 2016). Once participants signed the consent form, I nurtured relationships and maintained contact with participants using e-mail before scheduling interviews, including informing participants of their role in the interview process as outlined in the informed consent form.

Research Method and Design

Qualitative researchers use approaches to capture the voice of individuals, answer questions of how and why, and provide a nuanced understanding of experiences (Alderfer & Sood, 2016). Clear guidelines exist for conducting scientifically rigorous qualitative research, reporting qualitative findings, and evaluating the quality of qualitative research (Alderfer & Sood, 2016). Researchers use qualitative data instruments such as observation, open-ended questions, in-depth interviews, and field notes to collect data from participants in their natural settings (Eyisi, 2016). The

research methods employed in data collection give full description of the research with respect to the participants involved (Eyisi, 2016).

Research Method

The purpose of this qualitative study was to explore strategies hotel human resources managers use to reduce employee turnover. The three research methods are qualitative, quantitative, and mixed methods (Almalki, 2016). Researchers conducting qualitative research emphasize observation and interpretation when collecting data within the context of their natural situations (Park & Park, 2016). The objective of a researcher using the qualitative research method is to understand and explore the descriptive accounts, similarities, and differences of various social events (Park & Park, 2016). Researchers using a qualitative research method focus on applied and theoretical findings or discoveries based on research questions through a field study in natural conditions (Park & Park, 2016). Murshed and Zhang (2016) maintained that qualitative researchers focus on the way individuals understand events, categories, and the relationship among different elements of the environment. Researchers who practice in-depth engagement with the topic, including thorough data collection, display expertise and skills in the methods employed, undertake detailed in-depth analysis, and demonstrate commitment and rigor in qualitative research (Yardley, 2017). A qualitative research method was the best approach for my study because I was interviewing participants in the field. I selected the qualitative research method to explore and gain a deeper understanding of a business problem.

Quantitative researchers test hypotheses using empirical, numeric data and statistical analysis to determine the significance of relationships among variables (Guo, 2014). Quantitative researchers are analytical thinkers and prefer abstract knowledge versus experience-based knowledge (Murshed & Zhang, 2016). The use of quantitative research establishes a representation of what consumers do or what consumers think by analyzing facts (Barnham, 2015). Quantitative analysis leads to issues of validity and objectivity in quantitative research to ensure that data are valid and reliable. Researchers using a quantitative method do not explore personal stories, lived experiences, or human interaction in the workplace (Marshall & Rossman, 2016). In quantitative research, enough incidences in the data are required to analyze results in a meaningful way (Barnham, 2015). Barnham (2015) elaborated on the need for sample sizes that are large enough to allow patterns of conjunctions to emerge. Quantitative researchers use the accumulation of facts and factors of behavior through careful isolation, measurement, and evaluation of variables focusing on predictability and control over time (Park & Park, 2016). Because the accuracy of the current study depended on data obtained through in-depth interviews and document reviews, a quantitative research method was not appropriate.

Mixed-methods researchers combine qualitative and quantitative methods (Guo, 2014). Six core features characterize mixed-methods research and evaluation: (a) the collection of both qualitative and quantitative data, (b) analysis of both qualitative and quantitative data, (c) persuasive and rigorous procedures for both sets of data, (d) the

integration of these two data sources, (e) the use of a specific mixed-methods design with equal or unequal emphases, and (f) an approach to research that has a sound philosophical foundation (Mabila, 2017). A fundamental aspect of mixed-methods research is the idea of heightened understanding through methodological triangulation (Turner, Cardinal, & Burton, 2017). For this form of triangulation, Turner et al. (2017) described the use of multiple methodological strategies, which represents generic classes of research strategies for gaining knowledge about a research question; examples include laboratory experiments and field studies. A mixed-methods approach was not appropriate for my study because I did not collect quantitative data. I did not test hypotheses among variables to determine relationship significance through statistical testing of numeric data; therefore, a mixed methods approach was not suitable.

Research Design

Case study researchers often use the inductive exploration of unknown phenomena (Gammelgaard, 2017). Theory elaboration is also a valid purpose of case studies using induction and deduction to an equal extent (Gammelgaard, 2017). I selected a case study design because I explored a phenomenon in a bounded, contextual real-world setting. I considered four research designs: (a) phenomenology, (b) ethnography, (c) narrative inquiry, and (d) case study.

A qualitative case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not evident; and in which multiple sources of evidence are used (Runfola,

Perna, Baraldi, & Gregori, 2017). The unique need for case study research arises from the desire to understand complex social phenomena, such as individual life cycles, small group behavior, or managerial processes (Yin, 2018). Researchers use case studies to investigate a contemporary phenomenon in depth and within a real-world context (Yin, 2018). The optimal choice for my research was a case study design because I explored a phenomenon in a bounded, contextual real-world setting.

Researchers interested in adopting a phenomenological design need to be attentive to broader criticisms raised by some scholars. As with all qualitative designs, researchers raise questions of subjectivity during data collection and analysis; and the impact of these criticisms on the validity of results (Nazir, 2016). Phenomenological researchers seek out reality from individuals' lived experiences that produce in-depth descriptions of a phenomenon (Yüksel & Yildirim, 2015). A phenomenological research design was not appropriate for this study because I was not studying people's lived experiences.

Ethnographic field research is a design originally developed by anthropologists to study people from cultures different from their own, such as Native Americans, South-Sea Islanders, and Sub Saharan Africans (Wilcox, 2012). The observational aspects of ethnography that privilege an active researcher making observations regarding passive objects of research and extracting and representing aspects of their life-world as true and accurate accounts are also commonly emphasized. Such positions work against the coconstructed, dialogic aspects of ethnography and the related reflexive requirements advocated by those scholars who encouraged the reflexive turn (Alcadipani, Westwood, &

Rosa, 2015). Ethnographic research was not appropriate for this study because I was not researching groups of people and their cultures.

In narrative research, scholars develop an understanding of the genesis, operation, and continuity of family firms and acquire conceptual and theoretical understanding by grasping the subtleties and complexities of underlying processes behind the creation and management of a family firm (Hamilton, Discua Cruz, & Jack, 2017). Narrative researchers engage in the process of coconstruction and mutual reflection about the studied phenomena. Researchers do not have direct access to another's experience but work with ambiguous representations of talk, text, interaction, and interpretation (Brown, 2017). Hickson (2016) noted that qualitative researchers should listen to the stories of their participants and seek to understand the context and ways that their stories were constructed and positioned. Hickson elaborated that narrative researchers advocate a reflexive approach that involves a critical examination of the nature of the research and the role of the researcher and each depends on both the researchers' and the participants' capacities to reflect. Narrative research was not appropriate for this study because I was not researching participants' personal stories.

Failure to reach data saturation has an impact on the quality of the research conducted and hampers content validity (Fusch & Ness, 2015). The most common way to employ the saturation criterion is applying semistructured interviews sequentially, with open-ended questions (de Cassia Nunes Nascimento et al., 2018). Researchers reach data saturation when there is enough information to replicate the study, when there is no more

ability to obtain additional new information, and when further coding is no longer feasible (Fusch & Ness, 2015). Elo et al. (2014) recommend that preliminary analysis should begin after a few interviews and noted that difficulty arises in grouping the data and creating concepts, in the absence of data saturation. Saturation emerges when no new information or no new themes appear in the research (de Cassia Nunes Nascimento et al., 2018). Interviews are one method by which one's study results reach data saturation (Fusch & Ness, 2015). Triangulation is the process of using multiple research sources to draw conclusions (Cope, 2014). A direct link exists between data triangulation and data saturation as triangulation is a method to attain data saturation (Fusch & Ness, 2015). Triangulation is the process of merging multiple sources of data to bear on one point and strengthens the study's usefulness (Marshall & Rossman, 2016). Yin (2018) stated that triangulation is the convergence of data collected from different sources to determine the consistency of findings. Member checking refers to the method of returning an interview or analyzed data to a participant (Harvey, 2015). I used in-depth interviews, data triangulation, and member checking to ensure data saturation in my research study.

Population and Sampling

The essence of purposeful sampling is to select information-rich cases for the most effective use of limited resources (Duan, Bhaumik, Palinkas, & Hoagwood, 2015). Purposive sampling is used for selection of participants that may be most affected by a specific issue (Valerio et al., 2016). Purposive sampling is helpful in maintaining rigor and identifying participants based on specific study-driven variables or characteristics

(Valerio et al., 2016). Robinson (2014) proposed a four-step process to purposeful sampling: (a) define a study population and establish a sample specifically by way of a set of inclusion and or exclusion criteria, (b) decide on a sample size by choosing a sample size or sample size range and taking into account what is ideal and what is practical, (c) devise a sampling strategy by selecting a purposive sampling strategy to specify categories of persons to be included in the sample, and (d) source the sample by recruiting participants from the target population. One type of example is the selection of extreme or deviant cases for learning from an unusual manifestation of a phenomenon of interest. An additional example is the selection of cases with maximum variation for documenting unique or diverse variations that have emerged in adapting to different conditions (Duan et al., 2015). I used a purposeful sampling method to select participants.

Convenience sampling is a type of nonprobability or nonrandom sampling where members of the target population that meet specific practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate become included for the purpose of the study (Etikan, Abubakar, Sunus, & Alkassim, 2016). I did not use convenience sampling because the opportunity to participate was not equal for all qualified individuals in the target population. Snowball sampling occurs when the researcher accesses informants through the contact information provided by other informants (Waters, 2015). I did not use a snowball sampling method because I sought participants with specific eligibility criteria to participate in the study.

I followed the recommendation of Robinson (2014) by establishing a sample of five human resources managers who could best answer the research question. I asked to review human resource records on employee turnover and compare to industry standards to find out if participants implemented successful strategies to reduce employee turnover to below the national average of 73.8%. Researchers must be prepared to discuss credibility and transferability of the findings, ways that the findings are useful to other researchers in similar situations with similar research questions (Marshall & Rossman, 2016). A purposeful sampling method was appropriate for this study because these human resources managers were best suited to providing information about strategies they used to reduce employee turnover. I selected a purposive sampling method to identify participants for this study.

The targeted population consisted of human resources managers in hotels in Boston, Massachusetts who developed successful strategies to reduce employee turnover. The sample size of this study consisted of five human resources managers who practiced strategies to reduce employee turnover in their respective companies. Shaheen (2016) used a single case study approach with five participants to study employee retention. Miller (2017) studied employee turnover using a case study design with a sample of five participants. Combs (2017) used a multiple case study design with a sample of two participants to study employee turnover. Because this study is similar to Shaheen, Miller, and Combs, a sample size of five participants was appropriate. In this

qualitative multiple case study, I explored strategies that human resources managers in hotels use to reduce employee turnover.

To ensure data saturation, Britton, Pieterse, and Lawrence (2017) suggested using prolonged engagement, in-depth interviews, member checking, reflective field notes, and triangulation of the data. Britton et al. argued that performing member checking during the interview to ensure the statements accurately reflected the participants' experiences. I followed the recommendation of Britton et al. to ensure data saturation. To ensure data saturation, I used member checking, methodological triangulation, and documents reviews. During member checking, I transcribed the interview recordings, summarized the information, and met with the participants in a 30-minute meeting to allow participants an opportunity to verify the information. I asked participants if I interpreted their responses correctly and inquired what other information they may add. Researchers reach data saturation when enough information is present to replicate the study when it is not possible to obtain additional new information, and when further coding is no longer feasible (Fusch & Ness, 2015). Yin (2018) stated that methodological triangulation is the convergence of data collected from different sources to determine the consistency of findings.

Interviews conducted in an individual's residence bring about challenges different from those conducted in public spaces (Ecker, 2017). Safety issues remain, however, as potentially precarious situations might exist for interviewers (Ecker, 2017). Some ways to promote the safety of interviewers include sending multiple interviewers to a private

interview site, ensuring interviewers have cell phones and providing interview training (Ecker, 2017). Dawson, Hartwig, Brimbal, and Denisenkov (2017) found, in conducting research on the effects of room environment on participants' willingness to disclose sensitive information, that manipulating openness through the physical setting, room size and desk size, influenced participants' perceptions of spaciousness and promoted disclosure of personal information about sensitive topics, such as sexual behavior, drug use, and negative emotions. The selection of the interview location impacts feelings of class inclusion or exclusion through a perception of class inequalities so that some of the participants may feel intimidated by the interview process and location, whereas others may be entirely confident in such an environment (Mellor, Abrahams, Ingram, & Beedell, 2013). During the interview process, I ensured I interviewed participants in a neutral location, such as a private conference room of a public library, participants were comfortable, protected from harm, and had no distractions. The interview protocol provides a complete description of the interview process (see Appendix A).

Ethical Research

Procedural ethics takes place in the early stages of the research process, before data collection, and described as a formal process in which researchers seek approval from relevant ethics boards, IRBs, or committees to carry out their research (Johnson, 2014). The Walden IRB approval number for my study is 07-11-18-0640556. Participants in the research study were human resources managers in hotels in the Boston, Massachusetts area. I e-mailed an informed consent form to the participants 5 days before

the start of the interview to allow time for participants to review. Participants may provide informed consent by (a) replying to the e-mail containing the informed consent form with *I consent*, (b) sign, scan, and return the informed consent form by e-mail, or (c) sign the informed consent form in person just prior to the start of the interview. I also signed and dated the form. Yin (2018) suggested gaining informed consent, using a consent form, from all participants who may be part of the research study by formally soliciting their participation in the study. A consent form is part of a process called *informed consent* to allow participants to understand the study before deciding whether to take part. Participation in this study was voluntary. Participants can accept or reject the invitation to be part of the research study. A participant may choose to withdraw from the study at any time, even after the interview process, for any reason or no reason. To withdraw from the study, participants can contact me in person, via e-mail or telephone, by letter to inform me of their intention to withdraw; I will then cancel their responses. I listed my contact information on the consent form. There are no consequences to participants for withdrawing from the study. Participants will not receive incentives or rewards for participating in the study. Rewards are any objects, events, situations, or activities that attain positive motivational properties from internal brain processes (Hidi, 2016). Rewards and incentives have the potential to (a) increase the probability and intensity of behavioral actions leading to such objects; (b) generate approach and consummator behavior, and constitute outcomes of economic decision-making; and (c), induce subjective feelings of pleasure and hedonism (Hidi, 2016). Each participant

received a thank you card, a thank you e-mail, and a pdf copy of the published study. The concept of informed consent is embedded in the principles of Nuremberg Code, The Declaration of Helsinki and The Belmont Report (Nijhawan et al., 2013). I will comply with the guidelines established in the Belmont Report protocol (Belmont Report, 1979) including maintaining ethical research standards by respecting participant's privacy and confidentiality, ensuring the protection of participants from harm, and protecting participants' identity. To further safeguard participants' identities, I will store printed transcripts and research notes in a locked fireproof safe and destroy the information after 5 years. Additionally, I stored digital data saved on a flash drive in a locked fireproof safe and will delete the data after 5 years. As the researcher, I am the only person with access to this information. I protected participants' identity and the companies' identity by coding each participant and employer in the study. Theron (2015) urged researchers to start the coding process during data collection, keeping in mind that the codes may change during later cycles and suggested researchers keep their research questions and aims of their studies in mind. I coded participants as Participant 1-5.

Data Collection Instruments

My role in this study, as the primary data collection instrument, was to collect and analyze data using semistructured interviews and document reviews, such as annual reports on employee turnover. Data collection in qualitative studies includes interviews with individuals, supervisors and other employees in the organization, in addition to studying personnel policies and organization outcomes (Yin, 2018). To collect data,

qualitative interviewers engage in active, supportive listening that involves paraphrasing and probing to develop rapport and encourage in-depth discussion (Rossetto, 2014).

Some researchers may use Skype as a data collection method with interviewees who have time and location limitations preventing in-person, face-to-face interviews (Janghorban, Roudsari, & Taghipour, 2014).

Interviews are standard methods of collecting oral data in qualitative research (Wright, Wahoush, Ballantyne, Gabel, & Jack, 2016). Researchers use various types of interviews to collect and evaluate data (Nelson & Cohn, 2015). A structured interview follows a standardized script in which the evaluator follows a specific line of questions, ensuring consistency across all of the interviews (Nelson & Cohn, 2015). Researchers base semistructured interviews on a set of questions evaluators would like to ask and information they want to obtain. An unstructured interview does not have a scripted list of questions; instead, the interview focuses on general topics the evaluator is interested in exploring (Nelson & Cohn, 2015). To collect data, I used semistructured interviews as opposed to structured or unstructured because semistructured interviews use a set of interview questions aligned with the overarching research question (see Appendix B). I used probing follow up questions to clarify participant's responses when necessary. Reviewing artifacts, documents, and annual reports can provide context for evaluation and help triangulate findings (Nelson & Cohn, 2015). Johnson et al. (2017) used a range of qualitative research methods to collect data from participants, including document review, semistructured interviews, and observations. Methodological triangulation in

qualitative studies involves the use of multiple methods of data collection about the same phenomenon and may include interviews, observation, and field notes (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014). I collected data from company documents, such as annual employee turnover reports, departmental labor cost reports, and employee training and orientation manuals. I obtained permission from human resources managers to review the documents through a signed letter of cooperation and confidentiality form (see Appendix C). I used an interview protocol to structure data collection (see Appendix A). Using an interview protocol provided me with a structure and follow-through during and after the interview process. The interview protocol included guidance on informed consent, coding, recording reflexive notes, and proper procedures for ending the interview (see Appendix A).

Researchers must have a variety of strategies to ensure data dependability and credibility, such as debriefing, member checking, triangulation, or use of a reflexive journal (Carter et al., 2014). By actively involving the research participant in checking and confirming the results, referred to as member checking, the researcher may reduce researcher bias (Birt, Scott, Cavers, Campbell, & Walter, 2016). Dependability refers to the consistency and reliability of the research findings and the degree to which documented research procedures allow someone outside the research to follow, audit, and critique the research process (Moon, Brewer, Januchowski-Hartley, Adams, & Blackman, 2016). Moon et al. (2016) stated credibility refers to the degree to which the research represents the actual meanings of the research participants or the truth value. To achieve

confirmability, researchers must demonstrate a process that the results link to conclusions, and are replicable and understood (Moon et al., 2016). Transferability, similar to external validity within quantitative research, refers to the degree to which the phenomenon or findings described in one study are applicable or useful to theory, practice, and future research such that the findings transfer to other cases or settings (Moon et al., 2016). Transferability is a process performed by the readers or future researchers. Readers or future researchers note the specifics of the research situation and compare them to the particulars of an environment or case with which they are familiar (Cope, 2014). The methods used to collect data were semistructured interviews, participant observation, and document review. Researchers use a range of qualitative research methods to collect data from each participating site, including document review, interviews, observations, digital diaries, and focus groups (Johnson et al., 2017).

I achieved confirmability by describing how conclusions and interpretations are established, are free of bias, and exemplify my research results derived from the data. Additionally, I used thick, rich quotes that explained concepts and outcomes of the research. Through the use of an interview protocol (see Appendix A), I used member checking by requesting that participants check the accuracy of an interpreted summary of the transcript and allowed an opportunity for corrections or to obtain any additional information they might offer.

Data Collection Technique

In qualitative research data collection, the researcher moderates the discussion about an aspect of the case and deliberately tries to surface the views of each person in the group (Yin, 2018). A semistructured interview is an in-depth conversation between the researcher and interviewee in which the researcher asks questions aligned with the overarching research question to gain insight into the interviewee's perceptions, opinions, and experiences (Cridland, Jones, Caputi, & Magee, 2015). Researchers use semistructured interviews to provide interviewees full freedom to express themselves and to deepen the conversation about some different or all the covered topics. This freedom of expression is important for a good relationship between interviewer and interviewee (Aleandri & Russo, 2015). I used semistructured interviews for each participant using an interview protocol (see Appendix A). Before the interview, the owner, or chief executive officer (CEO) or, an authorized official of the company provided access to the documents. This person also signed the letter of cooperation and confidentiality (see Appendix C).

To ensure privacy, the interviews took place in a private room at a local library. I informed participants that the interviews would be recorded using my iPhone; and using a digital recorder as a backup device in the event the iPhone failed to record. The semistructured interview comprised of open-ended questions (see Appendix B). I allowed ample time for the participants to answer each question thoroughly. When necessary, I asked follow up probing questions for clarification and asked participants about the major

themes discussed in the interview to ensure my understanding of the participant's response. During the interview process, I took notes to document any reflexive thoughts, including possible follow up probing questions that emerged during the interview. At the conclusion of the interview, I thanked participants for their time and information.

Yin (2018) referred to the convergence of data collected from different sources to determine the consistency of findings as triangulation. I collected data from company documents, such as annual employee turnover reports, departmental labor cost reports, and employee training and orientation manuals and requested these records were made available to me at each participating organization using a signed a letter of cooperation and confidentiality (see Appendix C). During this document review, I took notes relating to the percentage of turnover from year to year. Yin (2018) stated that the most important use of documents is to corroborate and augment evidence from other sources.

Qualitative research interviewers use semistructured interviews to engage in active, supportive listening that involves paraphrasing and probing to develop rapport and encourage in-depth discussion (Rossetto, 2014). The use of semistructured interviews allowed me to conduct primary research from professionals in the field while providing rich data relative to the research question. A disadvantage of semistructured interviews is they are time-consuming, labor-intensive, and require interviewer sophistication (Adams, 2015). The interview process required that I planned time effectively, create an efficient structure for transcribing the interviews, and educate myself on interview protocols (see Appendix A). Triangulation is the process of using multiple research sources to draw

conclusions (Cope, 2014). I used in-depth interviews, document reviews, field notes, methodological triangulation, and member checking to achieve data saturation in my research study. However, using an ad hoc combination of methods threatens trustworthiness (Carter et al., 2014). Researchers performing data triangulation must consider these issues and analyze the data separately, synthesize and identify similarities and differences, and conclude how the different methods affect the results (Carter et al., 2014). I avoided the issue described by Carter et al. (2014) through careful review of documents and field notes to ensure valuable data from the document review appeared in the study's findings.

A pilot case study is a preliminary case study aimed at developing, testing, or refining the planned research questions and procedures later included in the formal case study (Yin, 2018). Conducting a pilot study is a method for the researcher to practice within the research process, to refine the methodology, and to assess the effectiveness of data collection and analysis (Henson & Jeffrey, 2016). Researchers use pilot studies to review sample size, evaluate sampling techniques and time points, recruitment time, test validity and reliability of data collection tools and can ascertain the level of financial and human resources required (Henson & Jeffrey, 2016). I did not conduct a pilot study because I was not conducting a limited scope case study. A pilot study was not appropriate for this study because the scope of a pilot study is much broader than the proposed data collection plan (Yin, 2018).

Member checking is the process of taking ideas back to research participants for their confirmation and to gather additional material (Harvey, 2015). Such checks might take place through the return of transcripts or interpretative summaries to individual participants for verification and confirmation of their accuracy (Harvey, 2015). Birt et al. (2016) stated that asking a participant to check the accuracy of the researcher's interpreted summary of the interview responses enhances the accuracy of the data. Birt et al. suggested a process called the member check interview, a second interview with the participant, as a more interactive method of member checking. In the member check interview, the researcher focuses on confirmation, modification, and verification of the interpreted summary of the interview transcript with the participant. Included in the consent form was a request for participants to agree to a second meeting of 30-40 minutes, to review the accuracy of the summary of the interview transcript. I conducted member checking with participants in a scheduled meeting lasting 30 to 40 minutes.

Data Organization Technique

Qualitative researchers prefer to use data management software to organize interview transcripts, notes, memos, and coding and recommend transcribing and de-identifying data from interview recordings (Ranney et al., 2015). In case study research, the distinction between a separate database and the case study analysis has become an everyday, but not a universal, practice (Yin, 2018). A separate case study database should be an orderly compilation of all data separate from the researchers' interpretation of the data so that critical readers may inspect the raw data that led to the case study's conclusion

(Yin, 2018). Researchers should maintain their datasets for a minimum of 5 years post-publication (American Psychological Association, 2010). The form used to store datasets must ensure the information is available to the original researchers and available to the researcher seeking to confirm the original findings. Researchers should choose an archival form for retaining data that ensures no loss of information (American Psychological Association, 2010).

Electronic data analysis has traditionally been associated with quantitative methods (Zamawe, 2015). However, Computer Assisted Qualitative Data Analysis Software (CAQDAS), such as NVivo, are increasingly developed. Unlike statistical software, the main function of NVivo is not to analyze data, but rather to aid the analysis process and support the researcher during analysis and allow the researcher to remain in control of the analysis (Zamawe, 2015). In other words, researchers must know that no software can analyze qualitative data (Zamawe, 2015). The NVivo program can also facilitate an accurate and transparent data analysis process (Zamawe, 2015). One of the most important aspects of NVivo is that the software allows for team-based coding (Robins & Eisen, 2017). Critical to qualitative analysis is the understanding of the software mechanics that allows for group coding and setting up a division of labor accordingly (Robins & Eisen, 2017). NVivo facilitates framework synthesis and provides a clear audit trail enhancing confidence in the synthesis findings (Houghton et al., 2016). I used NVivo 12 software to house data after coding and to aid in analyzing the data. I stored data, such as interview recordings and reflexive notes, interview transcripts, and

journal notes on a password protected flash drive. I will store the raw data securely for 5 years on a password protected flash drive in a fireproof cabinet in my home office and destroy or delete the data after 5 years.

Data Analysis

Data analysis begins with the researchers compiling notes, transcribed interviews, and additional material collected relevant to the research topic (Yin, 2018). After compiling data researchers begin the process of disassembling data into identifiable segments (Edwards-Jones, 2014). Once compiling is complete, researchers begin to reassemble the data based on codes and clusters (Yin, 2018). The next stage of the analysis involves identifying themes, and interpretations (Yin, 2018). Methodological triangulation is a process researchers use after collecting data from multiple sources to allow for a convergence of the data (Drouin, Stewart, & Van Gorder, 2015). Yin (2018) argued that any case study finding or conclusion is likely to be more convincing and accurate if the study is based on several different sources of information that follow a similar convergence. Varpio, Ajjawi, Monrouxe, O'Brien, and Rees (2017) hypothesized that triangulation has become associated with rigor because research conducted by a single investigator, using one method of data collection or one participant population, is perceived as less rigorous because such a small-scope study provides no possibility of comparing multiple perspectives. The methods I used to collect data and ensure data triangulation were semistructured interviews, participant observation, and document review. Documents to review may include employee training manuals and training

schedules, results of employee training outcomes, and any records of employee's suggestions recommending specific manager training programs. I reviewed transcribed recordings of interviews, reflective journal notes, and observations of document reviews to identify categories and reoccurring themes related to employee turnover. To analyze the data, I used Yin's (2018) five-step approach to data analysis. Yin's approach includes the following five steps: (a) compiling the data, (b) disassembling the data, (c) reassembling the data, (d) interpreting the meaning of the data, and (e) concluding the data.

Compiling Data

NVivo® is a software package used in qualitative research for digitally coding texts or images that allows the user to synchronize evidence and make analytically richer intersections (Oliveira, Bitencourt, Zanardo dos Santos, & Teixeira, 2016). The NVivo® software offers a broad range of possibilities of applying NVivo® to various types of project work as a researcher begins to develop research ideas and project structure (Edwards-Jones, 2014). I chose NVivo® 12 software for Windows for coding and analyzing the data software to manage the empirical material of my research in a single location. Specifically, I chose NVivo® 12 software because I could transcribe my interview audio recordings directly into the software by inserting the recordings directly into the software system. The case study database is a separate and orderly compilation of data from the case study and may contain numeric information, documents and other material collected from the field (Yin, 2018). I created the following categories for data

allocation, (a) employee motivation, (b) job engagement, (c) manager training, (d) job satisfaction, (e) employee retention, and (f) human resource management. Once I began analyzing data, additional categories emerged and added to the study.

Disassembling Data

Yin (2018) suggested that rather than thinking about a case study as a sample, researchers should think of the case as an opportunity to shed empirical light about some theoretical concept or principle. The first step in the analysis is transcribing and managing qualitative research data obtained from interviews (Stuckey, 2015). One phase of data analysis was data reduction, a process that researchers use to arrange reams of qualitative data into manageable sizes for better interpretation (Marshall & Rossman, 2016).

Data directly relate to the research question and are often identified by asking the question; what are the data telling me that will help me understand more about the research question (Stuckey, 2015). Keeping the research question in mind helps in later steps when the researcher begins to develop themes in the data that link to the research question (Stuckey, 2015). Researchers should become familiar with the data by reading through the transcripts at least one so they can begin to identify the storyline that is told within the data (Stuckey, 2015). I disassembled the data into sections, such as five transcribed interviews, multiple document reviews, and various annual reports on employee turnover. In the data disassembling stage, I defragmented the data to identify

patterns and themes as they emerged and labeled a list of themes, areas, and factors that related to employee turnover, prior to reassembling the data.

Reassembling Data

Yin (2018) emphasized the importance of searching for emerging patterns in the data reassembling process. Yin cautioned against the possibility of bringing a numeric orientation to qualitative data, particularly when using a coding software. Yin suggested looking for broad patterns that may emerge from the data. Researchers code, categorize, and interpret textual data to describe or explain an observed phenomena (Ramani & Mann, 2016). During the reassembly phase, researchers consolidate themes into major and minor themes and compare and contrast to explore relationships between them (Ramani & Mann, 2016). In this phase of data analysis, researchers arrange reams of qualitative data into a manageable size for better interpretation (Marshall & Rossman, 2016). During data analysis, and using analytic thinking, researchers search for clusters, beginning with the main topic and adding related data to form subclusters (Marshall & Rossman, 2016). Using NVivo® 11 software for Windows, I reassembled the data and looked for emerging patterns, subclusters, identifying themes, key terms, and repetitive situations that can facilitate coding and segregating the data into meaningful categories.

Interpreting Data

Reporting on qualitative research findings typically involves summarizing themes or approaches, or tabulating the frequency of mentions for topics, phrases or words (Kudlats, Money, & Hair, 2014). By constantly reviewing and comparing these themes,

phrases and terms as stated by the respondents, redundancies and potential overlaps in the data are gradually deleted (Kudrats et al., 2014). Researchers must interpret the information as the information is collected, then recognize immediately if several sources of information contradict one another and lead to the need for additional evidence (Yin, 2018). Researchers read and reread the data to become intimate with the material (Marshall & Rossman, 2016). Using narratives, I described converging areas of the research, which led to conclusive evidence on the research topic. Based on my interpretation of the data, I provided conclusions and recommendations for future research.

Software Plan

NVivo® is a software package used in qualitative research for digitally coding texts or images that allows the user to synchronize evidence and make analytically richer intersections (Oliveira et al., 2016). Some scholars found NVivo an effective tool for identifying key themes, coding, and mind-mapping data (Edwards-Jones, 2014). MAXQDA® is a software package for analyzing qualitative data that can be used for content analysis and allows the creation of codes and categories controlled by the user, who can create codes before, during or after the material is analyzed (Oliveira et al., 2016). Paulus and Lester (2016) adopted the ATLAS.ti software package in their research for two main reasons: the size of their datasets and the collaborative nature of the analysis. Specifically, Paulus and Lester found the memo and merging features of the ATLAS.ti software especially helpful for the team aspect of their research. I chose

NVivo® 12 software for Windows for coding and analyzing the data software to manage the empirical material of my research in a single location. Specifically, I chose NVivo® 12 software because I could insert my transcribed interview audio recordings directly to the software system.

Paulus, Woods, Atkins, and Macklin (2017) recommended specifying the software name and version used in research since features of the software can change dramatically with each new version. This lack of specificity misrepresents the reality of the software to the consumer of the study, making the specificity seem as if the software is static when in reality the software is constantly evolving. With NVivo® 12 software users can codify text or audio passages in many different nodes because NVivo® 12 does not remove the codified part of the original material. Oliveira et al. (2016) noted that the capacity to register and to save repeated codifications using NVivo® 12 allows a richer analysis by using search and exploration tools of the codified material. Both NVivo® and ATLAS.ti support data-code relationship displays and visualizations; however, NVivo® illustrates the distribution of case management outcome codes across two case study sites (Paulus et al., 2017). These comparisons can be much more quickly calculated in NVivo® and include a visual display of a coding output. I used NVivo® 12 software in the data analysis for coding, mind-mapping, and identifying themes from the data.

Key Themes

Underdeveloped themes in a qualitative study can lead to a lack of substantive findings that have meaningful implications for practice and research, as well as the

rejection of articles for publication (Connelly & Peltzer, 2016). Connelly and Peltzer (2016) noted that underdeveloped themes relate to three interconnected issues: (a) lack of clear relationship to the underlying research method, (b) an apparent lack of depth in interviewing techniques, and (c) lack of depth in the analysis. To expand fully developed themes, researchers require knowledge about the paradigm of qualitative research, the methodology that is proposed, the effective techniques of interviewing that can produce rich data with examples and experiences, and analysis that goes beyond superficial reporting of what the participants said (Connelly & Peltzer, 2016). When repeated topics or themes derive from the dataset, qualitative data is saturated (Constantinou, Georgiou, & Perdikogianni, 2017). The term *themes saturation* instead of data saturation is a better method of identifying the boundaries of the research topic (Constantinou et al., 2017). Emmel (2015) cautioned against developing a narrow focus in the research practice of identifying themes and suggested that researchers use the following approach to select themes: (a) discover commonly used words by participants as main themes, (b) narrow down themes to a manageable quantity, (c) find subthemes if necessary, (d) create a hierarchies of themes based on importance, and (e) link themes to the conceptual framework and central research question. I used the suggestions of Emmel to identify reoccurring themes in the data.

Reliability and Validity

Researchers using the qualitative method seek dependability, credibility, confirmability, and transferability, and decrease opportunities to insert researcher bias in

qualitative research (Haradhan Kumar, 2017) By using various types of methods to collect data for obtaining true information, a researcher could enhance the validity and reliability of the collected data (Haradhan Kumar, 2017). Dependability refers to the stability of the data over time and over the conditions of the study (Polit & Beck, 2014). Techniques used to establish credibility include prolonged engagement with participants, persistent observation if appropriate to the study, peer-debriefing, member-checking, and reflective journaling (Connelly, 2016). Confirmability is the neutrality or the degree findings are consistent and could be repeated (Connelly, 2016). The nature of transferability, the extent to which findings are useful to persons in other settings, is different from other aspects of research in that readers actually determine how applicable the findings are to their situations (Polit & Beck, 2014).

Dependability

Techniques used to establish credibility include prolonged engagement with participants, persistent observation if appropriate to the study, peer-debriefing, member-checking, and reflective journaling (Connelly, 2016). To support credibility when reporting a qualitative study, the researcher should demonstrate engagement, methods of observation, and audit trails (Cope, 2014). Member checking, a validity process practiced in qualitative research, refers to returning a summary of the transcribed interview to the participant to obtain additional information or to correct data (Polit & Beck, 2014). The impartiality of member checking of the analysis is important because the researcher could be in an awkward position if the participant does not agree with the analysis (Polit

& Beck, 2014). If using semistructured interviews, participants may provide a more limited and restricted description than when using open-ended interviews. I ensured dependability by asking participants to review the transcribed summary of their interviews for accuracy and invite them to contribute new information.

Credibility

The credibility of the study, or the confidence in the truth of the study and therefore, the findings, is the most important criterion (Polit & Beck, 2014). Thomas (2017) suggested member checking could be useful for obtaining participant approval for using participants' quotations. Cope (2014) explained that to support credibility when reporting a qualitative study, the researcher should demonstrate engagement, methods of observation, and audit trails. Cope considered qualitative studies credible when researchers ensure individuals that share the same experience recognize descriptions of human experience. Saville Young (2016) mentioned the necessity to move beyond thick descriptions to undertake procedures to check that interpretations the researcher is making are indeed credible, including credibility checks, such as consensus, auditing, respondent validation, and triangulation. To ensure credibility, I triangulated the data from individual interviews, company reports, and human resource policies. I ensured credibility by comparing data obtained from semistructured interviews, transcript reviews, and document observation.

Confirmability

Confirmability refers to the researcher's ability to demonstrate that the data represents the participants' responses and not the researcher's biases or viewpoints (Cope, 2014). Researchers demonstrate confirmability by describing how conclusions and interpretations were established and exemplifying that the findings derived directly from the data. In reporting qualitative research, researchers exhibit confirmability by providing rich quotes from the participants that depict each emerging theme (Cope, 2014). Researchers achieve confirmability when the interpretation of data is neutral and free from the researcher's personal bias (Johnson & Rasuloova, 2017). Methods include maintenance of an audit trail of analysis and methodological memos of logs. Qualitative researchers keep detailed notes of all their decisions and their analysis as it progresses. In some studies, a colleague reviews these notes; in other studies, a discussion in peer-debriefing sessions with a respected qualitative researcher may suffice (Cope, 2014). These discussions prevent biases from only one person's perspective on the research. The researcher demonstrates confirmability by describing how conclusions and interpretations were established, and exemplifying that the findings derived directly from the data (Cope, 2014). Peters and Halcomb (2015) noted that for many novice researchers, separating their own preconceptions about the study topic and associated issues can be challenging and suggested the use of bracketing in interview research can help alleviate such preconceptions. I used bracketing as suggested by Peters and Halcomb to distance my preconceptions from the research topic.

Confirmability ensures that the research process and findings are not biased; hence, confirmability refers to both the researcher and the interpretations (Johnson & Rasulova, 2017). Avoiding bias raises the issue of distance from and influence of the researcher on data collection and analysis, particularly as the researcher is actively involved with research participants and constantly engaged with the data. Johnson and Rasulova (2017) argued that this closeness of the researcher to the object of the study is a unique feature of qualitative data, and so challenges researchers as a positioned subject to reflect consciously about their own behavior and background in relation to the data. Qualitative research is interpretivist in nature and carried out to capture the meaning given by individuals to its surroundings (Sarma, 2015). Johnson and Rasulova noted that qualitative researchers approach the empirical reality as multiple realities constructed by the perceivers and attach meaning to these realities. To avoid bias in the research findings, I adapted a conscious awareness of my behavior and attitude as I collected data from participants.

Confirmability refers to the researcher's ability to demonstrate that the data represents the participants' responses and not the researcher's biases or viewpoints (Cope, 2014). Researchers demonstrate confirmability by describing how conclusions and interpretations were established and exemplifying that the findings derived directly from the data. In reporting qualitative research, researchers exhibit confirmability by providing rich quotes from the participants that depict each emerging theme (Cope, 2014). For the researcher to understand the complexities of multiple realities entangled in

the perception and meaning-making process of the individual, the researcher must remain inseparable from the individual's experiences that constructs reality (Sarma, 2015).

Researchers use epoché to reduce bias they may develop regarding the phenomena they seek to research (Moustakas, 1994). I used epoché to ensure confirmability.

Transferability

Transferability is the degree to which researchers apply the results of qualitative research to other contexts or settings with other respondents (Korstjens & Moser, 2018).

If individuals or a group of people find meaning in the study, then the findings are transferable (Cope, 2014). Techniques used to establish credibility include prolonged engagement with participants, persistent observation if appropriate to the study, peer-debriefing, member-checking, and reflective journaling (Connelly, 2016). The researcher facilitates the transferability judgment by a potential user through thick description (Korstjens & Moser, 2018). Cope (2014) mentioned that the results of a qualitative study are transferrable when a group, or individuals not involved with the study find meaning in findings. Transferability refers to way a study's findings can be useful to others in similar situations with similar research questions (Marshall & Rossman, 2016).

Demonstrating that a set of findings applies to another context rests more with another researcher than the original researcher (Marshall & Rossman, 2016).

Transferability is a process performed by future researchers or the readers from credible information provided by the researcher. Readers note the specifics of the research situation and compare them to the specifics of an environment or situation with

which they are familiar (Cope, 2014). If there are enough similarities between the two situations, readers may be able to infer that the results of the research would be the same or similar in their situation. In the presentation of findings section, I provided detailed information, precise examples, and discussed limitations, delimitations, and suggestions for further research, so that readers may generalize the results and determine transferability of the findings. To facilitate the reader's ability to determine transferability of findings, I included in Section 3 arguments on why and how the findings are relevant to improved business practice and could affect social change.

Data Saturation

The concept of data saturation, which is the point at which no new information or themes emerge in the data from the completion of additional interviews or cases, is a useful one concerning discussing sample size in qualitative research (Boddy, 2016). Boddy (2016) elaborated that this approach implies that a single case study or interview is never enough, because data saturation emerges after examining at least two cases. Boddy suggested this idea of sampling to reach saturation is often a justification for the use of a particular sample size in any qualitative research. Failure to reach data saturation has an impact on the quality of the research conducted and hampers content validity (Fusch & Ness, 2015). Saturation is the process of building rich data within the process of inquiry, by attending to scope and replication, and in turn, building the theoretical aspects of inquiry (Morse, 2015). The saturation criterion is a process for the objective

validation of research that researchers use to adopt methods, address themes, and collect information (de Cassia Nunes Nascimento et al., 2018).

Researchers reach data saturation when enough information exists to replicate the study, when no new information, themes, or patterns emerge, and when further coding is no longer feasible (Fusch & Ness, 2015). Elo et al. (2014) recommend that preliminary analysis should begin after a few interviews, noting that in the absence of saturation, grouping the data and creating concepts is difficult. Interviews are one method by which one's study results reach data saturation (Fusch & Ness, 2015). Triangulation is the process of using multiple research sources to draw conclusions (Cope, 2014). A direct link exists between data triangulation and data saturation as triangulation is a method to get to data saturation (Fusch & Ness, 2015). Triangulation can enhance the study's generalizability because multiple data sources converge (Marshall & Rossman, 2016). Yin (2018) stated that triangulation is the convergence of data collected from different sources to determine the consistency of findings. I used in-depth interviews, data triangulation, employee turnover reports, and member checking to ensure data saturation in my research study.

Transition and Summary

In Section 2, emphasis was on the purpose statement and the researcher's responsibilities. I presented the strategies for gaining access to participants, the eligibility criteria for participation in this study, and justification for the chosen research method and design. I explained the proposed plan to adhere to ethical research standards,

obtaining informed consent from the participants, and ensuring the confidentiality of the participants. Section 2 concludes with data collection instruments, data collection technique, data organization techniques, data analysis, and reliability and validity. Section 3 includes the presentation of the findings, a description of the implications for social change, recommendations for action, recommendations for further research, and reflections.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies that some human resources managers in the hotel industry use to reduce employee turnover. I examined employee turnover through the lens of Herzberg et al.'s (1959) two-factor theory of motivation because the motivation and hygiene factors developed by Herzberg et al. affect employee turnover. Findings were consistent with Herzberg et al.'s two-factor theory. Herzberg et al. found that employees' need for appreciation and respect is more dominant than factors such as salary and benefits. To reduce employee turnover, participants used strategies such as effective interviewing process, employee appreciation, competitive compensation, and providing opportunities for career development.

Presentation of the Findings

The research question for this study was the following: What strategies do human resources managers in the hotel industry use to reduce employee turnover? I conducted semistructured interviews to collect data from five participants who consented to the interviews and agreed to have their responses recorded. Participants represented five hotels ranging in status from four stars to five stars in Boston, Massachusetts. Participants responded to seven interview questions, including probing questions related to strategies participants used to reduce employee turnover. After transcribing the recordings, I

engaged participants in member checking to validate my interpretation of their interview responses and obtain additional information.

I incorporated data from document reviews to support the participants' responses. Documents included exit interviews, employee value cards, engagement surveys, and interviews guides. Upon completion of five interviews, I determined that saturation was complete as no new themes emerged. I used NVivo 12 software to organize data and identify themes based on Yin's (2018) five-step approach to data analysis: (a) compiling the data, (b) disassembling the data, (c) reassembling the data, (d) interpreting the meaning of the data, and (e) concluding the data. As Yin suggested, I searched for broad themes that may emerge from the data. During the process of compiling and analyzing the data, three key themes emerged that were common to all participants. During the data analysis, I identified subthemes and discussed them in the findings. In Table 1, I display the three key themes.

Table 1

Themes: Strategies Used to Reduce Employee Turnover

Strategy	Percentage of use by participants
Retention strategy	100%
Compensation strategy	100%
Employee development strategy	100%

Theme 1: Retention Strategy

Company leaders in the hotel industry must have strategies for long-term employee retention (Hofmann & Stokburger-Sauer, 2017). Employee commitment, known as the link between the employee and organization, decreases the likelihood of turnover because committed employees feel attached to the company resulting in lower employee turnover and higher productivity (Hofmann & Stokburger-Sauer, 2017). All participants interviewed in the current study used a retention strategy to reduce employee turnover and agreed that effective recruitment was a major contributing factor to retaining employees and reducing employee turnover. Hofmann and Stokburger-Sauer's retention strategy is consistent with the findings of Scott (2016) who found that employees will remain with an organization as long as the employer makes leaving less advantageous. P1 stated, "For many years, recruitment has been my biggest challenge in reducing turnover. Effective recruitment equates to reducing turnover." Some hotels used different terminology to describe recruitment. P2 referred to recruitment as "onboarding" and noted that an effective onboarding process has the most significant impact on reducing

turnover. P3 responded that reducing employee turnover begins with the recruiting process and matching the candidates' qualifications with the position requirement. P4 described how important effective employee orientation is as a component of recruitment in reducing employee turnover. P5 also stated the importance of the recruitment process in reducing employee turnover and insisted on streamlining the application process making it easy to navigate to attract quality candidates. Human resource interviewers must select prospective employees by eliminating subjective factors so that every choice made is objective based on the criteria expected by the company (Budi & Niswah, 2016). In Table 2, I display the three subthemes that emerged from the compensation strategy.

Table 2

Subthemes in Recruitment Strategy

Subthemes in recruitment strategy	Percentage of use by hotel
Interview process	100%
Recruitment environment	100%
New employee orientation	100%

Interview process. All participants elaborated on key aspects of the recruitment process, such as the actual interview, candidates' expectation, effective new employee orientation, candidates' personality fit, and managers' skill sets. P1 emphasized the importance of the interviewer's skills, explaining how a well-trained interviewer can capture important information during the interview that can help select the best candidate.

Conducting multiple interviews with the same candidate was a theme common to all five participants, ranging from two interviews per candidate with P1 to five interviews per candidate with P2. In the case of multiple interviews, all participants mentioned that different managers interviewed candidates, and often these managers were from various departments throughout the hotel. Interviewers' qualifications were department head, division head, or general manager. In cases of multiple interviews with one candidate, interviewers compared interview notes at the completion of the interviews and made recommendations about the candidate to the hiring manager. Based on a review of interview guide documents obtained from participants, recommendations may include suggestions such as declined, advance with caution, advance with confidence, or highly recommended. P4 insisted on providing an excellent environment during the recruitment process, noting, "We work very hard at offering candidates a five-star employee experience during the interview process so that potential employees feel the five-star experience before they begin working for us." P2 emphasized the importance of using behavioral-based interviews and noted that employee turnover decreased significantly after introducing this interview method. These interview methods are consistent with Dawson et al. (2017) who found that the interview room environment affected interviewees' willingness to disclose in-depth information.

Alonso, Moscoso, and Salgado (2017) noted that the extent of the use of behavioral interviews in organizations is lower than that of the conventional interview, even though behavioral interviews are one of the best interviewing methods. The findings

of this study confirm the research of Alonso et al. because the use of behavioral interviews correlates with reducing employee turnover. In an era of unprecedented transparency due to the use of social media, candidate feedback demonstrates that most companies do not adequately train interviewers to do their jobs well (Srinivasan & Humes, 2017). I discuss this topic further in the theme employee development strategy.

Recruitment environment. During the recruitment process, all participants used reference checks and background checks to verify information provided by candidates. P3 used a predictive index to determine the candidates' value, personality traits, and whether these traits measured up against the qualification for the job. Many business leaders use predictive personality tests to assess for cultural fit before hiring (Fisher & Wilmoth, 2018). The managers in the current study used the predictive index to measure candidates' levels of dominance, extraversion, patience, and formality to help recruiters determine whether the candidate is a good fit for the organization.

Aligning the capabilities and strengths of the candidate with the mission and culture of the organization is one key to a successful partnership (Fisher & Wilmoth, 2018). P3 elaborated, "After we have hired a new employee, the human resource office makes a concerted effort to keep in regular contact with the employee once per month to monitor their integration progress and provide coaching." The initial expectations and level of comfort that the new employees experience during orientation days are critical to retaining the employee. P3 noted this is particularly important for new management trainees who must monitor their progress in various management training programs. Such

coaching approach is consistent with the findings of Bozer and Jones (2018) who found that coaching enhances employees' personal growth by providing the tools, skills, and opportunities employees need to develop themselves and become more effective. The findings of this study indicated that coaching and mentoring employees had a positive effect on reducing employee turnover. P4 noted that through the interview process, "We hire the best person for the job whom we felt had the best potential, and then we coach them to ensure their employment experience is successful." P1 emphasized the importance of setting expectations for the candidate during the interview process:

I think it is imperative that during the interview process we inform the candidate what the day-to-day expectation is. For example, grooming standards. We must be as specific as possible about the expectation, so the new employee is fully aware of their responsibility.

During the selection process, the more interviewers can ensure a behavioral match between candidates and their jobs, the greater the chances of success for the candidates (Hicks, 2016).

New employee orientation. Conducting a thorough candidate selection process, as part of the recruitment process, was one of the strategies all participants found most effective in reducing employee turnover. P3 noted that student applicants who had completed internships in the hotel industry were more educated about the position they applied for: "When we educate applicants about a position, they make better decisions on whether or not the position is a fit for them. P2 emphasized the importance of providing

the new employee with the right start: “We feel very strongly that if we do not conduct the orientation correctly, it has a negative domino effect during that employee’s tenure with the hotel. Orientation is a strain on our operation due to employees being absent from their posts, but ultimately, orientation provides a gain, and we have seen our turnover reduced due to the two-day new-employee orientation.” All participants mentioned that when new employees remained employed for 3 years, the propensity to leave reduced significantly. From this observation, participants learned the importance of integrating employees in the culture and ethos of the organization as quickly as possible. Providing a positive experience during the recruitment process was essential to P5 who mentioned how employees judge the company through the effectiveness of the recruitment and orientation process. New employee orientation and integration is the process by which the company helps new employees to adapt to the new job as proper orientation helps to reduce anxiety resulting from the confrontation with unknown situations and offers models of behavior, thereby reducing employee stress (Daniel, 2016). Successful new-employee integration proves the organization values the employee and helps provide the tools needed for the employee’s success (Daniel, 2016).

All participants interviewed mentioned the challenge that employee turnover posed in their daily tasks at the respective hotels and reiterated how reducing turnover is a major objective not only for the human resources managers but for all hotel managers. With a reported hospitality employee turnover rate of 73.8% between July 2016 and June 2017 (BLS, 2017), all participants reported turnover levels significantly below the

national average indicating that the strategies these human resources managers use are effective in reducing turnover. Table 3 displays the percentage of employee turnover in each hotel. All participants mentioned that the turnover percentage is a significant metric in hotel operations measurements and because of its importance and effect on the financial outcome of the hotels, this metric is routinely discussed, measured, and forecasted in hotel operational meetings. The data displayed in Table 3 when compared to the national average percentage for hospitality turnover indicate that the strategies used by these five participants are effective in reducing employee turnover in hotels. The significant difference in the turnover results from P4, which indicates the hotel has 50% less turnover than all other participants, equates to the family style culture that exists among employees in that hotel, which results in increased longevity among employees. Data in turnover reports collected during the study indicated low turnover percentages by department in addition to the overall hotel turnover. These turnover reports are important metrics for human resources managers because they reflect activity at the department level. Some departments remained consistently at 0% turnover, whereas other departments may have 1-3% monthly turnover. This detailed breakdown on turnover identifies areas or departments that consistently have monthly turnover. Human resource managers use these results to determine whether that department manager lacks managerial skills, which may be responsible for ongoing turnover.

P3 explained that a very low turnover percentage is not necessarily beneficial because a very low turnover indicates employees may not be developing new

competencies and are hence lacking opportunities for upward mobility in the hotel. When one person leaves, the absence creates a gap in responsibilities which then ends up transferred to other employees. This turnover situation lowers employee morale as these team members or managers take on another person's work, and may eventually leave due to overworking. Real satisfaction in one's job is primarily a product of internalized motivation factors, such as praise or recognition for efforts and opportunities for advancement (Herzberg et al., 1959).

Table 3

Employee Turnover Rates in Participating Hotels

Participants	Percentage of employee turnover
Hotel 1	15%
Hotel 2	17%
Hotel 3	11%
Hotel 4	6%
Hotel 5	12%

Theme 2: Compensation Strategy

Understanding how to pay employees more effectively can also decrease organizational turnover (Sturman, Ukhov, & Park, 2017). Without clear guidance, companies may end up over-adjusting or under-adjusting pay levels and as a result, may be paying a rate that is different from their desired compensation strategy (Sturman et al., 2017). Participants in this study noted the importance of using a fair compensation

strategy that contributes to reducing employee turnover. Components of the compensation strategy included (a), salary reviews (b), longevity rewards (c), student loan reimbursement (d), tuition reimbursement and (e), comprehensive benefits package. Sturman et al. (2017) suggested understanding the effects of the cost of living is an important practical issue in a compensation package because as companies continue to grow from local to national organizations, their pay systems must accommodate the cost of living differences across multiple locations. In Table 4, I display the six sub themes that emerged from the compensation strategy.

Table 4

Subthemes in Compensation Strategy

Subthemes in compensation strategy	Percentage usage by hotel
Salary	100%
Longevity rewards	100%
Student loan reimbursement	20% (P3)
Employee dining room	100%
Tuition reimbursement	100%
Comprehensive benefits package	100%

Salary. The hospitality industry has a poor salary perception, as such, promoting salary information or generally raising wages may be a way the industry can better attract talent in a competitive labor market (McGinley et al., 2017). P1 explained that basing salary levels on the cost of living index is not always a fair strategy. For example, P1

mentioned their corporate office is in a foreign country and corporate managers apply the cost of living index to salary increases for cities around the world where the company has hotels. Often, the corporate manager enquires, “Why are you proposing a 3% salary increase when the cost of living index is only 1.2% in your area?” P1 believed offering a 1.2% salary increase insults the employee and can make the employee feel undervalued, noting that many times budgetary constraints are a significant barrier to reducing employee turnover. Herzberg et al. (1959) identified salary as one of the hygiene factors leading to employee dissatisfaction.

All participants suggested maintaining salaries slightly above current market levels contribute to reduced turnover. All participants recommended proactively monitoring competitors’ salary levels and emphasized that employee turnover is a key metric in the cost associated with any appreciation of salary levels. P1 stressed the importance of competitive benefits, competitive wages, and a good health insurance plan to reduce employee turnover, stating, “We have to make employees feel like there are contributing and that they are valued.” This statement is consistent with the findings of Herzberg et al. (1959) who identified that valuing employees was a motivation factor leading to employee satisfaction. P4 noted the value of offering a retirement plan such as a 401K and ensuring wages remain slightly above the competitive wages offered by other hotels in the city. Despite this statement, P4 mentioned some frustration with senior management when soliciting an increase in the 401K employer match because of senior management’s inability to recognize the value of this employee benefit. Income is an

essential part of work-life quality because income is an important instrument for retaining and recruiting personnel. Providing fair compensation is a significant component of evaluating the quality of work life because employees with higher income are intrinsically more satisfied with their jobs (Kara et al., 2018).

P2 described an innovative approach to a salary increase and shared an example of analyzing individual positions to establish a new pay scale for the hotel valet position. Traditionally, valets received a substantial amount of gratuities, which contributed to their overall compensation. Many hotel guests do not carry cash resulting in reduced income for the valets. The solution presented by the human resource manager was the creation of a new pay scale for valets ensuring valets received a competitive salary that compensated for the lack of gratuities. This example of pay satisfaction is consistent with Jung and Yoon (2015) who found that pay satisfaction affects employees' psychological condition and is a strategic policy used by human resources managers to increase employees' job engagement and decrease job withdrawal significantly. P2 added, "Inaction on my part in this situation with valet salary would have resulted in the valet leaving the hotel, increased turnover, and lowered employee morale." The single most important goal in the progress of supervision is the development of new insights into the role of the supervisor so that supervisors may effectively plan and organize the worker's tasks (Herzberg et al., 1959).

Longevity rewards. P4 indicated there were 22 employees from the original hotel opening team who remain employed at the property 31 years later. The hotel created a

program called the Circle of Service Excellence to honor the charter employees. Additionally, at this property, there are 30 employees employed for 20 years, and five employees for 25 years. Such longevity indicates why this hotel has a 6% turnover, well below the other participating hotels in the study. P3 also attributed their low turnover (11%) to their long-serving associates. One associate has been at the hotel for five years, 30 associates employed for 30 years and ten associates for 40 years. This employee longevity contributes to loyalty and has a positive effect on younger employees. P3 noted the negative aspect of having so many long-term associates is that when they retire, they leave a substantial guest history gap and a knowledge gap in the organization. These positions will also be difficult to fill in the coming years. A negative aspect of very low turnover at the manager level is that managers are not moving into management roles. A manager turnover rate of 15-20% indicated that managers are moving up in more senior roles and developing within the company. Career longevity in the hospitality industry is not solely dependent on career progression; strong social connections, a professional self-identity, and complex, exciting work contribute to long careers (Mooney, Harris, & Ryan, 2016).

Student loan reimbursement. Participants in this study explained that helping younger employees to pay their student loans was a strategy that emerged in the industry as a means to attract and retain younger hospitality employees. P3 noted that many younger employees have significant student loans and any effort on the part of the employer to assist with reimbursement may result in an effective retention strategy.

Although not yet approved at the senior management level, P3 proposed this idea with the hope reimbursement would entice millennial employees to stay longer and could contribute to reducing turnover. A stipulation of the reimbursement policy was that if an employee voluntarily terminated the relationship with the hotel within a predetermined period, that employee would be responsible for reimbursing the hotel for funds paid out.

Employee dining room. Data obtained from company documents collected from participants indicated the broad range of benefits included in the compensation strategy. For example, all hotels in this study provided employees with one free meal for every six hours worked. Participants highlighted the importance of the employee dining room noting this aspect of employee benefits is highly valued by employees. Other than the employee changing room, the employee dining room is the only place in the hotel that employees can go to relax while on duty. Participants noted that menu choices, rotation of cereals for breakfast, and flavor of coffee contribute to employee satisfaction in the workplace because employees look forward to sharing meals with coworkers. Recognition of employee's abilities and their needs is consistent with Herzberg's (1987) findings in that recognition of employee's abilities and needs is one of the leading factors contributing to employee satisfaction. Managers listen to employees' requests for favorite foods and communicate this feedback to the employee dining room chef. To emphasize the importance of this benefit, one participant mentioned how the engineering department liked to have fresh white bread for their coffee break every morning and noted, "This food aspect contributes to employee satisfaction and happiness in the workplace, and so if

the engineers are happy, they perform better at work. I make sure the chef has white bread available every day.” Additional benefit data obtained from company documents collected from participants indicated that employees value complimentary guest rooms. This benefit allows employees to stay at any hotel within the company for free and is available to all employees after six months employment.

Tuition reimbursement. Existing research indicated that employee benefits have significant, but differential effects on employee attitudes and turnover intentions (Messersmith et al., 2018). Basic or traditional benefits contribute to lower employee turnover, but not necessarily to organizational commitment (Messersmith et al., 2018). In addition to offering traditional benefits such as health insurance, 401K contribution, and personal days, all participants sought innovative ways to provide additional benefits that would help attract and retain employees. Some participants offered tuition reimbursement as a benefit. P4 insisted that tuition reimbursement applies only to college-level classes and employees must receive a passing grade in each course to qualify for reimbursement. While P4 already practiced employee tuition reimbursement, the hotel had not begun to explore student loan reimbursement, as is the case with P3. Conversely, P5 noted that some senior managers might ask questions about cost structures of all strategies designed to reduce turnover: “Do we have to spend so much money to mitigate turnover?” This management mentality is a critical barrier to reducing employee turnover. In such situations, the human resource manager must demonstrate the effectiveness of such investment to influence senior management thinking on this topic. Herzberg et al. (1959)

noted that people seldom experienced satisfaction through the intrinsic nature of what they do and referred to these factors as motivators.

Comprehensive benefits package. Offering benefits including Christmas bonuses, wage and bonus incentives, shift wage differential, scheduled wage increases, health and life insurance, vacation commensurate with employment length, discounted stock prices, merchandise discounts, and scholarships resulted in lower turnover rates among hotel employees (Jaworski et al., 2018). P4 emphasized the importance of benefits in employee tenure with the hotel and noted that when the overall benefits package is substantial, the employee has a lower propensity to leave to work for competitors. All participants measured turnover on a monthly basis and by department. Human resources managers use information obtained during exit interviews to identify reasons why employees leave. Human resources managers use this information to improve the work environment and job offering. P3 found that when past employees respond to exit interview questions via email and after they leave, these past employees provide richer information which is of benefit to human resources managers. Additionally, human resources managers in hotels survey competitor's benefits packages on a regular basis to remain competitive. All participants have a working relationship and often call one another to seek information. According to P4, human resources managers verify information among one another from potential candidates who may be leaving one hotel to join another. In one case during the interview, a candidate overstated their salary when

they worked for a competitor. To verify accurate salary, P4 said a phone call to the competitors' human resources manager resolved the issue.

P3 noted that substandard benefits packages do not provide incentives for the employee to remain with the company. P4 responded: "There's the reality of making sure that we offer slightly better than competitive pay, and excellent benefits." According to P5, employees appreciated the benefits that resulted in improved work-life balance, such as working remotely or time away from work. Unique among participants' responses was the incentive of wellness by P5 who indicated, "Wellness is a huge incentive that employees currently look for." P5 elaborated that team members want opportunities to engage in wellness programs that promote physical and mental health and stated that wellness programs are, "One more thing we offer above and beyond our traditional benefits." Offering a wellness program may only satisfy 90% of team members leaving human resources managers to explore options to accommodate the remaining 10 % of team members who are not wellness driven. Maintaining a comprehensive approach to satisfy a diverse population of team members is a barrier to reducing turnover. All participants agreed that constantly exploring new benefits ideas and incorporating employee suggestions for additional benefits is an ongoing quest to satisfy employees and reduce turnover. Each participant noted the importance of calculating the cost-benefit for new benefits. For example, P4 explained how the hotel accommodated a request by sales employees to work remotely for five days every week. The human resources manager felt this situation would negatively affect the sales employees' integration and may

disconnect them from the family-style working atmosphere that exists among employees at this hotel. Additionally, allowing for so much remote work time in one department could eventually become an expectation in other areas of the hotel. The human resources manager compromised by allowing salespeople to work remotely one day per week and during snow days or inclement weather. P4 noted, ‘We provide a comfortable working environment so employees feel that can work collaboratively.’” The example provided by P4 is consistent with the job characteristics developed by Hackman and Oldham (1974). Leaders use the job characteristics model theory for diagnosing existing jobs to determine if and how redesigning existing jobs would improve employee productivity and satisfaction (Hackman & Oldham, 1974).

Theme 3: Employee Development Strategy

Many people accept that the hospitality industry is highly dynamic and labor-intensive with a human element directly related to service quality, customer satisfaction and loyalty, competitive advantage and overall organizational performance (Chung & D’Annunzio-Green, 2018). Negative perceptions in the hospitality industry, such as low-paying menial jobs, unsocial working hours, seasonal employment, and limited opportunities for career progression indicate that hospitality organizations may face more significant challenges than other sectors in their efforts to attract, recruit, and retain high-caliber employees (Chung & D’Annunzio-Green, 2018).

Findings in this theme closely align with those of Herzberg et al. (1959). Motivation factors leading to satisfaction, which are intrinsic to the job, were (a)

achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) growth (Herzberg et al., 1959). Thus, the presence of motivation factors increases job satisfaction. The primary reasons for employees remaining on with a company were high levels of job satisfaction, organizational commitment, and job involvement (Lee et al., 2014). In Table 5, I display the four sub themes that emerged from the employee development strategy.

Table 5

Subthemes in Employee Development Strategy

Subthemes in employee development strategy	Percentage usage by hotel
Employee training	100%
Employee development	100%
Leadership training	100%
Employee engagement	100%

Employee training. Studies on human resources management practices have shown that effective employee training and development generates a number of benefits for the hotel industry, such as improved service quality, increased employee job satisfaction and productivity, and decreased turnover intentions (Chen & Wu, 2017). Participants in the study felt very strongly about the importance of employee training and development in reducing turnover. Each respondent had similar overall strategies to the holistic development of every employee. The overarching approach to reducing employee turnover was to begin by recruiting the best employee for the particular task and ensure

each employee has a fair and competitive compensation and benefits package. Once these two components are in place, all participants agreed on the importance of developing employees so they may grow within the company. Data collected from company documents indicated the importance of training not only line employees, but also training for managers so managers develop the skills necessary to lead and develop their direct reports. This training approach is consistent with the two-factor theory developed by Herzberg et al. (1959) and confirms that participants in this study implemented the two-factor theory to reduce employee turnover. Chen and Wu (2017) found employee training and development provided three different types of benefits to employees: (a) personal benefits, (b) job-related benefits, and (c) career benefits. Personal benefits are a resource the participants used to help workers improve their job performance, whereas job-related benefits could lead to better relationships with managers and coworkers. The participants used career benefits to help employees achieve career goals and explore different career opportunities. Chen and Wu's findings on the employee-manager relationship are consistent with those of Herzberg et al. (1959) and equally with findings by Wong and Lee (2017) who noted that hotel training professionals should educate senior and junior management in positive behavioral methods and elements of leader-member exchange to improve the professional relationship between managers and employees with the intent of reducing employee turnover (Wong & Lee, 2017).

Employee development. P4 highlighted a relatively new level of employee development for hotel employee development in the form of tuition reimbursement for

online classes, noting, “Educated employees benefit themselves and us. Many of the online classes that we reimburse are not specific to the hospitality industry because at this hotel we believe employees should study what interests them.” This hotel currently has two employees studying nursing. The human resources manager mentioned both employees are part of a productive team at the hotel, so they are contributing daily to the operation. If the overall goal is to become a nurse and both employees eventually leave the hotel, the human resources manager did not consider that to be a bad turnover. P5 emphasized the importance of developing a culture for employee training and development within the respective hotels to motivate employees. Interesting work, challenges, and increasing responsibility are intrinsic motivating factors that answer people’s deep-seated need for growth and achievement (Herzberg, 1987).

Participants noted this employee development culture transcends departments, age groups, and seniority. As a result, many longtime employees begin to coach the new employees on ways to accomplish tasks quickly and more efficiently. Also, newer and younger employees assist older colleagues with technology use, software education, and using electronic *Apps* to accomplish tasks more efficiently. Encouraging this exchange of skill sets is a method for human resources managers to create a culture of caring among employees. P4 stated, “When employees pass each other in the hallways of the hotel they are expected to greet each other as if they were greeting a guest.” Such employee interaction develops mutual respect and caring for one another in the workplace. This finding is consistent with the findings of Harris et al. (2014) who found that the dyadic

relationship between employees and supervisors, or leader-member exchange, plays a significant role in shaping important follower attitudes and behaviors. Marius and Mariette (2018) noted the objective of employee learning and development is the implementation of new skills in the work environment. The findings of this study are consistent with those of Marius and Mariette (2018) and confirm that providing training programs that develop an employee's skills contributes to reducing turnover. Data in documents obtained from the hotel companies indicated a strong presence of employee development. Excerpts from the data include self-development advice, such as, "learn something new every day to make yourself the expert in your job and recognize and praise your colleagues who have done a good job." Of the factors affecting job attitudes, human achievement is the most dominant factor leading to satisfaction (Herzberg, 1987).

Successful integration of millennial employees in the workplace posed a challenge to all participants in this study. P3 noted that not all millennial employees adapted easily to help other employees and stated, "This generation has specific expectations for a work-life balance that differs from older generations." This difference can generate challenges in departments with many older workers, for example when the millennial employee asks, "You mean I have to work on the weekend?" All participants provided training for employees and managers to encourage employee respect, development, and appreciation of colleagues. Respect and understanding of work colleagues was an area of personal development that participants found lacking in the millennial generation. The findings of this study confirm the research of Pizaru et al. (2016). The millennial generation has

different occupational values than previous generations and has different expectations related to the job, and their particularities influence the recruitment strategies of the companies to a great extent (Pizaru et al., 2016). When interviewing millennials, P1 looks for signs indicating the candidate may have difficulty accepting direction from older workers. This approach was consistent with all participants interviewing process. Millennials and technology have become inseparable which has profound consequences in every aspect of their existence, including their workplace (Pinzaru et al., 2016). P3 explained a situation when an older manager reprimanded a millennial employee because the employee was texting during work hours. This example required more understanding from both parties as to what is acceptable in the workplace. Millennials are constantly multitasking, whereas members of older generations, who tend to be the managers, focus on completing one task at a time. To resolve such conflicts, all participants confirmed that human resources managers must find a common ground both parties can agree on. This finding confirms the research of Herzberg et al. (1959) who noted the importance of identifying needs, or factors, that lead to positive job attitudes because they satisfied employees need for self-actualization, which positively affects employee turnover.

Leadership training. Leadership, and in particular transformational and transactional leadership, is one of the most critical factors influencing the creativity of employees and their capacity to generate ideas for the organization (Deichmann & Stam, 2015). Document review of training programs obtained from the hotel companies indicated that participants focused on training managers to be better interviewers. All

participants believed the quality of the interview depends on appropriate interview training of the manager. Because effective recruitment is a retention strategy for all participants, providing manager-training programs in the interview process ensures hiring the best candidates. In effective interviews, adequately trained managers ask probing questions to accurately assess if the candidate's behavior and skill reflect that of the top performers in that manager's department.

When a new candidate joins the hotel, all participants noted that managers must invest time to help the new candidate thoroughly excel in the position. This finding is consistent with that of Bufquin et al. (2018) who found that managers act as representatives of their organization and have a responsibility to portray the company's goals and values and to evaluate, lead and support their subordinates. P4 noted, "My tenured employees provide a lot of job coaching to the new hires." A review of employee announcement documents obtained from the human resources department indicated an article published in the Boston Globe highlighting the quality and importance of manager training programs at this hotel. P4 was visibly proud of this recognition from an external source.

Employee engagement. Both empowering leadership and psychological empowerment are independent mediators of the employee engagement relationship (Huertas-Valdivia et al., 2018). Research indicated that hospitality organizations should encourage empowering leadership behavior in their managers to create a work context where managers foster psychological empowerment that generates employee job

engagement (Huertas-Valdivia et al., 2018). P2 explained the need to ask one department manager to leave the organization because of continuously high turnover rate in his department. The manager lacked respect for the employees and used outdated management practices to manage people. Once the hotel recruited a new department manager with modern development and people leadership skills, turnover decreased significantly. A review of company documents, such as the monthly employee turnover report, confirmed this example. This finding is consistent with research of Herzberg (1987) who found that a poor relationship between employee and supervisor led to extreme employee dissatisfaction.

A review of obtained company documents confirmed that high employee engagement contributes to reduce employee turnover. Employee engagement surveys obtained provided insight regarding how managers engage their direct reports. Surveyed employees responded if they felt empowered, how much recognition or praise they received, if they received support, and if their supervisor cared about the employee as a person. Management compiled responses by department which identifies the managers who managed employees effectively. Granting additional authority to employees provides job freedom, increases responsibility, achievement, and recognition (Herzberg, 1987).

P3 described a situation when a department manager lacked the skillsets to manage millennial workers. After many unsuccessful attempts by the human resources manager to better coach and develop the employees, the human resources manager

transferred the department manager to a department that manages guests, and that manager became very successful in the new role. The participant noted this was an excellent example of finding a good job fit for the employee. Hackman and Oldham (1974) noted job characteristics must align with the employee. This example is consistent with that of Hackman and Oldham because evaluating the effect of job changes on employees and creating deliberate job enrichment projects improves employee motivation and retention. A good supervisor is vital to enhance the employee's level of job satisfaction whereas poor leadership or management may decrease the level of job satisfaction in the workplace (Alshmemri et al., 2017).

Alignment of the Findings With Herzberg's Two-Factor Theory

Employee motivators in the workplace include recognition, achievement, growth opportunities, advancement, responsibility, and the work itself (Herzberg et al., 1959). Employees found these factors more motivating than factors, such as salary, interpersonal relations at work, supervision, company policies and administration, working conditions, and job security (Herzberg et al., 1959). The findings of this study indicated that all participants implemented Herzberg et al.'s (1959) two-factor theory to reduce employee turnover. Participants explained how employees valued respect and appreciation by management for their contributions in the workplace. Further, employee motivation increased when management listened to employee needs and provided opportunities for growth and development within the organization. Equally, employees responded positively to increased responsibility when required because of the positive relationship

forged with managers and the employee culture developed through employee orientation in the recruitment stage. This increase in workplace motivation is consistent with that of Herzberg et al. who found that motivators are the primary cause of employee satisfaction in the workplace (Herzberg et al., 1959). By using a retention strategy, a compensation strategy, and an employee development strategy, participants in this study used Herzberg et al.'s two-factor theory effectively to reduce employee turnover.

Applications to Professional Practice

Hotel leaders might apply the findings of this study to develop a retention strategy to increase profits for shareholders through reduced employee turnover. As a highly competitive industry, the hospitality business has a higher turnover rate when compared to other sectors of the economy (Chen & Wu, 2017). High turnover rates create a negative relationship between turnover intention and sales growth (Chen & Wu, 2017). Despite that reduced turnover is one of the most challenging objectives to accomplish, effective recruitment, as part of a retention strategy resulting in reduced employee turnover, must become a priority for the senior leadership team so that reduced turnover will ultimately and significantly contribute to the long-term success of the hotel operations (Kumar & Patel, 2017).

Leaders might apply the findings of this study to develop a compensation strategy to reduce turnover by providing a fair compensation and benefits package for each employee. When employees believe that their company's pay structure is not adequate, they become dissatisfied with their pay (Jung & Yoon, 2015). The pay structure should

reflect individual values or contribution to ensure employees' satisfaction and demonstrate to employees a fair distribution of pay and offer transparent and accessible information on the pay structure (Jung & Yoon, 2015). Findings of this study indicated that when hotel managers align fair compensation and benefits commensurate with employees' abilities and strengths, the employee has less propensity to leave the organization, thus reducing employee turnover.

Further, leaders may implement the findings from this research to create an employee development strategy using effective policies and procedures for employee development, engagement, and appreciation. Under the circumstances such as meeting essential deadlines, leaders can challenge their subordinates and stimulate their subordinates' work engagement, which stimulates job performance (Breevaart & Bakker, 2018). The level of employee engagement through appreciation within a workplace has been shown to be highly predictive of numerous positive benefits, including less absenteeism, reduced internal theft by employees, few on-the-job accidents, higher customer ratings, lower staff turnover and greater profitability (White, 2018). Hotel managers may incorporate training for supervisory employees that focuses on providing appreciation to direct reports at all levels in the organization. An appreciative leadership style includes different leader behaviors that incorporate providing personal rewards, praise, and recognition of one's achievements and qualities, supporting and showing respect, through relations-oriented leader behaviors (White, 2018).

Implications for Social Change

Researchers revealed some differences in social perceptions based on employees' sociodemographic background, noting that managers and frontline employees should be concerned in demonstrating even more warmth and competence toward certain employees, as some of them may require further social and professional support from their leaders and peers (Bufquin et al., 2017). Implications from the findings of this study indicate that employee longevity with hotels provides stable income allowing employees to increase the quality of life for their families in their communities. Unemployment not only causes material hardship due to the associated loss in income, but also enforces the deprivation of social, psychological, and nonpecuniary benefits provided by employment (Kunze & Suppa, 2017). Unemployed workers are absent from several social activities, such as the attendance of cultural events, cinema, and concerts as well as the frequency of socializing and helping friends and neighbors (Kunze & Suppa, 2017). Unemployed people reinterpret and reevaluate their situation as normal, inevitable, and caused by events exterior to themselves or outside their control (Pignault & Houssemand, 2018). Pignault and Houssemand (2018) found that unemployment can have an unfavorable effect on the subsequent career experience of the least qualified employees and can lead to an increase in periods of unemployment later. Employee turnover is one of the most significant human resource management challenges faced by the hotel industry (Huang, van der Veen, & Song, 2018). The two most common workplace stressors leading to turnover in the hotel industry are interpersonal tensions and work overload, both found to

be associated with lower job satisfaction, negative physical health, and higher turnover intentions (Huang et al., 2018).

Hotel managers who recruit employees from surrounding communities contribute to lowering unemployment in those communities, resulting in improved community activity, more disposable income, and a better life style for hotel employees and their families. This sense of community was apparent in an example described by one study participant. When the hotel recently underwent refurbishment, management made some used furniture available to employees. Because of the family culture among employees at the hotel, and that many employees live in surrounding communities, the employees collaborated in delivering large furniture to each other's homes. The human resources managers highlighted this collaboration was possible because of employee longevity, low turnover at the hotel and employees knew the communities where they all lived. Hotel managers may use reduced employee turnover as a means of social change in communities by becoming a partner in community development and offering long-term employment for community wellbeing. Community wellbeing is a state of being with others and the natural environment that arises when humans meet their needs, when individuals and groups can act meaningfully to pursue their goals, and when they are satisfied with their way of life (Leonard, McCrea, & Walton, 2016).

Recommendations for Action

Hotel leaders and human resources managers might use the findings of this study to develop strategies to reduce employee turnover. I recommend that hotel general

managers and human resources managers use multiple resources to enhance the interview process so they hire the best candidates. I recommend these managers use behavioral interviews to assess candidate's responses to various situations to better align candidates with the position and hence ensuring a higher propensity to remain with the company. Hiring managers should ensure a smooth and transparent onboarding process for all candidates, particularly in cases where multiple interviews are a standard. A recommendation during the interview process is to select candidates based on personality fit, engagement level, managerial competency, and the ability to work effectively in a multigenerational and multiethnic workforce.

I recommend to hotel leaders and hiring managers to evaluate compensation levels continuously and provide variety in employee benefits packages. A further recommendation is to set salary levels above the competition to attract and retain competent employees. A recommendation for human resources managers to reduce turnover is to provide longevity rewards to long-term employees because these employees view such awards as a message that they are valued. A further recommendation to human resources managers is to explore the possibility of offering employees a tuition remission incentive for college courses. An additional recommendation to hotel leaders is to develop programs that could assist younger employees with student loan repayments. Such programs may help hotel leaders to attract and retain younger employees.

Finally, I recommend to hotel leaders to provide continuous training and development to all employees. Specific training on managing people should be mandatory for all managers so these managers are equipped with modern management techniques in employee engagement, employee appreciation, employee personal and professional development, and acquire the ability to deliver positive criticism effectively. I recommend hotel leaders ensure that human resources managers and all department managers listen to employee concerns and take action to resolve such concerns quickly. Lastly, I recommend hotel leaders create a culture in internal promotion as a strategy to reduce employee turnover. Human resources managers, together with department managers, should monitor employees' career progress and identify candidates for internal promotion. I recommend that human resources managers have in place coaching and mentoring training modules for internally promoted employees so these employees have a support system to assist them in their new role and develop into successful long-term managers with the company.

Motivating factors for social science writers include personal reputation, the desire to improve human conditions, and avoid falling prey to the publish or perish syndrome (Banks, 2018). Factors influencing the publish or perish syndrome are the increasing professionalization of science, the development of the peer-review system, and, towards the end of the 20th century a desire for rapid publication (Banks, 2018). Although my college does not practice the publish or perish research model, I wish to continue with my scholarly writing and plan to submit scholarly articles for publication in

peer-reviewed journals. I intend to focus my scholarly publication efforts on the following journals: the *Journal of Hospitality and Tourism Education*, the *Journal of Human Resources*, and the *European Journal of Hospitality and Tourism Research*. Additionally, I would like to present the findings of my study at the Annual International Council on Hotel, Restaurant, and Institutional Education (CHRIE) Summer Conference.

Recommendations for Further Research

The findings of this study depended on data obtained from five human resources managers in companies in the hospitality industry in Boston, Massachusetts and may not reflect the views of all hotel leaders. Future researchers should focus on enlarging the current study and investigate employee turnover in other U.S. cities or regions. Future researchers could conduct a comparative analysis with other industries that have a low turnover to identify the strategies used by those industries and evaluate if these strategies apply to the hotel industry. Future researchers could focus on interviewing employees to obtain views on causes of employee turnover which may oppose those views described in these findings. Additionally, future researchers could explore employee turnover in various cultures to determine if a region's culture and employee ethnicity impact employee turnover.

Reflections

Despite the challenge of pursuing a doctoral study, I found the doctoral process educationally enhancing and enlightening. I did not consider the process a burden, but more an opportunity to acquire skills to better my education and explore the research

process in-depth. I developed a study ethic that allowed me to complete the doctoral degree in 36 months. Although I began studying in the fall of 2015 and completed the degree in the fall of 2018, I took a one-semester leave of absence due to ill parents-in-law. This absence is my only regret in the doctoral process. Upon reflection, I should have persevered with my studies through this family situation, but at the time I thought it best to support my spouse and her family.

The similarity that existed between participants on the importance of valuing employees was surprising. I found these findings, described in the employee development strategy section, to be one of the most rewarding findings in my study. I previously worked in the hospitality for many years and do not remember experiencing this expression of value toward employees. Because of my prior hospitality industry experience, I developed an interview protocol (see Appendix A) to mitigate bias. The interview protocol included the use of open-ended questions. Upon completing this study, I realize the benefit of obtaining multiple points-of-view on a particular topic and listening to people without trying to finish their sentences.

Conclusion

Based on the finding of this study, I conclude that human resources managers use (a) a recruitment strategy (b), a compensation strategy and (c), an employee development strategy to reduce employee turnover in hotels. Hotel leaders experience diminished profitability because of high employee turnover (Guilding et al., 2014). The two-factor theory developed by Herzberg et al. (1959) was the conceptual framework for this study.

The purpose of this multiple case study was to explore strategies that some hotel human resources managers use to reduce employee turnover. The findings indicated that the employee recruitment process, fair employee compensation and benefits, a focus on employee development, and recognition and appreciation of employees were pivotal elements in the development of strategies human resources managers used to reduce employee turnover. The findings and recommendations resulting from this study might be valuable to hotel general managers, human resources managers, authors of training manuals, and hiring managers for creating strategies to reduce employee turnover. The implications for positive social change include lower unemployment rates, improved local economic stability, increased community wellbeing, and an improved quality of life for local residents.

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Appendix A: Interview Protocol

Interview preparation. Upon receiving approval from the Walden institutional review board, I contacted participants through email using a prepared and approved introduction letter. After participants agreed to the interview, I asked them to propose a convenient interview location and time.

Opening the interview. I began the interviews by greeting participants, introducing myself, and explaining the purpose of my study, including possible business and social benefits. I thanked participants for agreeing to the interview process, ensured they were comfortable, and asked if they were ready to begin.

Informed consent. I asked participants to sign a consent form before beginning the interview. Participants knew in advance that I would be recording the interview for transcription purposes. Before beginning the interview, I activated the recording device and record in my voice, the date, time, name of the participant, and numeric code for analysis purposes.

Conducting the interview. The semistructured interview comprises of open-ended questions, see Appendix C for the complete list of questions. I allowed ample time for the participants to answer each question thoroughly. When necessary, I asked follow up probing questions for clarification.

Theme verification. I asked participants about the major themes discussed in the interview to ensure I understood the intent of the participant's response.

Coding. I used numeric coding to ensure the privacy and confidentiality of the participants. For example, I coded the first participant interviewed as participant one, or P1. I coded the second participant as P2, and so on for the remainder of the participants. For analysis purposes, I maintained a list of the participants that linked their names with the coded number. I am the only person who has access to this list to ensure the privacy and confidentiality of the participants.

Recording reflexive notes. During the interview process, I took notes to document any reflexive thoughts, including possible follow up probing questions that emerged during the interview.

Ending the interview. At the conclusion of the interview, I thanked participants for their time and information and informed them that I would contact them at a later date to verify the accuracy of the transcript and to engage in member checking to obtain additional information they might offer. I reiterated that the contents of the interview would remain confidential and that the published study will not reveal the participant's name or the name of their company.

Appendix B: Interview Questions

1. What strategies do you use to reduce employee turnover?
2. What strategies do you find most effective in reducing employee turnover?
3. How do you measure the effectiveness of the strategies to reduce employee turnover?
4. What key barriers did you face in implementing strategies to reduce employee turnover?
5. How did you overcome the key barriers to implementing strategies to reduce employee turnover?
6. What organizational outcomes do you expect from reduced employee turnover?
7. What additional information can you provide about the strategies you use to reduce employee turnover?

Appendix C: Letter of Cooperation and Confidentiality Agreement

Date:

Name of Company:

Name:

Address:

E-mail:

Telephone:

Dear:

I am Brendan Cronin, a doctoral student at Walden University conducting a research study entitled, strategies to reduce hotel employee turnover. The purpose of this qualitative multiple case study is to explore strategies some human resources managers in the hotel industry use to reduce employee turnover. I identified your hotel through the membership listing of the American Hotel and Lodging Association and you were listed as the General Manager.

I am seeking to recruit participants who meet the following eligibility criteria to conduct 45-minute face-to-face interviews and 30-minute follow up meetings. The eligibility criteria for participants in this research are: (a) must be a human resource manager in the hotel industry (b), must have implemented strategies to reduce employee turnover, and (c) must be located in Boston, Massachusetts. In addition to conducting face-to-face interviews, I am requesting permission to review company documents and policies, in particular, annual reports, policies, and outcomes relative to effective strategies used to reduce employee turnover.

To protect the confidentiality of your name and the name of your company, I will not be disclosing any company, leader, owner, or participants' names in the published study or in any other subsequent publications using information from the final study. I will code participants' names as P1-5.

Participation in this research study is voluntary. You may choose not to allow recruiting of participants to take place within your company or provide access to relevant company documents and policies. You may withdraw your company from participation at any time. Human resources managers in your company who meet the stated eligibility criteria for participation in interviews may choose not to participate or may withdraw from participation at any time for any reason or for no reason.

I am requesting that you provide access to leaders within your company who meet the stated eligibility criteria by providing their name and contact information. You will not be asked to provide any supervision during the interviews.

I am requesting you provide contact information to your human resource director, such as name, title, email address and telephone number. I will conduct interviews at an off-site location and do not require an on-site meeting room.

Participants will be e-mailed an informed consent form to review prior to the interviews. Providing informed consent occurs through replying to the e-mail with "I consent" or by signing the informed consent form just prior to start of the interview.

As you are the official authority from your company to grant permission to release company documents, I am requesting release of documents subject to the following conditions:

1. I will use all company documents released to me exclusively for my research and not disclose or discuss any confidential information with others, including friends or family.
2. I will not in any way divulge, copy, release, sell, loan, alter, or destroy any confidential information, except as authorized by you as the official company representative.
3. I will not discuss confidential information where others can overhear the conversation.
4. I understand that it is not acceptable to discuss confidential information even if the participant's name is not used.
5. I will not make any unauthorized transmissions, inquiries, modifications, or purging of confidential information.
6. I agree that my obligations under this agreement will continue in perpetuity after the completion of this study.
7. I understand that any violation of this agreement may have legal implications.
8. I will only access documents I am officially authorized to access, and I will not disclose any trade secrets, proprietary information, or any other protected intellectual property to any unauthorized individuals or entities.

If the terms and conditions within this letter of cooperation and confidentiality agreement are acceptable, please print and sign your name, provide your title and the date your signature below.

Printed name: _____

Signature: _____

Title: _____

Date: _____

By signing this document, I as the authorized representative for the company, acknowledge that I have read the agreement and that I agree to comply with all the terms and conditions stated above. I understand that the student will not be naming our organization in the doctoral project report that is published in Proquest database or any other subsequent publications. I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies. I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University Institutional Review Board. If you have additional questions, please feel free to contact me by telephone at 978-761-7054 or by e-mail at brendan.cronin@waldenu.edu.

Sincerely,

Brendan Cronin

Doctoral Candidate

Doctor of Business Administration Program

Walden University