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The Impact of Small Business Leadership on Employee Turnover

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Zanlandria M. C. Hardin

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2020

Abstract

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by

Zanlandria M. C. Hardin

MS, Strayer University, 2005

BS, Winthrop University, 2000

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

June 2020

Abstract

Employee turnover creates a skill loss and negatively affects productivity, reducing organizational effectiveness as well as increasing costs for recruitment and training of new employees. This important to business owners who want to sustain employees, prevent loss of profit, and productivity. Herzberg's two-factor theory was the conceptual lens for this qualitative multiple case study which explored hair salon owners' strategies to reduce employee turnover. The participants were 5 hair salon owners in the state of South Carolina. Data were collected through semistructured interviews and an analysis of company documents. Data were analyzed using Yin's 5 phase process to identify patterns and themes. Member checking was completed to ensure accuracy and credibility. Three themes emerged: employee support, communication, and employee training. Investing in employees' ideas and growth was a fundamental aspect of employee support. Having open lines of communication and creating and promoting employee training opportunities were essential in fostering employee retention. A key recommendation includes having opportunities for employees to communicate with owners. By improving their communication with employees, small business hair salon owners may reduce turnover and promote job sustainability. The implications for positive social change include the potential for salon owners to create jobs, retain employees, and support economic development in their communities.

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Dedication

I want to thank God for blessing me to complete this process. I have the best network and social support system ever created. I want to thank my parents, Louis and Lottie Crosby, for their undying support and love. Thank you to my sisters, Vonetta Keit and Sharon Crosby-Peoples; we are truly a “Legacy in the Making.” To my daughter, Anitria Hardin, who gave me the strength to endure and a reason to push forward, I love you. To my niece Zanlandria Crosby and nephew Aaron Peoples, I love you and thank you for giving me a reason to be great. Thanks to all the people who supported me and loved me unconditionally. This work is dedicated to you all.

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Thank you to my chair, Dr. Jepma, for your continuous support and diligent efforts to help me progress. Thank you to my academic advisor, Cassandra Bowland, for your resources and support. To second committee member, Dr. Janet Booker, and URR, Dr. Rocky Dwyer, thank you for your work and efforts. To all faculty and support members of Walden University, you have been essential in helping me achieve my academic goal. To my family, friends, and support systems, your encouragement has pushed me to strive the best. I pray to make my family and peers proud. Thank you for everything.

Table of Contents

Section 1: Foundation of the Study

Employee turnover causes skills to be lost in an organization and prevents organizational effectiveness (Belke & Keil, 2016). Business owners have challenges when attempting to decrease the rate of employee turnover (Uhl-Bien, Riggio, Lowe, & Carsten, 2014). Employee turnover leads to losses in productivity and increases costs related to recruitment of new employees and training (Griffin, Hogan, & Lambert, 2014). Exploring the factors related to employee turnover might provide business owners with information they can use to aid in employee retention.

Background of the Problem

Employee retention in organizations remains a strategic goal for most human resource managers (Vivek & Satyanarayana, 2016). Understanding the factors that contribute to employee retention, such as morale, business efficiency, and operations, can stabilize an organization (Reed, Goolsby, & Johnston, 2016). The U.S. Bureau of Labor Statistics (2019) indicated 2.9 million employees quit their jobs during 2019. Employee turnover can lead to losses in efficiency and negatively affect performance (Gupta & Shaw, 2014). Small businesses are defined by less than 50 employees but represent about 29% of all employees in the workforce (U.S. Bureau of Labor Statistics (2019).

Problem Statement

Retaining experienced and skilled employees is a challenge for business leaders (McGinnis Johnson, & Ng, 2015). When employees leave an organization for another, a minimum of 95% leave with trade secrets, strategic skills, and acquired knowledge (Lloyd, Boer, & Keller, 2015). The U.S. Bureau of Labor Statistics (2019) data show that

2.4 million service workers quit their jobs in 2019 with a steady increase of voluntary quits with small businesses from 2008 to 2019. The general problem is that employee turnover negatively affects productivity and profitability. The specific business problem is that some hair salon owners lack strategies to reduce employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies hair salon owners use to reduce employee turnover. The population for the study was five hair salon owners in Rock Hill, South Carolina, with operational businesses for at least 5 years who had used successful employee turnover strategies. This study may lead to positive social change by providing insight on strategies that small business owners can use to maintain their workforce. Reducing employee turnover reduces unemployment, which enhances the stability of communities.

Nature of the Study

I used the qualitative method for this study. Researchers conduct qualitative studies to identify participants' concerns, experiences, and needs (Allen, 2015). Qualitative research can also provide a framework for incorporating practice-based evidence in interventions, which contributes to the identification of strategies (Gergen, Josselson, & Freeman, 2015). Quantitative methods require researchers to use specific approaches to sample, collect, and analyze data numerically (Groeneveld, Tummers, Bronkhorst, Ashikali, & van Thiel, 2015). I did not select the quantitative approach because this study did not include statistics. Mixed-methods researchers combine both research methods to achieve methodological triangulation for their data (Spillman, 2014).

The mixed-method approach was not viable for this study because it did not involve quantitative analysis.

I considered several designs, including multiple case study, phenomenological, ethnography, grounded theory, and, narrative research. Researchers use multiple case study designs to obtain and explore multiple sources of information (Marshall & Rossman, 2016). Researchers who utilize case study designs typically explore the development of an event, a situation, or the experience of an individual (Yin, 2018). The case study design was most appropriate for this study because I reviewed multiple sources of information to understand the study phenomenon. Researchers use the phenomenological design to describe individuals' lived experiences (Hennink, Kaiser, & Marconi, 2016). This study was not about the lived individual experience of participants; therefore, the phenomenological design was not appropriate. Ethnography research design requires extensive information about participants (Hennink et al, 2016). Ethnography was not appropriate because my study did not require individual stories or extensive research over a long period. Grounded theory researchers seek to derive a theory grounded in the insights of the participants regarding a process or interaction (Marshall & Rossman 2016). Grounded theory was not the best choice because I did not seek participants' insights on a process or interaction or attempt to derive a theory. Narrative research design involves a holistic story from the participants' perspective, which could lead to issues in collecting and analyzing data (Stake, 2010). Narrative research was not appropriate because this study did not involve the use of individual experiences to narrate stories.

Research Question

The research question for the study was: What strategies do hair salon owners use to reduce employee turnover?

Interview Questions

The interview questions designed for this study focused on exploring how hair salon owners' strategies enable owners to retain employees. The questions were

1. What are the factors contributing to the turnover of your organization?
2. What type of employer and employee relationship have you established?
3. What strategies are you using to motivate employees?
4. What strategies have you used to reduce employee turnover?
5. What barriers existed when implementing employee turnover strategies?
6. How have you evaluated the turnover strategies in your organization?
7. What additional information would you like to add to this topic?

Conceptual Framework

A conceptual framework helps to create a lens for understanding the context of the study and to focus the literature review (Galea, Houkes, & De Rijk, 2014). A conceptual framework also provides a structure that researchers can use to collect data to answer research questions. As Schaffner, Schiefle, and Ulferts (2013) discussed, Herzberg's two-factor theory, which was developed in 1959, can be used to address workplace factors causing job satisfaction and factors that contribute to employee dissatisfaction. According to Herzberg (as cited in Stacey, 2011), people are motivated to work with others by both extrinsic and intrinsic motivators. Extrinsic motivators are monetary rewards, and intrinsic motivators are recognitions for achievements, responsibility growth, and advancement (Stacey, 2011). Herzberg's two-factor theory includes descriptions of contributing factors to employee satisfaction and dissatisfaction that have been used to study employee commitment (Stacey, 2011). Small business owners are able to use moral and communication theories to address employee retention (Allen & Shanock, 2013). Herzberg's (1959) theory was applicable to the study because the two-factor theory pertains to business leaders' strategies for reducing employee turnover.

Operational Definitions

Job satisfaction: An employee's sense of satisfaction and gratification within the job environment (Kam & Meyers, 2015). An employee's perception about the desirability about the workplace environment (Li, Mitchell, Hom, & Griffin, 2016).

Small business A firm with fewer than 100 employees (Halebic & Nivin, 2014).

Turnover: The employee action of resigning from, transferring from, departing, or permanently leaving a company (Hom, Mitchell, Lee, & Griffith, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are unverified facts that a researcher assumes to be truthful (Martin & Pamar, 2012). One assumption of this study was that participants would provide honest and truthful answers. Another assumption was that the information from the interviews would answer the research question. I also assumed the participants' responses would be a complete and accurate description of their experience.

Limitations

Limitations are potential weaknesses of a study (Maxwell, 2012). The time restriction to collect data was a limitation. Another limitation was that the participants may not have been forthcoming in their interview responses about employee turnover. Another limitation is that collected data may not adequately reflect the views or experiences of all small hair salon business owners. Thomas and Magilvy (2011) acknowledged that qualitative researchers focus on a small number of participants, and, in this study, I interviewed five salon owners. My findings thus reflect the perspectives of the five participants. A geographically restricted sample was also a limitation of this case study because only small businesses in Rock Hill, South Carolina, participated in the study. Thus, the findings may not be applicable to small businesses in other parts of the United States.

Delimitations

Delimitations are elements of a study that define the boundaries implemented by the researcher (Bernard, 2013). Delimitations affect the scope of the study (Alina, Mathis, & Oriole, 2012). Maxwell (2012) noted that the delimitations of a study denote items included and not included in it. I limited the bounds of the study to a sample of hair salon owners. Another restriction is that the research was limited to the location of the state of South Carolina. The final delimitation was that the research was dependent upon reliable, credible, and accurate presentation of data from participants.

Significance of the Study

Contribution to Business Practice

The study's potential contribution to business practice include increasing the knowledge of hair salon owners about employee turnover, which may help owners make their businesses more sustainable and able to respond to financial difficulties. In addition, the study adds to the existing literature about employee retention and turnover reduction within the hair salon industry. The strategies revealed in the study might enhance the ability of hair salon owners and other owners/managers of small businesses to reduce the problem of employee turnover.

Implications for Social Change

Social change may occur from small business productivity and improvements in the community that advance the quality of life for residents (Cheung & Leung, 2010). This study's implications for positive social change include the potential for business owners to increase the quality of their employees' work lives to retain employees. Reducing employee turnover might stimulate the growth of business and the economic well-being of employees and their communities.

A Review of the Professional and Academic Literature

The literature review is an essential component in developing a research study. The literature review involves extensive research. The purpose of conducting a review of the literature is to enable the researcher to learn and build upon existing information relevant to the research questions of the study (Neumann & Neuman, 2014). The research question guiding this study was: What strategies do hair salon owners use to reduce employee turnover?

The literature review involved conducting content searches using Walden University Library databases and Google Scholar. I searched for peer-reviewed journal submissions on employee turnover in the following databases: Business Source Compete, ABI/INFORM Complete, Sage Premier, ProQuest Central, Emerald Management Journals, EBSCOhost, ScienceDirect, Business Search Premier, Management & Organization Studies, and LexisNexis Academic, in addition to government databases. I used the following key words in my database searches: *employee turnover*, *employee retention*, *leadership*, *job satisfaction*, and *voluntary turnover*. I used a variety of sources including peer-reviewed articles, books (to reference seminal work), and government websites. I used 220 academic sources in the reviewed literature. Of these, 157 (71 %) sources were published between 2016 and 2020. Of the 236 sources, 220 (95%) were peer-reviewed articles, four (4%) were government websites, and two (1%) were doctoral dissertations.

Conceptual Framework

Exploring retention strategies may improve turnover and increase group efficiency and increase their confidence, job satisfaction, and retention (Kam & Meyer, 2015). To study retention strategies, I used Herzberg's (Herzberg, 1959) two-factor theory, also known as the motivation theory, as the study's conceptual framework. Researchers follow the two-factor theory to examine individual needs and what motivates people.

Herzberg (1959) conducted his research with 200 Pittsburgh-based accountants. The results showed that satisfaction and dissatisfaction were separate constructs affected by distinct motives rather than differing values of the same factors, a finding which led Herzberg to conclude that employees had two sets of needs. Herzberg described seven principles that would add to a motivating work atmosphere for employees. The principles were restricting authorities, improved accountability, complete work assignments, job empowerment, direct communications, challenging work, and tasks to build expertise (Herzberg, 1959). Herzberg separated the principles from the regular job-filling methods such as job rotation, increasing production prospects, and continuing small tasks (Herzberg, 1959).

When business leaders lose their most valuable resources, their employees, when they do not adequately address workplace issues. Outside factors are supervision, working conditions, coworkers, salary, policies and procedures, status, and job security (Herzberg, 1959, 1966). Herzberg (1959) asserted that these factors did not help as satisfiers, but their deficiency could be a cause of dissatisfaction. Employees with unfavorable judgments of their immediate relationship with their supervisors had weaker job satisfaction, engagement, and the intent to leave (Herzberg, 1959). A conclusion is that employees' relationships can have a positive effect on the workplace environment. Supervisors who have positive employee relationships have higher-quality two-way communication, trust, and achievement while enhancing job satisfaction and organizational commitment, and lowering turnover (Herzberg, 1959).

Another insight from Herzberg's research is that the working environment, or physical work atmosphere, including space, lighting, ventilation, and equipment, also plays a role in employee satisfaction (Herzberg, 1959, 1966). Researching the work environment and evaluating office workers' job satisfaction connected to personal adaptability, social cooperation, and privacy can provide information that managers can use to lessen diversions or disturbances at work (Choi, Cheong, & Feinberg, 2012). Understanding the individual needs of an employee in an organization encourages commitment and provides a proper work environment, research shows. When employees are satisfied and committed to their job, they are less likely to have turnover intentions (Gupta, 2015). Social support, the ability to learn, and enhancement of an employee's skills are reasons why many employees do not quit their job (Soltis, Agneessesns, Sasovova, & Labianca, 2013).

Factors can arise, however, that cause increase turnover. Employees' pay is based on compensation acquired from their employers, which can influence employees' satisfaction in the workplace (Wakefield, Curry, Mueller, & Price, 2012). Extrinsic rewards, incentives, and disciplines affect employees' conduct (Park & Park, 2016). Herzberg (1959, 1974) explained that salary is a hygiene factor that concerns employee job dissatisfaction. Recent researchers such as Kwon and Rupp (2013) also found that employees can be motivated by the means of pay. The communication of business policies and organizational practices and benefits can also influence the attitude of employees (Herzberg, 1959, 1966). When business leaders communicate with employees, they make employees feel secure. Job security refers to actual situations that influence job security or tenure (Herzberg, 1959, 1966). The uncertainty and the continuous threats of adverse change or outcomes is alarming to an employee.

Employees are motivated in the workplace by various factor that may be driven by the work culture, monetary rewards, or nonwork related reasons. The essential factors of intrinsic rewards are (a) achievement, (b) recognition, (c) the work itself, (d) responsibility, (e) advancement, and (f) growth (Herzberg, 1959, 1966). The absence of these factors is not dissatisfying, but their presence is a motivational force. Motivation improves by reorganizing work with expanded chances for advancement, personal growth, recognition, and responsibility. Schaffner et al. (2013) described motivation as a dynamic process causing arousal or the persistence of voluntary actions that direct people to accomplish basic needs, reap rewards, and become fully satisfied. Herzberg (1959, 1966) joined the factor of accomplishment with perception, which is finishing a task or settling an issue. Employees with significant achievement work long hours, take challenging tasks, and show a readiness to grasp maximum outcomes (Herzberg, 1959, 1966). Employees perceive achievement as a challenge that creates enthusiasm, enhances task retention, and points the employees toward accomplishment and knowledge, which promotes intrinsic motivation (Herzberg, 1959, 1966). Recognition is a form of motivation by management to employees that contributes something valuable to the business (Herzberg, 1959, 1966). Recognition is a nonfinancial way to create levels of motivation, show adequate support, and encourage individual growth and development (Stinchcomb & Leip, 2013). When a work environment offers employees recognition and appreciation, they have less turnover (Stinchcomb & Leip, 2013). It is important for employees to feel vested in their organization. Responsibility refers to control over one's work or that of employees (Herzberg, 1959, 1966). Empowering employees plays a significant role in their accomplishing the given responsibility (Herzberg et al., 1959). Empowered employees exhibit innovation in many ways, such as by increasing the quality of customer service and the business process.

Advancement relates to an employee's views of a change in rank or status (Herzberg, 1959, 1966). Employees who increase their learning curve or skills and grow professionally are important factors in employee retention (Mitchell & Wellings, 2014). Business leaders need to meet with employees and discuss their professional growth, development, and goals. Though advancement concerns may change, growth concerns the potential for progress in the future (Herzberg, 1959, 1966). Growth can refer to horizontal mobility, advancement opportunities, or gaining new skills. An employee with the right tools and business support often has the confidence to go beyond job duties.

Businesses leaders who provide employees with security create an environment where employees stay longer (Mitchell & Wellings, 2014). The work aspect involves employees' opinions about the job conditions and distributed tasks that have a direct influence on employee motivation at work (Herzberg, 1959, 1966). Herzberg's two-factor theory has provided information that is relevant to understanding job satisfaction factors and the influence on employee retention. Researchers have utilized Herzberg's methodology, providing results that confirmed the theorist's findings (Derby-Davis, 2014). Herzberg's theory can be applied in various fields. Researchers used Herzberg's theory of motivation and hygiene factors to determine job satisfaction and reduce turnover. Ghazi, Shahzada, and Khan (2013) employed Herzberg's (1959) motivation hygiene theory in a study to quantify the levels of satisfaction and motivation of employees toward the job. The authors concluded that the motivation of employees relied on the achievement of hygiene factors. Hygiene factors are a priority to obtain a higher level of motivation and satisfaction to develop employee performance (Gibson, Benson, & Brand, 2013).

Leaders apply various theories to their organizational processes and programs to enhance productivity therefore increasing profits. The Herzberg's two-factor theory was used as a foundation for a study of Master of Business Administration graduates' behaviors and their primary job selection criteria. The results showed that graduates who made decisions based on their feeling of satisfaction were committed to their work (Islam, Saif, Unguku, & Ahmed, 2013). The results revealed that factors influenced job satisfaction and commitment to the organization. Islam et al. (2013) applied Herzberg's (1959) motivation-hygiene theory and discovered the work factors that increase job satisfaction and job dissatisfaction. The factors that influenced the teachers' satisfaction were achievement, recognition, work itself, responsibility, and advancement (Islam et al., 2013). Islam et al.'s findings reinforce that satisfaction with supervisors, relationships, coworkers, and working conditions could positively affect employee satisfaction.

Business leaders understand the importance of talent development for their business success (Lavine, 2014). Scholars have found a link between employee motivation, assurance, performance measurement, and supervisors' styles (Aggarwal & Krishnan, 2013). Employee motivation leads to real prosperity and working capability

(Sangar & Rangnekar 2014). Business leaders are responsible for creating best practices and opportunities for motivation (Cerasoli, Nicklin, & Ford, 2014). The role of the business organization to cultivate a culture of learning practices for change management (Chen & Zhao, 2012). Training and peer coaching for employee motivation has assisted organizational leaders in improving the retention of staff. Performance levels and motivation are affirmed by employee performance (Cerasoli et al., 2014). Supervisors can adopt motivation programs as well because their behavior and practices are genuinely persuasive to employees.

Maslow's Hierarchy of Needs Theory

Maslow published the hierarchy of needs theory in 1943 from data collected from 1% of the healthiest college students in the United States. Maslow suggested motivation was goal-based and occurred after individuals met physiological and basic needs. Maslow found that the need for safety and security followed the need for love and belongingness, building toward the need for self-esteem. The various components of needs relate to job satisfaction (Maslow, 1943). Researchers have used Maslow's hierarchy of needs theory to study the foundation of job satisfaction (Thomas, 2014). Maslow stated that a person must satisfy all previous levels of need before progressing to the next level, to maintain satisfaction (Thomas, 2014). Before motivation can occur, a person must satisfy psychological, safety, love or belongingness, esteem, and self-actualization needs (Barrick, Thurgood, Smith, Courtright, & Labat, 2015). Maslow noted that needs such as those for safety, belongingness and affiliation, esteem, and self-actualization cannot be satisfied until each prior need on the hierarchy is realized (Taormina & Gao, 2013).

Maslow's hierarchy of needs theory and Herzberg's two-factor theory are useful for determining factors that influence satisfied and dissatisfied employees. The factors in Herzberg's theory are parallel and independent of each other, unlike Maslow's theory (Thibodeaux, Labat, Lee, & Labat, 2015). The two-factor theory is a description of job factors that serve as indicators of employee satisfaction or dissatisfaction (Thibodeaux et al., 2015). Herzberg (1966) asserted that people were influenced by two types of needs, hygiene factors and satisfier factors. Maslow noted additional needs, such as basic needs that sustain life and include clothing, food, and shelter (Shahid & Azhar, 2013). Thomas (2015) described extrinsic satisfaction as pay, recognition, rewards, tasks, promotions, working conditions, and job security. Thomas (2015) defined intrinsic satisfaction as the reflection of a sense of achievement and self-actualization from performing a job. Maslow (1943) described self-actualization as what a person could or must become. Self-actualization was a person's need to fulfill dreams at the highest sense of his or her being (Maslow, 1943). Although good remuneration is a strategy that organizations can adopt to increase organizational productivity (Thomas, 2014), according to the drive for self-actualization, it may not be enough to sustain an employee's satisfaction.

Vroom's Expectancy Theory

The opposing theory for the study was the Vroom's (1964) expectancy theory. According to Vroom's expectancy theory, employee behavior results from conscious choices to minimize pain and to increase pleasure. Vroom described valence as the manifestation of employees' values that motivate actions. Vroom posited that an employee's job performance depends on experiences, personality, and knowledge and that employees placed value on promotions, money, and intrinsic satisfaction. Other researchers have used Vroom's expectancy theory to explore employee motivation and retention factors of employee turnover (Beynon, Jones, Pickernell, & Packham, 2015; Chang, Hsu, & Wu, 2015). Chang et al. (2015), for instance, found that rewards can be extrinsic or intrinsic and are the most extensively accepted forms of motivation.

The motivation theories of Vroom (1964), Herzberg (1959), and Maslow (1943) pertain to job satisfaction. Herzberg's two-factor theory, Maslow's hierarchy of needs theory, and Vroom's expectancy theory are methods to understand motivation. Vroom concluded that, for an employee to be motivated, there must be an element of psychological importance (as cited in Thomas, 2015). Varying from Herzberg and Maslow, Vroom did not focus his attention on needs, but on outcomes of human behavior (Thibodeaux et al., 2015). Herzberg and Maslow focused their attentions on the relationship between various needs and how to fulfill them, whereas Vroom focused on the results from motivation and performance (Thibodeaux et al., 2015). Vroom concluded that, for an employee to be motivated, there must be an element of psychological importance (as cited in Thomas, 2015). According to Herzberg, intrinsic factors pertain to the nature of the work itself, such as recognition, achievement, opportunity for advancement, and responsibility (as cited in Shahid & Azhar, 2013). These needs can be compared to Maslow's hierarchy of needs (Thomas, 2015). Employee motivation is driving factor in employees' satisfaction and commitment.

Employee Turnover

Factors associated with employee turnover include lack of training, poor working conditions, and ineffective leadership (Mulki, Caemmerer, & Heggde, 2015). Turnover increases the high rate of replacement a retention threat for leaders because of training costs, loss of productivity and efficiency, and lower profitability (Singhapakdi, Lee, Sirgy, & Senasu, 2015). Skilled employees are indispensable to organizations and the cost of replacing talented employees retaining them is problematic (Karatepe, 2014). The factors associated with the costs of employee turnover are replacement costs included recruitment and training new employees, hiring inducements, orientations, employment agency fees, and the costs of maintaining unskilled employees who filled the gaps left by lost employees (Schur et al. 2014). Examples of separation costs are teamwork disruptions, overtime payments to current employees, losses of valuable skillsets, and payments of accrued vacation time (Schur et al., 2014).

Turnover intention refers to the consideration that employees give to ending employment voluntarily with their current employer (Borah & Malakar, 2015). An extended definition of employee turnover is an employee's search for an alternative job opportunity in other organizations (Lu & Gursoy, 2016). Voluntary turnover could have a negative connotation for organizations. Existing employees create opportunities for the recruitment of new people with fresh perspectives (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Leaders should motivate and engage of critical staff members to increase their intent to stay with the business (Cloutier et al. 2015). Turnover creates dysfunction in the organization when key employees leave but it creates a more functional team when non-productive employees leave (Wang, Wang, Xu, & Ji, 2014).

Factors associated with retention included monetary satisfaction, opportunities for advancement, and employer to employee relationships (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013). Turnover results in additional costs to the organization and negatively influences productivity (Keeling, McGodrick, & Sadu, 2013). Employee turnover is ubiquitous in organizations (Hancock et al., 2013). Employee turnover is a challenge for leaders who value talented employees (George, 2015). Effective screening methods for selecting qualified candidates in the employee recruitment process can impact the employee turnover rate (Kam & Meyer, 2015). The loss of valuable employees creates problems such as, loss of productivity, reduction in organizational size, the fluctuating job market, and reduction in quality of products and services (Gupta & Shaw, 2014). When organizational processes include a strong screening process and onboarding program for new hires, there is a greater chance they will stay with the organization.

Excessive turnover debilitates businesses' core processes and results in a slowing of the organization (Gupta & Shaw, 2014). High levels of voluntary turnover often occur when employees do not have satisfying experiences within their organizations. Herzberg (1959) noted that, for employees to experience job satisfaction, motivators must be present, and the hygiene factors help to prevent employees from becoming dissatisfied. Baqutayan, Ariffin, and Raji (2015) stated that within Maslow's hierarchy of needs model, reaching levels of satisfaction motivates employees. Heavey, Holwerda, and

Hausknecht (2013) studied the causes and consequences of employee turnover and claimed high turnover rates were related to pay, inadequate performance appraisals, and job dissatisfaction.

Companies invested in retention programs preserve staffing levels of individuals with skills and experiences, rather than reinvesting in the recruitment of new employees (Kovner, Brewer, Fatehi, & Jun, 2014). Reducing investment in recruitment strategies is a cost-saving strategy for many companies (Kovner et al., 2014). Replacing employees increase the costs of recruitment, advertising, and training; the annual costs of replacing new employees is approximately one to one and a half times their annual salary for the average employee (Kovner et al., 2014). The costs related to turnover also include a decrease in productivity and profitability (Kovner et al., 2014). Reduced investment in recruiting provided an opportunity for the company leaders to reinvest in employees rather than continue investing in the hiring and training.

Organizational Leadership

Employer leadership is invaluable in maintaining employees who are highly valued talented employees (George, 2015; Hancock et al., 2013). Exploring leadership and building trust in leaders can bridge the internal workforce and improve business outcomes (Lam & Liu, 2014). Leadership decisions can influence employee turnover. Effective leaders understand how to maintain an environment that adheres to business standards and demonstrates high values and work ethics (Palanski, Avey, & Jiraporn, 2014). A leader is responsible for developing and sustaining business goals (Lam et al., 2014). Responsible leaders understand the value of nurturing virtuous workplace relationships (Hibbert, Sillince, Diefenbacch, Cunliffe, 2013). Leaders are expected to provide the platform for moral and performance guidance (Scales, 2014). In small businesses, leaders often serve in multiple roles to accomplish their objectives (Scales, 2014). Leaders need specific skills in their employees to develop healthy bottom-line figures (Northouse, 2013). To reduce employee turnover, leaders need the ability to influence others based on perceived personal and positional power as idealized business decision-makers (Northouse, 2013). A leader’s inability to effectively make decisions can diminish business trust to generate increased performance (Anyan, 2013). Effective leaders create positive team environments (Gupta, 2015). Successful leader at all levels should focus on mission and vision statements, as well as work closely with frontline employees (Bordes & Clarke, 2015). Authentic leaders focus on improving interpersonal relationship (Nichols & Erakovich, 2013). Leaders who are proactive positively influence workplace engagement an increase employee’s sense of empowerment (Nichols & Erakovich, 2013). Leaders are identified with specific attributes to accomplish strategic goals by creating (a) sustained profitability, (b) productivity, and (c) organizational competitive advantage (Yahaya & Ebrahim, 2016).

Ethical leaders offer personal initiatives to their employees (Den Hartog & Belschak, 2012). Ethical leaders stand by internal code of ethics, creating a more employee with the organization (Den Hartog & Belschak, 2012). Improved employee engagement leads to increased financial performance. Ethical leaders can influence the engagement of employees (Deery & Jago, 2015). Leaders are responsible for creating the right influence in business through people engagement, their vision and workplace culture. Roles of leaders in business has evolved and the evolution of leadership and the impact of leadership on employees' wellbeing, work-motivation, retention, and productivity is questioned by researchers (Demirtas & Akdogan, 2015; Samad, Reaburn, Davis, & Ahmed, 2015). Leadership occupies a systemic importance and offers competitive value to business (Keskes, 2014; Pradhan & Pradhan, 2015).

The impact of leadership on an organization and its employees remains a broad topic of continued interest. Colbert, Barrick, and Bradley (2014) claimed researchers did not have a clear or consistent definition of leadership, although broadly defined, leadership is a set of functions used to set the tone for organizations. Bolton (2015) noted that Fiedler molded and developed the least preferred coworker contingency model in 1967 that focused on the relationship between traits and the effectiveness of leadership. Bolton (2015) also noted that the most favorable situations for leaders were when leaders had quality working relationships with followers. Markham (2012) supported contingency theory by emphasizing the external and internal components of successful leadership. Leaders strive to stay economically competitive by retaining skilled employees, which is a challenge but necessary (Fred, 2016).

Leaders bear the responsibility of creating and communicating the larger business vision and motivating the workforce to understand, own, and drive that vision. Leaders have the responsibility of (a) determining and managing merger and acquisition deals, (b) organizational development, (c) allocation of resources, (d) converting resources into valuable products and services, and (e) value creation for stakeholders (Pradhan & Pradhan, 2015). Asrar-ul-Haq and Kuchinke (2016) noted that researchers are interested in the style leaders adopt in leading their teams. Leaders harness organizational resources to achieve business objectives and strategic goals (Hoon, 2013). Leaders assume responsibility for adjusting and converting problems for business growth and differentiation which includes creating and maintaining a skilled workforce.

Leadership Styles

Lam and Liu (2014) identified types of leadership include transformational leadership, transactional leadership, spiritual leadership, and servant leadership. Samad et al. (2015) highlighted laissez-faire as another class of leadership styles. The most prominent broad classification of leadership styles are the transformational, transactional, and laissez-faire styles (Alwekaisi, 2015).

Transformational leadership. Bozionelos (2016) found transformational leaders encouraged employees to surpass expectations. The essential element connecting employee job satisfaction and leadership, according to Arthur and Hardy (2014), was self-efficacy; transformational leaders encouraged self-efficacy by empowering employees. Ali and Yusof (2012) noted leadership were about helping employees to maximize their potential but transformational leaders help employees apply their highest capabilities to reach goals within their organizations.

Transformational leadership conceptualized theory who provides clarity about an organizational outcome and motivates followers to prioritize the realization of such persuasive institutional visions (Brungs & Foley-Brinza, 2014). Transformational leadership is comprised of different theories that have evolved as one of the broad categories of leadership styles and as a means for measuring the effectiveness of leaders in different spheres of life (Appelbaum, Degbe, MacDonald, & Nguyen-Quang, 2015). The constructs that are fundamental to transformational leadership theory are: (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration (Banks, McCauley, Gardner, & Guler, 2016). Banks et al. explained that transformational leaders promote idealized influence through their charismatic disposition as role models for followers. Transformational leaders also prompt employees to exceed their normal performance tendencies by developing a compelling vision for the future through inspirational motivation (Phaneuf, Boudrias, Rousseau, & Brunelle, 2016). In addition, leaders exhibit intellectual stimulation when they compel followers to continuously search for innovative, better ways of achieving results, and remaining productive (Phanuef et al., 2016).

Leaders with a transformational leadership style consider and engage employees as individuals by helping each employee develop and grow through individualized consideration (Trmal & Bustamam, 2015). Gilbert, Horsman, and Kelloway (2016) further considered leaders' influence from the perspectives of followers' attributes. Phaneuf et al. (2016) suggested that researchers could classify the concepts of inspirational motivation and idealized influence as a single attribute, namely, charisma. The concept of transformational leadership is different from other leadership styles, because transformational leaders develop the organization by enabling their followers (Pradhan & Pradhan, 2015). Transformational leaders create visions and motivate employees to seek the higher goals of the organization (Younge, Tong, & Flemming, 2015). While explaining how transformational leaders engage employees for the development of organizations, Bass (2008) stated that transformational leaders convince followers to rise above their self-interest for the good of the organization. Although Bass presented this concept in a broader approach, Keskes (2014) aligned with Bass but offered a more detailed explanation of how transformation leaders connect with employees for the good of the organization. Keskes (2014) noted that transformational leaders motivate employees with intangible reward attributes like (a) personal growth, (b) enhanced self-value, and (c) professional growth. Trmal et al. (2015) concurred that transformational leaders influence organizational outcomes, as postulated by Pradhan and Pradhan (2015), but also noted that such leaders achieve employee engagement by motivating employees to internalize rich organizational cultures.

Transformational leadership meets the needs of employees by offering employees incentives for achieving organizational goals (Avey, Wu, & Holley, 2015). Transformational leadership provides a foundation of trust, expectation, and an environment for psychological ownership (Avey et al., 2015). Leaders connect with their employees and encourage them on their jobs (Tims, Bakker, & Xanthopoulou, 2011). Transformational leaders influence employee engagement at the interpersonal level, which includes empathy, interpersonal, personal relationships, and effective communication (Tims et al., 2011). Psychological empowerment creates higher employee engagement (Bottomley, Burgess, & Fox, 2014). Leadership is responsible for the development of a stable and emotional workplace.

Bottomley et al. (2014) identified the behaviors that define transformational leaders using the following terms: vision builders, standard bearer, integrators, and developers. Through charisma, transformational leaders' mentor and instill confidence in followers to achieve results for the organization (Hamstra, van Yperen, Wisse, & Sassenberg, 2014). Likewise, Priyanka and Taranjeet (2016) asserted that the charismatic element in transformational leaders sustains organizational performance.

Transformational leaders employ inspirational tools to motivate and persuade followers to pursue and realize daunting tasks. Zwingmann et al. (2014) observed that transformational leaders employ inspirational motivation to create excitement about the future for employees. Further, transformational leaders adopt individualized consideration by assigning individual recognition to followers. When followers perceive an improved personal self-worth, they become motivated to perform above expectation (Trmal et al., 2015). Transformational leaders use intellectual stimulation to challenge followers to seek innovative ways of overcoming obstacles. Trmal et al. (2015) agreed with works of Keskes' (2014) on the constructs for effective transformational leaders, namely, idealized influence leaders acting as role models, inspirational motivation leaders inspiring followers, intellectual stimulation leaders enhancing the self-sufficiency of followers, and individualized consideration leaders identifying with individuals and treating them as valuable team members. Elo et al. (2014) added the notion of an idealized attribute as part of the variables of a transformational leader. Idealized attribute is a confirmation from a follower about the charismatic nature of the leader (Earl & Taylor, 2015). Jauhari, Singh, and Kumar (2017) identified five elements that transformational leaders promote: vision, inspirational communication, supportive leadership, intellectual stimulation, and personal recognition. Transformational leaders understand that it is hard to achieve followership if the organizational vision lacks a direction and excitement (Breevaart et al., 2014). Caillier (2016) asserted that the cardinal effects of transformational leadership are enhanced positive employee work attitudes, increased organizational commitment, and reduced turnover intentions.

Transactional leadership. Burns (1978) operationalized the transactional leadership concept. Burns (1978) explained the relationship between transactional leaders and followers in the context of performance and reward for mutual benefit of the organization and the employee. Transactional leaders create commitments for employees using concepts of commercial contracts, economic exchange, or cost-benefit, and usually in the short-term to achieve a common goal for the organization (Burke & Cooper, 2016; Ceri-Booms, Curseu, & Oerlemans, 2017). Deichmann and Stam (2015) explained that transactional leaders connect with their followers through an exchange relationship. Caillier (2016) agreed with the view of Deichmann and Stam (2015) that the relationship between transactional leaders and their followers arise primarily as exchanges of rewards for achievements. In addition, Caillier (2016) observed that followers do not experience creativity and innovativeness, because of the constricted contractual engagement with transactional leaders. The value in the exchange relationship could be in terms of, economic, political, or psychological motive (Masa'deh, Obeidat, & Tarhini, 2016).

Employees can develop a commitment to the organizations if the leaders exercise more than mere exchange relationships. Transactional leaders pre-inform followers of the expectations accentuating the exchange relationship between the leaders and the followers (Deichman & Stam, 2015). Transactional leaders are considered deliberate in communicating goals and expectations to followers (Epitropaki & Martin, 2015). The reason transactional leaders elucidate engagement objectives is that such leaders appraise performance by rewarding excellence and sanctioning failures (Epitropaki & Martin, 2015). Similarly, Girma (2016) found that while transactional leaders reward employees who achieve results, the leaders also sanction followers whose performance does not meet the standard. Birasnav (2014) discussed the value of transactional leaders in the contexts of job specification and rewards but also highlighted the importance of defining the timelines for achieving goals that had been agreed upon. Martin (2015) explained that the transactional nature of the leader and follower, demonstrate the importance of defining a time limit for the completion of contracted tasks. Martin theorized that when transactional leaders communicate rewards, followers become motivated and passionate about accomplishing the task quickly to obtain the reward. However, Yahaya and Ebrahim (2016) noted that the relationship between transactional leaders and their followers is restricted to the ideals of tasks, performance, and rewards. The interaction between transactional leaders and employees was commercial (Yahaya et al., 2016). Transactional leaders help followers to build confidence and become productive (Rahimi, Khezrib, & Niknafs, 2016). Rahimi et al. (2016) found that the nature of the relationship between the leader and the follower would not engender commitment and passion on the part of followers.

Transactional leaders focus more on tasks rather than the employee and leader relationship. Tyssen, Wald, and Heidenerich (2014) defined transactional leaders as leaders who are task oriented. Ceri-Booms et al. (2017) observed that, although transactional leaders are driven and motivated by performance, they are equally careful in explaining tasks and the steps for actualizing the assigned duties. Tyssen et al. (2014) compared transactional and transformational leaders and concluded that while transformational leaders focus on developing people for the good of the organization and the individual, transactional leaders focus on achieving goals and rewarding performance. Osabiya (2015) also compared transformational and transactional leaders. They found that transformational leaders work for the future while transactional leaders maintain the status. Osabiya (2015) also considered transactional leadership style as a foundation for transformational leadership style.

Organizational Commitment

Organizational commitment has been defined multidimensional, including the degree of orientation, value commitment, and employees' loyalties to the organization as (Lam & Lui, 2014). The three categorized types of commitment: affective, normative, and continuance commitment (Lam & Lui, 2014). An affective commitment is an employees' intention to stay with an organization based on an emotional attachment to the organization (Asgharian, Anvari, Ahmad, & Tehrani, 2015; Gupta, 2015). Affective commitment factors include (a) achieving and meeting goals, (b) maintaining organizational membership, and (c) accepting the organization's goals and values (Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014).

Affective commitment is the fundamental basis of shared values among employees in organizations (Brockner, Senior, & Welch, 2014). Normative commitment is defined as committing to an organization based on ideology or a sense of obligation

(Younge et al., 2015). Normative commitment is an employee's sense of responsibility to a place of employment (Younge et al., 2015). Employees with normative commitment, who can cope with problems and adapt to the workplace environment, might have lower intentions to quit (Onwuegbuzie & Byers, 2015). Continuance commitment occurs when employees stay with the organization and contribute to its success (Gellatly, Cowdens, & Cummings, 2014). Continuance commitment includes factors, such as benefits received from the employer that are unique to an organization (Bozionelos, 2016). Employees who share continuance commitment with their employer have difficulties leaving the organization (Gellatly et al., 2014). Cognitive continuance is an aspect of the commitment to the organization that involves management consideration of the profits and costs associated with employees leaving their jobs (Garland, Hogan, Kelley, Kim, & Lambert, 2015). Nonmonetary costs to employees when they leave the organization includes the loss of relationships, organizational connections, and unwanted retirements. Garland et al. (2015) referred to continuance commitment as employees' perceptions of the consequences involved with moving from one employer to another. This type of commitment binds employees to their organizations (Rathi & Lee, 2015; Rodell, Breitsohl, Schröder, & Keating, 2016). Garnes et al. (2013) noted relationships between organizational commitment and work characteristics, such as organizational size, work assignment, social support, and job satisfaction. Garnes et al. (2013) explored organizational commitment among long-term care staff and found employees' job satisfaction is influential on employees' commitment to the organization. Gibson et al. (2013) noted that committed and satisfied workers showed support and loyalty to their organizations and claimed committed employees contributed to the organization wholeheartedly. Gibson et al. (2013) noted that social involvement also influences employee commitment to the organization. Leaders empower employees by increasing responsibilities (Gibson et al., 2013). Empowered employees work with discretionary autonomy, experience a sense of power in organizations, and apply desirable actions to improve organizational outcomes (Wall et al., 2015). Empowered employees demonstrate increased organizational commitment to new employees that led to more social involvement in the organization (Garnes et al., 2013). Organizational commitment is the employee's emotional bond to the organization (Wall & Pentz, 2015). Hoon (2013) noted that when employees lack organizational commitment, turnover increases. Wall and Pentz (2015) noted that inadequate performance appraisals affected the organization negatively and increased intention to quit proportionately. Retaining valuable and productive workers can lead to organizational success. Employee commitment is an important factor for leaders to retain employees and increase productivity (Shahid et al., 2013). Employee commitment influences job satisfaction and employer relationships which fosters trust and employee commitment (Shahid et al., 2013). When organizational commitment increases stability for the organization also increases (Colbert et al., 2014). High organizational commitment related negatively to voluntary turnover (Tayfur, Bayhan-Karapinar, & Metin-Camgoz, 2013). When employees decide to leave an organization the disadvantageous are the same as employees displaying an affective commitment to the organization (Shahid et al., 2013). Garnes et al. (2013) reported that committed employees showed loyalty and support to the organization, which aided in decreasing turnover. These findings are consistent with Vroom's expectancy theory, as noted by Purvis, Zagenczyk, and McCray (2015), who explained that employees make employment choices based on their expectations.

Organizational Culture

Organizational culture encompasses the actions, behaviors, habits, and values found in the workplace (Harrison & Gordon, 2014; Lukas, Whitehall, & Heide, 2013). Positive practices from the management such as the show of support and affection to the employee produce positive outcomes such as increased performance and employee retention (Gerhart & Fang, 2014). When leaders do not recognize and develop employees', the organization will have difficulty in understanding whether an employee has the potential to fill future positions (Kainkan, 2015). Employees' intention to stay and contribute to the organization's performance is dependent on the leaders' involvement with developing and helping the employee manage work-life balance (Deery & Jargo, 2015). Values may differ with generations and cultures which challenges organizational leaders to retain and develop employees by understanding what motivates them (Suifan, 2015). Lam and Lui (2014) described organizational culture as the collective behaviors and attitudes of the people. The organizational culture includes the shared values, visions, symbols, and beliefs of the organization that promote an employee's understanding of the functions of the organization (Gerhart & Fang, 2014). Ashmore and Gilson (2015) asserted that organizational culture change is necessary to meet the demands of its employees. The values of an organization may affect job satisfaction and organizational effectiveness (Abma & Stake, 2015). Diversity and organizational culture coexist. Joshua and Taylor-Abdulai (2014) discussed the effect of workplace diversity and its implication on performance. Werner, Kuiate, Noland, and Francia (2015) found organizations with a strong organizational culture managed and retained their human resources and workplace diversity effectively. Lam and Lui (2014) noted organizational culture influence organizational commitment. Lam and Lui (2014) indicated that organizational culture is related to a high level of performance and commitment. An organizational culture with leaders who reward employees for work quality have lower employee turnover; but when leaders fail to acknowledge high achievers, employee attrition increased (Self & Self, 2014). Lam and Lui (2014) noted that leaders stifle morale in the workplace when they fail to acknowledge employees' exemplary work and those who work hard to achieve targets. High achievers may choose to look elsewhere for employment with organizations that reinforce and raise employees' commitment levels (Lam & Lui, 2014). High turnover rates are problematic to organizations and create a negative organizational culture (Kovner et al., 2014). Reinvesting in employees creates a strong organizational culture (Lukas et al., 2013). Turnover rates affect the core aspect of organization. Lukas et al. (2013) concluded that a company develops a talent database to fill strategic positions within the company and to meet the company's future need for talented employees. Investing in employees for the immediate need as well as future needs, creates a strong organizational culture (Kovner et al., 2014).

Job Satisfaction

The level of job satisfaction an employee has is directly related to their intent to stay with the organization. Macintosh and Krush (2014) and Singhapakdi et al. (2014)

claimed job satisfaction is significant to organizations and leaders' behaviors contribute to the employees' experiences. Kam et al. (2015) described job satisfaction as an employee's gratification from a job. Depending on the different internal and external organizational factors; leadership, organizational climate, pay, and working conditions, affect employee job satisfaction (Hancock et al., 2013). Researchers demonstrated the presence of job satisfaction in the workplace had a significant effect on the employees. Milman and Dickson (2014) found fewer turnover rates in organizations with satisfied employees. An effective predictor of voluntary employee turnover is the level of job satisfaction (Macintosh et al., 2014).

Employee satisfaction is likely to have higher levels of commitment to the organization (Aruna & Anitha, 2015). Employee satisfaction is related to organizational success and profitability (Appelbaum et al., 2015). Employee satisfaction increases organizational profitability (Singhapakdi et al., 2015). Employees who are dissatisfied with their jobs leave and create higher turnover rates (Aruna & Anitha, 2015). According to Aruna and Anitha (2015), there is a relationship between employee job satisfaction and leadership, especially in service-oriented, healthcare, and education settings. Leaders who create a positive work environment have a positive influence on job satisfaction (Aruna & Anitha, 2015). Lu et al. (2013) found that certain styles of leadership increase employees' job satisfaction. Ali and Yusof (2012) noted effective leaders needed good communication skills to define organizational goals. Kim and Fernandez (2015) examined the relationship of job satisfaction to a family and work inference and found that with job dissatisfaction the threat of employees leaving or transferring to other agencies is likely. Aruna and Anitha (2015) concluded an employee has higher job satisfaction when the leader nurtures and effectively employ family supportive resources for employees.

Voluntary Turnover

Voluntary employee turnover is costly for organizations and the cost components are multifaceted (Babalola, 2016; Kim & Fernadez, 2015). Employee turnover is visible through recruitment costs, reference checks, security clearances, training costs, and induction expenses (Alkahtani, 2015). Employee turnover invisible, losses are through organizational knowledge, losses of clients, missed deadlines, and failures in customer relations. Ngl and Chan (2014) also noted that voluntary employee turnover has a negative effect on customer satisfaction, impacts the growth of organizational productivity, and shrinks revenue. Neubert and Halbesleben (2015) also found that employee turnover impacts the relationship with customers. Reilly, Nyberg, Maltarich, and Weller (2014) stated that service quality may decline because of the time it takes to replace employees who exit, and this time gap has a negative impact on the performance of organizations. Holtom and Burch (2016) posited that customers find it difficult adjusting to new staff members, and employee turnover usually leads to customer turnover. Implementing reduction strategies to increase motivation and job satisfaction might reduce voluntary turnover intentions (Allen & Shanock, 2013).

In addition, when employees leave, the morale of the other staff members is adversely affected, which reflects negatively on the efficiency of the organization (Alkahtani, 2015). Useche, Cendales, Alonso, and Serge (2017) posited that organizations record losses of productivity that are as much as two-thirds of the total turnover costs because of voluntary employee turnover. Wells, and Peachey (2015) noted that employee turnover has several other possible implications beyond financial costs, exiting employees would leave with the knowledge and skills they acquired in the organization.

Turnover intention refers to the consideration that employees give to end employment voluntarily with their current employer (Borah & Malakar, 2015). Two categories of employee turnover are involuntary and voluntary (Larkin, Barasel, & Pines, 2013). Lu and Gursoy (2016) extended the definition of employee turnover intentions to include the employee's search for an alternative job opportunity in other organizations. Cohen, Blake, and Goodman (2016) and Cho and Lewis (2012) stated that several researchers have been interested in studying the subject of turnover intention because such intentions predict actual turnover. Voluntary turnover occurs when employees choose to leave the organization (Sandelowski, 2014). Involuntary turnover occurs when leaders ask the employees to leave the organization (Larkin et al., 2013). Termination of employees are part of downsizing initiatives and an employee may be a poor fit within the workplace. Involuntary turnover occurs when leaders determine the necessity of terminating employees (Larkin et al., 2013).

Vandenberghe, Migonac, Manville (2015) viewed intent to quit as the predictors of turnover. Involuntary and voluntary turnover are costly for organizations. Direct costs to the organizations include reduced productivity from suboptimal morale and the costs of testing, recruiting, training, and selecting new employees (Larkin et al., 2013). An employee’s decision to leave may be driven by multiple factors, such as the length of time the employee worked for the company, the incentives offered, and the organizational culture (Larkin et al., 2013).

When employees determine that working at a business is no longer worth the time or effort, they will leave the company in search of new employment (Larkin et al., 2013). AlBattat et al. (2014) found employees who had low job satisfaction also had higher intentions to quit their jobs than those with high satisfaction levels. Larkin et al. (2013) found associations between leadership, job dissatisfaction, and stress, lack of organizational commitment, poor working environment, education level, retention, organizational culture, and employee turnover. AlBattat et al. (2014) conducted a study about shortages of nursing faculty and found the employee shortages require recruitment of new employees, thereby increasing high replacement costs. Employee turnover is a concern for leaders seeking to identify the main determinants and develop strategies to decrease employees’ intention to quit the organization (Hancock et al., 2013). Leaders with long-term goals to retain employees promote healthy relationships, employee commitment, organizational values, visions, and missions, to achieve organizational productivity and efficiency (Hermanowicz, 2015). Leaders who sought ways to retain employees educated subordinates about the organizational vision and mission (Inabinett & Ballaro, 2014). Leaders often lack a comprehensive understanding about the reasons employees voluntarily quit their jobs (Lu et al., 2016). Employee retention should be a strategic focus for leaders and that business strategies should be directed at motivating the engagement of critical staff members (Cloutier et al., 2015). Turnover creates a dysfunctional organization when key employees leave and functional when non-productive employees exit (Wang, Zhao, & Thornhill, 2015).

Therefore, employees who are contemplating leaving the organization are more likely going to leave if an internal situation or an external problem happens (Borah et al., 2015; Hermanowicz, 2015). Factors that could cause employees to consider leaving include, an unhealthy work environment, a lack of work-life balance, a lack of opportunities for career growth, and poor compensation (Pandey, 2015). Kessler (2014) found that disengaged employees are likely to consider leaving their organizations. Employees who lack training, mentoring, knowledgeable leadership, and effective communication may become disengaged and could consider resignation (Holmes, Chadman, & Baghurst, 2013). Kessler (2014) expanded on the work of Borah et al, (2015) and indicated that the nature of the job and assignments that leaders apportion to staff may stimulate the thought of leaving among employees. Kim and Fernadez (2015) observed that burnout was significantly related to turnover intention. In addition, Deery and Jargo (2015) concluded that factors such as, age, level of satisfaction on the job, tenure on the job, job image, and, unaligned expectations, could stimulate thoughts to exit an organization. Cohen et al. (2016) and Vivek and Satyanarayanna (2016) found that age contributes to more frequent turnover considerations. Wahyuni (2012) found a negative relationship between age and turnover intention; the older workers become, the more likely they are to value stability and less likely they are to consider resignation.

Organization leaders continue to value the importance of competitiveness to improve performance (Asrar-ul-Haq & Kuchinke, 2016). Most managers agree that employees are the most valuable resource an organization possesses, and talented workers are critical to the survival of a business (Mitchell & Wellings, 2013). Career development opportunities are a factor that could prompt employees' intention to stay or an intention to leave (Asrar-ul-Haq et al., 2016). Anvaria, JianFub, and Chermahini (2014) considered the possibility of higher wages and career opportunities as motivators for seeking new employments. Some other concerns may lead to an increased likelihood to exit employment. Among these concerns are, stress on the job, conflicts between work and family time, job complexity, team membership and interrelations, and, rewards and career path (Ngi & Chan, 2014). Findings by Nawaz and Pangil (2016) identified salary consideration as a factor that prompts thoughts about leaving, but Ngi and Chan (2014) reported that organization size, salary, and employment status were poor predictors of leave intentions among employees. However, team spirit and leadership play significant roles in controlling employees' desire to seek employment elsewhere. Ngi and Chan (2014) found that followers who enjoy team cohesion and work with supportive and communicative leaders do not consider exiting the company. There are factors that impact employee turnover. Ngi and Chan (2014) cited factors such as, an individual personality, job characteristics, level of job satisfaction, organizational culture, and, leadership style as reasons for turnovers. Kessler (2014) offered broader classifications for reasons individuals leave organizations. Kessler (2014) stated human resource management, organizational culture, policies and procedures, job structure and content, and leadership as reasons why employees voluntarily leave an organization. Kessler (2014) named personal characteristic of the employee and the dictates of the labor market as extra-organizational causes of employee turnover. Ngi and Chan (2014) found that human resource management, culture, and leadership are organizational causes of voluntary employee turnover. Additionally, a study by Tourangeau, Wong, Saari and Patterson (2015) aligned with the views noted by Kessler (2014) and found that employees' negative perception of human resource (HR) practices were key contributors to employee turnover. Tourangeau et al. (2015) measured four HR attributes (service quality, employee well-being, cost reduction, and exploiting employees) and concluded that when employees perceive HR practices positively, their level of job satisfaction increases. Human resource practices include defining performance management and career growth opportunities in the organization as a driver for staff retention (Cole & Habrour, 2015).

Borah and Malakar (2015) found that employees begin contemplating leaving an organization due to internal issues that they consider to be not aligned with their personal goals or to external attractions. Hung and Wu (2016) found that disengaged employees are likely to consider leaving their organizations and employees become disengaged with perceived ethical decisions or when other companies offer items more aligned with the needs of the employee.

The task of motivating employees to stay and remain productive in an organization is a responsibility of leadership. Employees' attitudes, behaviors, and performance levels are enhanced by rewards, but employee turnover intention is not linked to any reward type (Dasgupta, 2015). Generally, employees stay or leave due to culture-related issues and leaders are responsible for creating organizational culture from recruitment to retention. Alkahtani (2015) argued that organizational leaders could reduce voluntary employee turnover by undertaking structured recruitment processes, providing adequate budgeting for staff training, ensuring leadership presence and support in the organization, and creating sustainable career opportunities for staff. Alkahtani (2015) claimed that some organizations have not been able to control voluntary employee turnover because of the poor accounting practices that prevent managers from taking responsibility for employees who exit their teams. Cwiklicki (2016) showed that leaders play a significant role in controlling voluntary employee turnover. When employees perceive that their leaders are committed to promoting their welfare and enhancing their careers and well-being, they are compelled to display organizational citizenship behaviors and to show loyalty to the organization. Waldman, Carter, and Hom, (2015) also noted that employees remain in organizations because of the leaders in the organization. Waldman et al. (2015) referred to the leaders as the pull-to-stay factor that motivates employees’ retention. Robinson (2014) found that leaders take responsibility for instituting retention strategies in organizations. Robinson (2014) argued that leaders should promote employee engagement; engaged employees are motivated to display organizational citizenship behaviors at work. The researchers also stated that employees who care about their organizations exercise commitment and willingness to remain in the organization (Robinson, 2014). Ashmore and Gilson (2015) found that job embeddedness is one strategy business leaders adopt to induce employees to remain with the organization. According to Anyan (2013), enriching employees’ job content is a critical factor in moderating employee attrition.

Depending on the demand for the products the organization produces, voluntary employee turnover could have a significant negative influence on the organization's processes and daily operations (Palanski et al., 2014). A high voluntary employee turnover rate, the rate at which employees leave a business, can affect the bottom line of businesses (Gilbert et al., 2016; Palanski et al., 2014). A need to develop an understanding of the voluntary employee turnover, more especially; the sources what determines voluntary employee turnover and their effects on performance (Nolan, 2015). Voluntary employee turnover affects both cost and profitability within the company.

Transition

In section 1, the problem statement, the purpose statement, the nature of the study, and the conceptual framework are presented. Definitions of terms and explanations of the assumptions, limitations, and delimitations provided information to understand the study. The review of the professional and academic literature included a critical analysis and synthesis of the available peer-reviewed books and peer-reviewed journals. The literature review consists of concepts surrounding leadership, employee engagement, job satisfaction, voluntary, and involuntary turnover. Section 2 includes a restatement of the the study purpose, the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instruments, data collection technique, data organization technique, data analysis, and reliability and validity. Section 3 will be an introduction presentation of the finding, a restatement of the purpose statement, the research question, collection of data, the application to professional practice, a review of the implications for social change, recommendations for further action and future research, and reflection of the researcher and a conclusion.

Section 2: The Project

Section 2 begins with a restatement of the study purpose. I then describe my role as the researcher, the participants, and the research method and design. The section includes a discussion of population and sampling; ethical research procedures; the data collection instruments; the techniques for data collection, organization, and analysis; and reliability and validity.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies hair salon owners use to reduce employee turnover. The population for the study was five hair salon owners in the state of South Carolina, with operational businesses for at least 5 years who had used successful employee turnover strategies. This study may lead to positive social change by providing insight on strategies that small business owners can use to maintain their workforce. Reducing employee turnover reduces unemployment, which enhances the stabilities of communities.

Role of the Researcher

My role in this study was to conduct interviews through questionnaire, explore literature, and synthesize information related to the business problem. The role of a qualitative researcher is to bring people to the study (Koch, Niesz, & McCarthy, 2013). A researcher seeks to understand the research problem, remain open to change, and be mindful of personal values (Shrestha & Mishhra, 2015). Abma and Stalk (2015) contended that the role of the researcher is to create in-depth descriptions and analysis based on one or multiple cases. My role was to recruit the participants, collect data, analyze the data, and evaluate the findings. I also presented the results and recommendations in an organized and objective manner. I recognize challenges and fluctuations of employee turnover and how it has contributed negatively to the economy and profitability of an organization. I had an interest in and the desire to explore the problem of employee turnover. As a customer, it is important to establish a relationship with individuals providing salon services, and turnover can make it difficult. I had no professional or personal relationship with any of the participants in this study. I have never worked in the hair salon business and my knowledge of the topic is from my experience as a customer.

I also followed Walden University's ethical guidelines in conducting my research. The institutional review board (IRB) of a researcher's university holds each researcher accountable for complying with the ethical standards set forth by the university (Denison & Stillman, 2012). I ensured that all research processes met the university's standards. Walden University IRB approval was requested prior to data collection. Beneficence occurs when researchers maximize all possible benefits and the best interests of the participants and minimize likely harms to the participants (Alagaraja & Shuck, 2015). I treated all participants as autonomous agents and protected them by following the standards for the protection of participants, as outlined in the *Belmont Report* (Miracle, 2016).

I mitigated any personal bias in the study through the use of semistructured interview questions, following a consistent interview protocol, employing transcript review and validation, the use of member checking to reach data saturation. The use of an interview protocol sets the tone, establishes order, facilitates uniformity, and helps participants understand their rights (Bordes et al.,2015). A researcher can mitigate bias by using a systematic and disciplined process called bracketing to avoid preconceived ideas about the topic under study (O'Reilly & Parker, 2013). Bordes et al. (2015) stated that the process of transcript review and member checking controls personal bias in a qualitative study. Alagaraja and Shuck (2015) noted that an interview protocol promotes a uniform interview pattern and enhances collection and saturation of data. Interviewing additional participants using the same questions and interview protocol improves data saturation (O'Reilly & Parker, 2013). I used a predetermined list of interview questions and interview protocol to organize the interviews with participants and to guarantee uniformity (see Appendices A and B for the interview questions and protocol, respectively.)

Participants

Establishing and defining criteria are important in the research protocol (Elder, 2014). Eligible participants were owners of hair salons in South Carolina, who had experience with strategies to reduce turnover. The participants must have had employees working in their establishment. Furthermore, they needed to possess successful strategies for reducing employee turnover and have been in business for at least 5 years.

When researching or exploring businesses as systems, researchers need to identify what strategies are effective and useful (Palinkas et al, 2013). I gained access to hair salon business owners in the South Carolina by researching to business owners' names, telephone numbers, business establishment addresses, and e-mail addresses. I solicited participants via the telephone and e-mail (see Appendix C for the recruitment letter).

Trust, respect, and consistent communication are fundamental for building researcher and participant relationships (Abma & Stalk, 2014). Strategies for establishing a working relationship with participants stemmed from my initial conversations with them. Participants were able to freely ask questions. I provided every participant with a copy of the consent form. Another strategy for a working relationship was to ensure that participants' information would be maintained to ensure confidentiality. I also strove to set aside any preconceived notions about them or their experience related to the topic.

Participants are motivated to become involved in a study if they believe in the researcher and the objectivity of the research (Dasgupta, 2015). I did not offer the participants any honorarium for contributing to this study. However, to motivate participants' involvement, I conducted interviews with participants at a convenient place and time for them. I determined the length of the interviews based upon my assessment of the body language and other nonverbal signals from the participants, in accordance with Schoettle and Sivak (2013). Recommendations from Schoettle et al. (2013) indicate that interviewers should limit interview processes to 1 hour. Each participant interview for this study was consistent with Schoettle et al., and was completed in less than 1 hour.

Research Method and Design

Research Method

I used the qualitative method for this study. Qualitative research is used to identify participants' concerns, experiences, and needs (Allen, 2015). Qualitative research is the framework for incorporating practice-based evidence of interventions, which contributes to the identification of strategies (Gergen et al. 2015). The qualitative methodology was the most appropriate for my study because I sought to learn about employee turnover strategies from managers' experiences. The quantitative research method involves statistical data and defined variables (Park & Park, 2016). Quantitative research involves examining and testing a theory, considering relationships, and analyzing statistical data (Gergen et al., 2015). Researchers using the quantitative method analyze numerical data, test a hypothesis, and specify the research procedures (Yin, 2018). The quantitative method was not appropriate for my study, because I did not test a hypothesis or collect numerical data for inferential statistical analyses. Mixed-methods research methodology includes both qualitative and quantitative data in a single study (Bolton, 2015). When researchers use mixed methods, they can address both exploratory and confirmatory research questions (Yin, 2018). I did not use the mixed methods approach for this case study because of the complex application and rigor associated with the use of both quantitative and qualitative research methods in a single study.

Research Design

Several designs were considered for this study: multiple case study, phenomenological, ethnography, grounded theory, and, narrative research. The multiple case study is used to obtain and explore multiple sources of information (Marshall & Rossman, 2016). Researchers who utilize a case study design explores the development of an event, a situation, or the experience of an individual (Yin, 2018). The case study design was most appropriate for this study because I reviewed multiple sources of information related to the phenomena and from the experience of participants. Researchers use the phenomenological design to describe the experience of several individual experiences (Hennink, 2011). This study did not include the lived experience of individuals; therefore, the phenomenological design was not appropriate. Ethnography research design requires extensive information about participants over time (Hennink, 2011). Ethnography was not the best choice because my study did not include individual stories or extensive research over a long period. Researchers who use grounded theory seek to derive a theory grounded by the insights of the participants regarding a process or interaction (Marshall & Rossman 2016). Grounded theory was not the best choice because I did not seek to derive a theory from the insights of the participants. Narrative research design includes detailed information about participants, which could lead to issues in collecting and analyzing data (Stake, 2010). Narrative research was not suitable because I did not use individual experiences to narrate stories for this study.

Population and Sampling

I interviewed business owners of hair salons to explore effective strategies used to reduce employee turnover. When choosing a participant selection strategy, researchers must ensure that prospective subjects are in alignment with the central research question (Yin, 2018). Case study scholars should select participants with enough experience who can provide new insight to help answer the research problem (Harris, 2014). Experienced participants help researchers collect information and leads to a holistic understanding of the research problem (Campbell, 2015).

The population is a large collection of individuals or objects from where a scholar draws a research sample for a study (Emmel, 2015). The targeted population for this study consisted of five hair salon owners in South Carolina, who use strategies to reduce employee turnover. Gutiérrez, Márquez, and Reficco (2016) recommended scholars align the chosen population with the central research question. I used the purposive sampling to identify participants with experience in strategies to reduce employee turnover.

According to Heavey et al. (2013), case study researchers should collect data from multiple sources to reach data saturation. I interviewed hair salon owners with strategies to reduce employee turnover and reviewed company documents on employee turnover. I continued with participant interviews until no new information emerged to reach data saturation. Achieving data saturation is critical in qualitative research; qualitative scholars must continue collecting information until the data start to become repetitive (Conzelmann & Keye, 2014). The uses of purposive sampling enables researchers to select the appropriate participants with the requisite experience and knowledge in the field of study (Grossoehme, 2014).

Walker (2012) argued that the sample size should be large enough to engender data saturation and address the research questions. However, Fusch and Ness (2015) stated that there is no standard determinant for data size. Quantitative studies adopt power calculation methods to determine ideal sample size, there are no specific rules for sample sizing a qualitative study (Malterud, Siersma, & Guassora, 2015). My group consisted of five hair salon owners which was sufficient to address the research question. Charleston (2012) stated that the lack of a standard process for determining saturation in a qualitative study could lead to a premature claim of saturation by researchers. I asked the same interview questions to each hair salon owner and continued with interviews until data saturation was achieved. Fusch and Ness (2015) explained that a study is saturated when new themes no longer evolve.

Ethical Research

The IRB approval indicates when the research data collection can begin. Researchers must comply with ethical guidelines relating to human participants set forth by the IRB (Abernethy et al., 2014). Conducting a case study involving human participants requires the researcher to keep participant data and information private and confidential (Castleberry, 2014). I understand and will follow the ethical considerations about the protection of human research participants. Researchers need to choose an interview setting that enables participants to share information without concern for privacy (Robinson, 2014). Scholars must find an adequate interview setting that provides interviewees with privacy; an ideal interview setting is a quiet and private location (Sharma & Nambudiri, 2015).

The informed consent forms contain an explanation of the purpose of the study, discussion of data confidentiality and integrity, the types of information collected, an explanation of who could view the data collected, description of the interview, and data collection processes. The consent forms also include information about the expected time commitment for study involvement, expectations of participants, privacy assurances, and the option to withdraw at any time from the study without consequences. I informed each participant that their participation in this study is voluntary. Participants were made aware that risks include minor discomforts that exist in daily life, such as stress, upset, or fatigue. Participants were asked to sign the consent form in my presence prior to the start of the semistructured interviews. Participants received an informed consent form with the final approval number from Walden University's IRB, which is 10-07-19-0342289.

Boardman and Ponomariov (2014) noted that to avoid coercion, researchers should not offer any incentives for participation in their study. Participants did not receive any incentives to participant in the study. I will uphold the standards of conduct for ethical research in this study set forth by the university's IRB and the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. I will adhere to the university's IRB recommendations to maintain protection of participants. I will keep all interview and focus group related materials, and all participant data private and confidential. Special precautions will be applied to protect the participants' identities. Researchers should demonstrate that they will provide true evidence; evidence must be credible, trustworthy and honest, and the data accumulated must be valid (Sandelowski, 2014; & Wang et al., 2014). Ensuring data safety and the confidentiality of participants included safeguarding identifying information such as names, affiliations, and organizations. I labeled the collected participants' data with distinctive pseudonym codes such as P1 and P2.

Researchers must make every possible effort to mitigate any potential harm to participants by ensuring confidentiality, obtaining informed consent, and protecting the participants' rights to privacy (Wall et al., 2015). Researchers use several precautionary measures to protect participants' privacy, including using an assigned identifier instead of participants' names, assigned participant identifier to label participant data, and the assigned identifier to reference participants in the results (Ingold et al., 2015). I communicated the purpose of the research study-to-study participants and protected the privacy and confidentiality of the participants. To protect the privacy of participants and their business, I used pseudonym codes.

Data Collection Instruments

I was the primary instrument and data collector for the qualitative study. As the researchers I conducted the case study research to collect a variety of data through interviews with participants, observation, collecting documentation from participants, and analyzing documentation from participants. I used semistructured interviews to collect data. Conducting semistructured interviews allows both the researcher and participants to ask clarifying questions during the interview (Black, Palombaro, & Dole, 2013). I used face-to-face interviews to conduct in-depth data. I asked predetermined open-ended questions, and prompted participants to elaborate on their answers to gain data related to employee turnover strategies. I audio recorded each interview along with handwritten notes. Interviews are the primary data source to explore the perceptions and experiences of the participants (Bernard, 2013). Handwritten notes during the interviews are used by researchers to collect verbal and nonverbal cues, including body language (Bernard, 2013).

Each interview was schedule at time and place convenient to the participants. Several researchers (Bernard, 2013; Marshall & Rossman, 2016; Yin, 2018) recommended the use of an interview protocol when interviewing participants of a given study; in using the protocol, the interviewer should ask the same basic interview questions to each participant (see Appendix B for the interview protocol used in this study). I asked the participants the same questions for the study (see Appendix A). Participants returned for follow-up meeting to review their transcribed interview summary.

Member checking was used to minimize errors as noted by Chronister, Marsiglio, Linville, and Lantrip, 2014. Using member checking will promote the development of a model, and ensure the reliability, validity, credibility, and accuracy of data collected (Yin, 2018). Researchers conduct the interview, interpret what the participants shared, and share this interpretation with the participants, allowing participants to review their interpreted responses for correctness and accuracy (Yin, 2018). I conducted interviews, summarized and interpreted the participants interviews, and shared interpretation with the participants, and asked participants to provide feedback or confirm accuracy.

Data Collection Technique

In qualitative case study, documentation, archival records, direct observations, and interviews are some of the effective media for data collection (Bernard, 2013; Yin, 2018). Yin (2018) stated that interviews are the most efficient way to obtain, record, and retain evidence in a case study. Interviews gives the researcher and the participants the opportunity to clarify and, possibly, rephrase questions and answers (Cole & Harbour, 2015). Case study research experts recommend using multiple sources of information in case study during data collection to explore attitudinal, behavioral issues, and the range of historical facts relating to a case (Mattarelli & Tagliaventi, 2015). I will collect data through semistructured interviews for methodological triangulation. The interview will be held at location and time convenient for each participant. I will engage the participants in open ended conversations. Conversational nature of interviews during qualitative data collection leads to in-depth prolific data used to answer the research questions (Gerhart & Fang, 2015).

Collecting data from participants can present advantages and disadvantages. Times are arranged for participants; however unanticipated scheduling conflict may occur. Other issues that may occur during interviews are, participants could use the interviews to align with their personal views (Cole & Harbour, 2015). To address advantages and disadvantages of the inherent use of interviews technique, I explained the purpose of this study, scheduled interviews at locations and timings suitable for participants, and ensured that the questions followed the recommended open-ended format for case studies.

Data Organization Technique

In data organization technique researchers must possess a valid strategy to find the information needed in an efficient manner (Palinkas et al. 2015). Researchers can use a journal to take notes pertinent to their research study (Palinkas et al. 2015). Researchers need to label synthesized data and data findings using a labeling system that protects participant's privacy (Cope, 2014). I will ensure the protection of the participants from a breach in their identity by utilizing coding procedures in a two-lettering format with one numerical value to ensure participant’s identity remains confidential throughout the research process. Researchers use an alias to protect participants and data findings (Yin, 2018). I organized data finding in a storage technique to improve the accessibility of data. To organize data effectively and efficiently, I used journaling and a labeling system. Researchers recommend scholars to store data findings in a locked and secure storage cabinet for 5 years (Beskow, Check, & Ammarell, 2014). I kept participant's information and data on a USB drive, under a secured password protected electronic data file and all hard copies for 5 years. After 5 years, I will destroy all data collected on the USB dive and shred any paper documents.

Data Analysis

Researchers use multiple methods to analyze collected data (Thomas, 2015; Vaismoradi, Turunen, & Bondas, 2013) which include member checking and methodological triangulation (Ali & Yusof, 2012). There are five recommended data analyses: compile, disassemble, reassemble, clarify, and conclude (Yin, 2018). I followed Yin's five elements of data analysis in this study. I used member checking to validate participants' responses. Member checking involves conducting the interview, interpreting what the participant shared, and sharing this interpretation with the participant for validation (Davidson, Simpson, Demiris, Sheikh, & McKinstry, 2013). Methodological triangulation involves the use of multiple qualitative data collection methods to produce sufficient data from different sources and to be able to confirm the data (Choi et al. 2013). Using methodological triangulation allows researchers to display the richness and depth of the data (Yin, 2018). I used Yin's 5 phase process to identify themes and member checking for reliability and validation.

Reliability and Validity

Reliability

In case studies reliability is a concern in qualitative research (Ali & Yusof, 2012). Researchers must ensure the reliability of instruments (Yin, 2018). Measurements are will be used to produce compelling and reliable results (Yin, 2018). No single data collection source is better or worse than the others but, it is recommended to use various data collection sources, such as semistructured interviews and document analysis (Grossoehme, 2014). A good case study has as many data sources as possible (Yin, 2018). I used semistructured interviews and review of company documents as sources of evidence in this qualitative multicase study.

Validity

Credibility, transferability, and confirmability are part of the research validation framework (Cope, 2014). To ensure credibility, researchers use an iterative process of data collection in the case study design approach (Charleston, 2012). The iterative process involves comparing data within and across cases for research validity (Wahyuni, 2012). When there is only one researcher analyzing the data, the credibility of the analysis depends on the inclusiveness and representativeness of the data (Potter, Mills, Cawthorn, Wilson, & Blazeby, 2013; Swafford, 2014).

Transition and Summary

Section 2 includes discussion of the project, purpose statement, role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instruments, data collection technique, data organization technique, data analysis, and data reliability and validity.

Section 3 includes the introduction, presentation of findings, applications to professional practice, implications for social change, recommendations for action, recommendations for future study, reflections, and summary and conclusions. In this section, I provide an overview of the purpose of the study, state the research question, and present the findings. I also include the applications of my research to professional practice, implications for social change, recommendations for action and further study, 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 hair salon owners use to reduce employee turnover. Participants answered questions related to their strategies to reduce employee turnover. Data from this research came from the interviews of five hair salon owners in the state of South Carolina. A significant finding was the participants' desire to maintain a stable workforce through various strategies to reduce employee turnover.

Presentation of the Findings

The research question for this study was: What strategies do hair salon owners use to reduce employee turnover? I asked interview questions to explore strategies hair salon owners use to reduce employee turnover. The interview findings provided an understanding of employee turnover strategies used by the hair salon owners. After conducting the interviews, I employed member checking by asking each participant to review my summary of their interview answers for accuracy. Member checking was used to identify themes that related to the central research question. I protected the identity and confidentiality of the participants and their company by the use of pseudonyms (P1, P2, P3, P4, and P5). The findings from the research included strategies hair salon owners used to reduce employee turnover. From the researching findings, I identified three themes: employee support, communication, and employee training.

Theme 1: Employee Support

I used Herzberg's (1966) two-factor theory to conceptualize the emerging themes. More specifically, I used the theory's key concepts of employee job satisfaction and dissatisfaction, recognition, incentives, leadership, and support to link the themes. The first theme that emerged from the data analysis was the need for business owners to offer employee support. Different approaches were used by participants; however, the same goal of employee support was reached. Business owners who implement strategies that contribute to a culture of organizational support can influence employee satisfaction, and in turn, employee retention (Martin, 2015). P1 shared the importance of employee support which motivates employees to stay with the business and in turn, helps reduce employee turnover. All five hair salon owners noted that supporting employees was an essential element of reducing employee turnover. P1 indicated individuals enter the hair salon business because of the opportunity to be their own boss, to have financial security, and to teach others. P1 stated, "What you learn is that you need people on your team to help build. I think when people become part of the business they want to be guided and helped." P2 mentioned, "If you are willing to teach people to succeed and how to work with you, they will stay with your business." Data analysis indicated that the hair salon owners in the study felt that supporting employees' financial goals would be a positive influence on turnover.

Employer and employee relationships play a significant role in reducing employee turnover. P2 indicated that the objective is equality and to train employees in a professional business atmosphere. P2 suggested personal views and professional feelings should not impact business matters. P2 stated, “In business personalities among employees and owners can clash.” P2 added, “Different working styles, views, and perception can cause conflict; however, it shouldn’t stop business affairs.” The participants shared the importance of building relationships based on trust and openness. P3 discussed working relationship in the workplace and how supporting employees produce positives results. P3 elaborated, stating “Employees stay with business if nurtured and given resources.”

P3 stated the importance of “using the right tools to promote relationship building.” P3 also said, “Training your employees in leadership can aid in building their own brand and client base.” When employees feel upper management is not invested in them, employee turnover increases. Callier (2016) stated that organizational support had a positive relationship with employees achieving their career goals. Employees who believe in their organization and have positive relationship with the leaders have higher job satisfaction and reduced employee turnover (Martin, 2015).

P4 acknowledged that strategies to support employees is important. “Knowing what new trainings or skills are being offered on the market is critical to maintaining employees.” P4 also shared, “Being knowledgeable in your field, having access to products and resources is necessary.” Not all employees are motivated by the same factors, therefore a variety of intrinsic and extrinsic factors to offer is critical to reducing employee turnover.

P5 indicated the importance of work-life balance. Understanding situations occur in employees’ lives and arranging meeting, trainings, and scheduling to accommodate employees may be necessary (P5). P1stated, “understanding the dynamics of the needs of employees helps keep them” and provided input on how understanding individual employee needs aids in rendition. Alwekaisi (2015) clarified that job satisfaction and organizational support influences employees’ intent to leave. Employers supporting their employees contributes to how they (employers) are perceived by their employees. Employee turnover is impacted by job satisfaction (Sangar & Rangnekar, 2014).

Positive workplace: A subtheme emerged in the interviews, which was the importance of a positive workplace environment. Alagaraja and Shuck (2015) stated that management influences job satisfaction and a positive workplace consists of an environment promoting positive owner and employee relationship. According to P1, supporting employees can increase team morale and produce loyal relationships. P1 defined team as the owner and employees working the business. P2 indicated that promoting a positive work environment encourages employee stability. P3 further explained that it takes a collaborative effort to have a successful team. P3 stated, “There is no I in team.” A view held by all participants is that an environment that promotes cohesion by promoting an open line of communication can improve job satisfaction and help reduce employee turnover.

Theme 2: Communication

The second theme that emerged from the analysis of participants’ responses was that communication improved employee satisfaction and therefore reduced their intent to leave the business. P4 stated that communication influenced job satisfaction and thus influences employee turnover. Hair salon managers who implement effective communication improve employee turnover (P4). Poor communication can cause division within any salon (P2). Effective communication is a strategy to deescalate conflict and resolve rumors (P2). P1 stated, “Employees can be loss, because of poor communication and lack of direction” P1 further clarified and stated, “when you don’t provide employees with information or you’re not clear about job roles, communication issues happen.” When employees are more engaged through open communication, they are more satisfied at work and less likely to leave.

P1 discussed the importance of individual communication or conversations with employees to improve employee turnover. P1 used individual conversations as an opportunity with employees to express their concerns about issues or concerns. Individual conversations can be used to enhance employee engagement to improve employee turnover (Kainkan, 2015). All five hair salon owners referred to an effective communication structure and the impact it has on employees’ job satisfaction and turnover. In addition, all participants said that they had designated areas to recognize employees and give them accolades. Another consistent comment with all participants was acknowledging personal milestones and providing employee training. P4 stated, “encouraging employees showcase their skills by training others promotes lines of communication.” P5 stated, “allowing employees to provide feedback in meetings and offer suggestions contributes to education.” All five hair salon owners indicated taking suggestions related to company processes, procedures, and workplace culture, contributes to reduction of employee turnover.

P1 indicated that to motivate employees it is important to understand their career goals and motivation was important to reducing employee turnover. P2 mentioned that understanding each employee and how they each operate aids in setting goals. P2 discussed the concept of listening to everyone's idea and valuing input. Discussing long term business objectives and goals in staff meetings aid in employee turnover (P2).

P4 stated that communication with employees through monthly meetings provides a transparent way to share information. P4 shared that open communication during their meetings allows employees to voice concerns, provide feedback, listen to questions, and implement suggestions. Open communication can have a positive influence on employee turnover (Kim & Fernandez, 2015). P4 stated that constant communication with employees through various communication improves employee retention. P4 indicated that keeping employees abreast of changes in billing, hours, and services is also important.

Empowering employees. Presenting opportunities to empower employees was the second subtheme that emerged. P5 stated that an employee can "reach high level of success by providing employees opportunity to grow." P5 expounded that promoting employees into leadership roles, such as assist manager, manager, and team lead are ways to empower employees. P1 indicated that sharing responsibility in the salon promotes teambuilding. P2 stated that training employees to lead and teach customer service skills promotes retention. P2 stated that empowering employees will generate company loyalty but employees will leave if they feel devalued. P4 detailed that how praise, reward, and more responsibility is indication of empowerment. Yahaya and Ebrahim (2016) stated that a positive leader who recognizes employees, can empower employees to develop and grow which can reduce turnover.

Theme 3: Employee Training

Employee training was the third theme to surface in the research. Employee retention may be influenced by training (Stinchcomb et al., 2013). All five of the hair salon owners referenced the importance of training and how it influenced employee turnover. P4 commented that the profession requires training. P4 elaborated; that enhancing skills, knowledge of products, and keeping up with trends are necessary for employee retention. P1 indicated that without employee training retention is at risk. P1 indicated that barriers existed when implementing strategies related to training. P1 stated that employees leave if they do not have a clear understanding of their role, their job responsibility, the business plan, or business objectives. P2 stated that the importance of job training and skills to generate financial security. P2 expounded, “retaining employees is difficult if employees are not willing to learn new skills”. P2 explained that training programs and skill enhancement classes are needed to keep employees engaged. “The learning curve is forever being increased in the hair salon business (P2).”

P4 discussed that technology is used in training which influences employee job satisfaction. Providing employees with necessary technology to book clients and perform their jobs is important. According to P5, “Technology has been a great component to making work easier and more productive.” Technology improves productivity and business efficiency (Wells & Peachey, 2015). P3 stated that ensuring employees acquire the required credit hours to remain board certified is essential for reducing employee turnover. All five participants commented that required board certification and continued education for each stylist was required. When employees are satisfied with the training that they receive at an organization, they are more likely to stay employed with the organization (Beynon et al., 2015).

Kam et al. (2015) stated that employees can achieve job satisfaction through job recognition and advancement. P4 believed, that “when employees know their jobs and are secure in their position, they are satisfied. Training and development can increase employee job satisfaction (Herzberg et al., 1959). P1 described employees as being loyal, vested, and reliable when they feel secure in their position. P1clarified that employees will work better with others and work to enhance workplace when training is provided. P3 believed when employees are trained and encouraged to share their skills it promotes empowerment.

Applications to Professional Practice

The purpose of the qualitative multiple case study was to explore the strategies hair salon owners use to reduce employee turnover. The data came from five participants interviewed in the state of South Carolina. The practical application of these findings are future leaders may adapt the strategies used by the hair salon owners to accommodate their specific organization. Based on participant’s feedback, employee support, communication, and employee training were among the significant factors contributing to reducing employee turnover. From the literature, Deery and Jago (2015) asserted job satisfaction through work-life balance was critical for addressing employee retention issues. The business owners interested in reducing employee turnover should not ignore employees' need for organizational growth and job satisfaction.

Open lines of communication between employer and employees promotes employee retention and reduces employee turnover. Deichmann and Stam (2015) stressed that leaders need to initiate conversations with employees to create a connection with the leader and the organization. Trust, respect, and consistent communication are fundamental for building key relationships (Abma et al., 2015). Clear communication of the job expectations and how employees can be successful, listening to what motivates the employees, and learning individual goals and objectives, improves employee turnover.

According to all five participants, proper employee training is critical business practice contributing to reducing employee turnover. Employees tend to remain loyal to an employer when they perceive training and development is a priority (Beynon et al., 2015). Businesses with low employee turnover feature continuous employee development opportunities (George, 2015). Business owners seeking low rates develop training programs to promote employee engagement and job satisfaction (Cohen et al., 2016).

Implications for Social Change

The results of the study could contribute to a positive social change through maintaining a stable workforce and reducing employee turnover. When employees are satisfied with their work through proper training and employee engagement, they are less likely to leave. This results in less time looking for another job and maintaining income for basic life needs. Trained employees feel empowered to take initiative and develop as future business owners. Small business owners shared strategies on how cultivate positive work environment and engage employees through open communication and training opportunities. Social change may occur from small business productivity and the advancement of the quality of life by improving in the community (Cheung & Leung, 2010). The implication for positive social change includes the potential for business owners to increase the quality of the employee's personal life with stable employment and income needed to provide for their families. Reducing employee turnover will stimulate the economy and financial well-being of employees which impacts their communities.

Recommendations for Action

The results of this study are beneficial for owners of hair salons to improve employee turnover. Developing a culture that include components of fair treatment of employees, organizational understanding, and rewards can create employees' business appreciation (Birasnav, 2014). P3 stated, "Every business works differently and business plans has to suit the business model." Effective strategies to reduce employee turnover are critical to businesses. Business owners who engage employees, foster a positive workplace environment, and create employee growth opportunities, impact employees' intentions to leave.

Recommendations for Further Research

Recommendations for further research include expanding the research to different or larger businesses and to expand to other geographical locations. In this study, I restricted participation to only participants from South Carolina. Future researchers can address the limitation by expanding the geographical location and build upon the findings from this study. Researchers could benefit from the perspectives of other populations, such as business owners in other industries. Researchers could conduct a quantitative study to examine the correlation between employee turnover and each common theme that emerged from this qualitative study. The examination of relationships among employee support, communication, and employee training may be of value to business for improving employee turnover.

Reflections

I have been working on the DBA journey relentlessly. My journey in the DBA doctoral at Walden University has not been easy, but it has been eye-opening. It was my goal to achieve this DBA degree and prove to myself I could do it. I often wondered if the work and process was worth it and pay off. This process has conditioned me to look at any working environment in a holistic fashion. I have learned to analyze research findings, understand business strategies, comprehend what impacts employee’s job satisfaction and employee’s intent to stay with an organization, and what factors influence employee turnover.

In the beginning of the process, my view was narrow related to the research topic on employee turnover. I had no previous knowledge of the hair salon profession nor did I realize employee turnover was common issue for all business types and sizes. This process has challenged my research, writing skills, time management skills, and ability to receive feedback. The skills I learned will be used to help leaders from all company sizes and types with strategies to reduce employee turnover.

Conclusion

The purpose of this qualitative multiple-case study was to explore strategies hair salon owners in South Carolina use to reduce employee turnover. I conducted semistructured interviews with five hair salon owners who provided information about strategies they use to reduce employee turnover. I used methodological triangulation by collecting data from secondary sources such as archival records and company documents.

I used open-ended interview questions in face to face interviews with five hair salon owners in the state of South Carolina to gain an in-depth understanding of the strategies they use to reduce employee turnover. In this study, I identified employee support, communication, and employee training as themes that surfaced during the interview process. These themes align with the conceptual framework of this study and the exhaustive review of literature. The findings from the research is applicable to any business leader seeking to improve employee turnover.

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Appendix A: Interview Questions

1. What are the factors contributing to the turnover of your organization?

2. What type of employer and employee relationship have you established?

3. What strategies are you using to motivate employees?

4. What strategies have you used to reduce employee turnover?

5. What barriers existed when implementing employee turnover strategies?

6. How have you evaluated the turnover strategies in your organization?

7. What additional information would you like to add to this topic?

Appendix B: Interview Protocol

The following constitutes the Interview Protocol. An Interview Protocol informs participants of the step-by-step order of events to take place during the interview. Every effort will be made to follow the protocol as written. However, unforeseen circumstances may alter protocol manner.

Before the interview, the researcher will:

- Researcher will introduce self to participants as a student with Walden University. Introduce my research topic: What strategies do hair salon owners use to reduce employee turnover?
- Researcher will explain consent form, interview questions and confirm each document was understood.
- Researcher will schedule time, place, and date with the interviewee, and answer preliminary concerns and questions of the participant.

During the interview, the researcher will:

- Researcher will obtain a signed consent form from the participants
- Researcher will remind participants that involvement is voluntary and they may terminate their involvement at any time.

After the interview, the researcher will:

- Thank the participant for taking part in the interview
- Transcribe the data and analysis and make updates based on participant feedback (member checking)

- Receive affirmation from participant regarding accuracy of the transcription and accuracy of data interpretation during interview. Information will be secured on flash-drive for 5 years and destroyed after 5 years.

Appendix C: Recruitment Letter for Study Participants

You are invited to take part in a research study about strategies hair salon owners use to reduce employee turnover. Participants who live in Rock Hill, SC and have been in business for at least 5 years are being asked to participate. I obtained your name via internet search for hair salon owners. This form is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part.

Background Information:

The purpose of this study is to explore strategies hair salon owners use to reduce employee turnover. Owners with operational businesses with successful employee turnover strategies are asked to participate. This study may lead to positive social change by maintaining the workforce. Reducing employee turnover reduces unemployment; therefore, stabilization of communities may increase.

Procedures:

If you agree to participate in the study you will be asked to sign consent and procced with the following.

- Participant will be asked to partake in a face-to face interview to answer research questions. The interview should take approximately 60 minutes.
- Participant will be ask to designate a meeting space that is private and quite for interview.
- Participants will be asked to provide informative feedback during and after the interview.
- Participants will be asked to help with accuracy and creditability. Participants will be asked to provide informative feedback during the interview. During the interview questions can be restated or summarized for participants. Participates can affirm accuracy and creditability during interview.
- Participants will be asked to allot at least 30 minutes for question validation and feedback.

Here are some sample questions:

- What are the factors contributing to the turnover of your organization?
- What type of employer and employee relationship have you established?