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Strategies to Reduce Voluntary Turnover in the Automotive Manufacturing Industry

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Walden University

College of Management and Human Potential

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Mattie Wilson

has been found to be complete and satisfactory in all respects,
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Walden University
2023

Abstract

Strategies to Reduce Voluntary Turnover in the Automotive Manufacturing Industry

by

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MSHRM, Troy University, 2008

MPA, Troy University, 2003

BA, Stillman College, 2000

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

July 2023

Abstract

When employees leave their jobs voluntarily, the unexpected loss can significantly impact a company's bottom line, including a drop in revenue, morale, and productivity. Employee turnover is a challenge for plant managers in automotive manufacturing because of the high expense of recruiting, hiring, and orienting new workers. Grounded in Herzberg's two-factor theory, the purpose of this qualitative multiple-case study was to explore strategies plant managers in the automotive manufacturing industry use to reduce voluntary employee turnover. The participants were four Alabama manufacturing plant managers who reduced excessive employee turnover. Semistructured interviews and available public information were used to collect data. The data were analyzed using Yin's five-step process and three themes emerged: communication, competitive salary, and rewards. A key recommendation for plant managers is to create a culture of open communication, encourage participation, and acknowledge employees' contributions with monetary and nonmonetary rewards and competitive compensation packages. Implications for positive social change include the possibility of a drop in unemployment rates and a rise in manufacturing plant managers' revenues, which could result in the funding of social programs to enhance the living conditions of local communities.

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Dedication

First and foremost, I want to express my gratitude to God, my Lord and Savior, for without HIM, none of this would be possible. I would like to dedicate this research to the memory of my parents, Birdie and OB Jackson, and my older brother Christopher Gilliam. Although they are no longer here with me physically, I know they are watching over me. I am grateful for their unwavering encouragement and support in all of my academic endeavors is indescribable. This adventure would not have been possible without my husband, Gevin Wilson, continuous support. I am indebted to him for the love, encouragement, and inspiration that he has provided. I want to express my gratitude to my sister Nikki, and my adult children, Keith, Tyler, and Taylor, for making sure that I was aware of my worthiness at all times.

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I want to express my gratitude to the members of my committee as well as my adviser, Dr. Brenda Jack, Dr. Michael Campo, Dr. Linda Cave, and Dr. Richard Hay, for providing me with the resources, inspiration, and support I needed to be successful on this path. Dr. Hay, over the course of many years, you have listened to me gripe, be in utter despair, and be on the verge of giving up, and yet you have never failed to encourage me or point me in the direction of resources that could help me with whatever it was that I was going through.

I would like to thank you, Dr. Campo, for serving on my committee and providing me with informative feedback that was necessary for me to continue with this process. I want to thank Dr. Linda Cave for her positive feedback and encouragement. I would also like to thank Dr. Jack, who has been essential in my advancement to this point in the DBA program. This has been a difficult and arduous journey, and I will be forever grateful to you for your guidance.

Lastly, I appreciate the individuals that participated in this study. Without their willingness to engage, I would not have been able to obtain the essential information that gave my research life.

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Section 1: Foundation of the Study

Background of the Problem

The rising employee turnover rate is one of the most perplexing issues confronting today's managers (see Saverio et al., 2018). Employees are an organization's most valuable asset, potentially significantly impacting productivity and profitability (see Ugoani, 2016). Reduced personnel turnover is a common goal for all organizations since it ensures continuity in the workforce and minimizes operational downtime (see Al Mamun & Hasan, 2017). According to Seyrek and Turan (2017), employee turnover is extremely costly to organizations. Excluding the costs associated with employing new staff, Seyrek and Turan explained that the loss of experienced personnel could result in a range of issues in the organization, including decreased productivity, loss of knowledge, and low employee morale. Furthermore, Yang (2016) emphasized that the cost of turnover impacts the organization and the individual, local, state, and national economies. Eckardt et al. (2014) reported that employee turnover harms manufacturing more than other sectors.

According to Schlechter et al. (2016), understanding the factors that influence voluntary employee turnover and developing targeted interventions to prevent turnover before it occurs is critical for workforce stability. Prevention strategies are required to ensure the viability of businesses in the 21st century. The research demonstrates why employees leave and strategies for reducing turnover in the automotive manufacturing industries.

Problem Statement

The automotive manufacturing industry experiences high rates of voluntary employee turnover, resulting in substantial losses in profits and productivity (see Hassan et al., 2017). The cost of replacing an employee who voluntarily quits could cost 100% of a single employee's annual wages or salary, depending on the job left unoccupied (see Skelton et al., 2019). The general business problem is that voluntary employee turnover negatively impacts the financial stability of the automotive manufacturing industry. The specific business problem is that some managers in the automotive manufacturing industry lack strategies for reducing voluntary employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that some managers in the automotive manufacturing industry used to reduce voluntary employee turnover. The targeted population consisted of five managers from three automotive manufacturing industries in Alabama who successfully implemented strategies to reduce voluntary employee turnover. The findings of this study may contribute to positive social change as managers may use the result as a guide for reducing voluntary turnover, which can improve socioeconomic status among families and provide economic stability within communities.

Population and Sampling

Data were collected from four purposefully sampled managers of automotive manufacturing plants in Alabama who were interviewed using a semistructured interview process designed to elicit their lived experience facing voluntary employee turnover. I

also reviewed organizational documents for relevant information.

Nature of the Study

I used a multiple qualitative case study method to explore strategies for reducing employee turnover. A qualitative multiple case study was appropriate because I explored a phenomenon within the context of the participants in their natural settings (see Olubiyi et al., 2019). A qualitative research method allowed for an in-depth understanding of the successful strategies implemented by some managers in the automotive manufacturing industry to retain workers. I conducted a qualitative study to understand a topic from those having lived experiences with the phenomenon (see Baškarada, 2014; Yin, 2018). I considered three research methodologies and rejected both the quantitative and mixed-method approaches. Quantitative researchers examine numerical and statistical data and define variables (see Leung, 2015). The quantitative research method entails collecting and statistically analyzing data, deriving findings generalizable to other populations or regions (see Yin, 2018). A quantitative researcher tests correlations and significance between variables in line with a theoretical framework (see Yin, 2018). I rejected quantitative methodology because testing a theory by collecting numerical data for statistical analysis would not have answered the research question. Mixed methods research incorporates both qualitative and quantitative methods (see Palinkas et al., 2015). The mixed methodology allows researchers to combine participants' experiences and perspectives with statistical data to expand the understanding of a phenomenon (see Fetters & Molina-Azorin, 2017). I did not choose the mixed methods approach because it

requires the use of both qualitative and quantitative research methods in a single study, which does not align with the purpose of this study.

I considered four qualitative designs for this research: case study, phenomenology, ethnography, and narrative. Using a multiple case study enables researchers to conduct in-depth investigations of a phenomenon occurring in real-life settings yielding results for comparing findings (see Creswell & Poth, 2017). Researchers select a multiple case study design to compare findings across cases. I selected a multiple case study design because it allowed data collection from different participants from different organizations' phenomena relating to voluntary employee turnover. A phenomenological researcher seeks to explore how participants perceive, describe, feel, remember, and make sense of experiencing the phenomenon under study (see Butina et al., 2015). Therefore, phenomenological research was not a fit for my research because I did not seek to explore the underlying personal meanings of the sample case groups' lived experiences. Ethnography is the study of a cultural group and often involves the researcher serving as an active participant in the study (see Bass & Milosevic, 2018). Ethnography was not relevant to my research because I did not observe a cultural group over an extended time. The narrative scholar engages in exploring the experiences and telling the stories of participants' cultural characteristics (see Conover & Daiute, 2017). I did not choose the narrative design because the study's purpose was not focused on characterizing the participants' personal life stories.

Research Question

The main research question was "What strategies do some managers in the Automotive Manufacturing Industry use to reduce voluntary turnover?"

Interview Questions

1. What strategies did you implement to reduce voluntary turnover in your organization?
2. How did you assess the effectiveness of your strategies and methods for reducing voluntary employee turnover?
3. How did your employees react to the various methods associated with the strategies adopted to reduce employee turnover?
4. What barriers, if any, did you experience with implementing the strategies to reduce employee turnover?
5. What motivation factors such as recognition, responsibility, and advancement did you use to reduce employee turnover in your business?
6. What additional information can you provide about successful retention strategies your organization used to decrease voluntary employee turnover?

Conceptual Framework

The conceptual framework for this qualitative multiple case study was the motivation-hygiene (see Herzberg et al., 1959). The motivation-hygiene theory (see Herzberg et al., 1959) may serve as a guide to identify and explore strategies managers can use to reduce voluntary employee turnover in the automotive manufacturing industry. Fareed and Jan (2016) indicated that when certain conditions are present, motivation-

hygiene factors are strongly correlated with job satisfaction. Mangi et al., (2015) identified recognition, advancement, responsibility, and achievement as motivation-hygiene factors contributing to job satisfaction. Hygiene factors related to job dissatisfaction include reduced salary, job security, benefits, and relationships (see Mangi et al., 2015). Analysis of the data collected from semistructured interviews with participants may show whether study findings align with Herzberg's two-factor theory to understand the increase of voluntary employee turnover in the automotive manufacturing industry. The data collection results may show if motivation and job satisfaction influenced an employee's decision to leave a job. Herzberg's two-factor theory's application into the study's conceptual structure may identify and explore strategies for some managers to reduce voluntary employee turnover.

Significance of the Study

The results of this research may provide valuable insights some managers can use to implement different strategies to reduce voluntary turnover. Voluntary turnover negatively impacts productivity, revenue, and employee morale, increasing the costs associated with recruiting and training new employees (see McFeely & Wigert, 2019). When business leaders fail to understand why their employees leave, they also fail to implement retention and motivation strategies to retain employees and increase job productivity. Voluntary employee turnover could result from a lack of opportunities for professional development, inadequate compensation, short work-life balance, job stress, and unfair treatment (see Reina et al., 2017). Findings from this study may provide managers a better understanding of the strategies for reducing voluntary employee

turnover, as well as the opportunity to adopt, adapt, or develop strategies to mitigate such turnover. The study outcomes may lead to positive social change by understanding the techniques used by some managers to retain employees and strengthening employees' work ethics. The study's findings may also be valuable to leaders of other automotive entities for enabling employees to stay in their positions longer and reducing the operating costs of automotive companies.

Contribution to Business Practice

Business managers could use the information gained from this study to develop effective employee retention strategies for reducing voluntary turnover and improving business practices. Study findings and conclusions may aid in the creation of formal training, as managers better understand the factors contributing to voluntary turnover. Additionally, managers could inform passive automotive suppliers of actual strategies they use to retain employees. Finally, automotive manufacturing companies may find the data useful for developing retention strategies to mitigate voluntary turnover once employees are onboard, thus reducing the cost of hiring and training new employees.

Implications for Social Change

This study's findings could affect beneficial social change among local economies, communities, and citizens. Pittino et al. (2016) suggested that retention practices can positively impact employment rates, increase disposable income, and create an environment that motivates employees and increases communities' stability. The results of this study could improve economic conditions and reduce individual

dependency on government-provided supplemental programs, increasing revenues from business taxes to support community projects, schools, and infrastructure.

Operational Definitions

Employee retention: An organization's ability to retain employees is known as employee retention (see Omar et al., 2017).

Employee turnover: Employee turnover occurs when workers voluntarily or involuntarily leave their jobs (see Yildiz, 2018).

Job satisfaction: Employees who have positive feelings about their jobs are satisfied with their roles (see Wargo-Sugleris et al., 2018).

Turnover intention: The thought employees have when considering leaving their jobs voluntarily (see Rehman & Mubashar, 2017).

Voluntary turnover: Employees who separate from the employer of their own will are those who leave voluntarily (see Yildiz, 2018).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are beliefs, expectations, or considerations that are not verifiable but presumed to be true (see Nkwake, 2020). There are three assumptions for this study. The first assumption was that the managers selected for the study were willing to participate; thus, the expectation was that they answered the interview questions honestly and openly. My second assumption was that managers' responses would yield information aligned with individuals trusted to develop and implement retention strategies. The third

assumption was that the research would provide valuable information to help local automotive plants retain employees.

Limitations

Limitations are underlying factors out of the researcher's control and could hinder a study from yielding desired (see Malmi et al., 2018). A study's limitations are characteristics of design or methodology that can adversely impact or influence the interpretation of findings (see Ross & Bibler-Zaidi, 2019). There were two limitations to this study. One limitation was that not all individuals selected for the study were willing to participate in interviews. The second limitation was that the qualitative sample did represent the entire automotive manufacturing industry, limiting the study's findings.

Delimitations

Delimitations are boundaries the researcher has established for a study (see Yin, 2018). The first delimitation of this study focused on the experience of the managers in Alabama automotive manufacturing plants. The second delimitation restricted the inquiry to strategies developed and implemented by managers to reduce manufacturing employee turnover. A third delimitation was that voluntary turnover of support staff and administration was not a part of this study.

Significance of the Study

This study is of value to businesses because of the beneficial insights some managers can use to implement different strategies to reduce voluntary turnover. Voluntary turnover negatively impacts productivity, revenue, and employee morale, increasing the costs of recruiting and training new employees (see McFeely & Wigert,

2019). The results from this study may identify strategies to decrease voluntary turnover, loss of profit and production, and cost to hire and train new talent.

Contribution to Business Practice

Business managers could use the information gained from this study to develop effective employee retention strategies for reducing voluntary turnover and improving business practices. Study findings and conclusions may help create formal training, as managers better understand the factors contributing to voluntary turnover. Aguenza and Som (2018) argued that workers' retention is vital to companies. They are the motivating force behind reaching and developing organizations' priorities and strategies.

Additionally, managers could inform passive automotive suppliers of basic strategies they use to retain employees. The study's findings may also be valuable to other automotive entities' leaders to enable employees to stay in their positions longer and reduce automotive companies' operating costs. Finally, manufacturing companies may find the data helpful in developing retention strategies to mitigate voluntary turnover once employees are onboard, thus reducing the cost of hiring and training new employees.

Implications for Social Change

This study's findings could impact social change among local economies, communities, and citizens. Pittino et al. (2016) suggested that retention practices can positively impact employment rates, increase disposable income, and create an environment that motivates employees and increases communities' stability. The findings may also help to improve not only economic situations but reduce individual dependency

on government-provided supplemental programs, increasing revenues from business taxes to support civic projects, schools, and infrastructure.

A Review of the Professional and Academic Literature

In this qualitative multiple case study, I explored the strategies some managers in the automotive manufacturing industry use to reduce voluntary turnover. Understanding the causes of turnover is vital for leaders to address indications of employee intent to leave. The organization of this literature review is by topics and themes linked to reducing turnover. This literature review is a means to gain knowledge formed by researchers who have conducted scholarly studies on the phenomenon of voluntary employee turnover. This section includes a critical analysis and synthesis of numerous resources about voluntary employee turnover, including peer-reviewed journal articles and books. The professional and academic literature review will support the framework for developing retention strategies to reduce voluntary employee turnover. The conceptual foundation of this study is Herzberg's two-factor theory. Additionally, the literature supporting Maslow's hierarchy of needs and contrasting it with Vroom's expectancy theory was searched to assess prior findings.

Databases used to find sources included EBSCOhost Business Source Complete, ProQuest, Emerald Management, SAGE Premier, and ScienceDirect, along with the search engine Google Scholar. Keywords searched were *employee turnover*, *employee retention*, *intention to turnover*, *turnover intention*, *employee quit*, *employee engagement*, *job satisfaction*, *manufacturing industry*, *Herzberg's two-factor theory*, *employee intentions*, *retention strategies*, *voluntary turnover*, *Maslow's hierarchy of*

needs, Vroom's expectancy theory, automotive manufacturing industry, cost of employee turnover, and job embeddedness. There are 222 references, of which 195 (87.84%) are peer-reviewed. Of the scholarly sources, 222 (86.94%) are within the last 5 years. The literature review consists of 195 periodicals from scholarly peer-reviewed journals, 16 nonpeer-reviewed journals, three published books, and two industry publications.

The purpose of this study was to explore strategies some automotive manufacturing industry managers in Alabama use to reduce voluntary employee turnover. The framework for this research was Herzberg et al.'s (1959) two-factor theory. Employee turnover is a significant problem for the automotive manufacturing industry and the service and information technology (IT) sectors (see Bankar et al., 2016). Employee turnover is a costly and seemingly unavoidable human resource problem facing organizations worldwide (see Bankar et al., 2016). The costs associated with high voluntary turnover rates place a tremendous burden on organizations (see Purba et al., 2016). Employee turnover may occur for various reasons; thus, identifying the root of turnover and why employees leave can be problematic.

The findings from this study may motivate managers to make a strategic investment in employee growth, which can help create a positive employee experience that can attract and retain employees. Managers can also use this study's findings to view better the strengths of employees that can help corporate leaders take proactive action to develop and execute effective retention practices. Goal setting and workforce

advancement could play a significant role in creating resources for job growth and cultivating more robust relationships between management and staff (see Drake et al., 2019). Business leaders can create a strong positive effect to spread a sense of accountability and enhance the brand image identity by associating business goals with community core values (see Smith, 2018), enhancing worker commitment. The issue of worker commitment affects many industries and managers. Researchers have found that about 30% of U.S. workers are committed to their work (see Hornickel, 2019). As workers recognize the importance of job commitment, they are reluctant to commit to the organization's mission and goals, demonstrate disinterest in productivity and show no desire to promote the business's objectives ahead of their desires (see Aujla & Mclarney, 2020). However, if manager can align their goals with those of their employees, job commitment may increase.

The results of this research may encourage managers to prioritize their employees' professional development as a means of building a strong workforce and retaining talented workers. The literature is an indication that managers can gain a more nuanced understanding of their employees' strengths, which in turn can aid in the development and implementation of more efficient retention strategies. Employee dedication is an issue that managers and business owners across all sectors face. Workers are becoming more aware of the value of job commitment, but they are still reluctant to commit to the organization's mission and goals, uninterested in increasing their productivity, and unwilling to put the company's interests ahead of their own manager's ability to align

their goals with those of their employees may, however, boost employee dedication to the company.

Herzberg's Two-Factor Theory

This qualitative multiple case study's conceptual framework was based on Herzberg's two-factor theory, emphasizing the importance of employee satisfaction and employee motivation (see Hilmi et al., 2016; Victor & Hoole, 2021). Herzberg et al. (1959) introduced the theory in 1959 after interviewing 203 accountants and engineers who worked in nine factories in Pittsburgh, Pennsylvania; the findings helped identify what makes an employee fulfilled or unfulfilled in the workplace. Herzberg wanted to understand employees' attitudes toward their jobs and if their motivation was tied to work (see Ann & Blum, 2020). Motivators are intrinsic to situations, such as personal achievement and growth, recognition, or advancement opportunities.

Ann and Blum (2020) discovered that appreciation and employee satisfaction made a difference in whether workers were happy or unsatisfied. Unhappiness stems from hygiene factors extrinsic to tasks such as business policies, occupational safety, pay, salaries, or relationship between employers (see Herzberg et al., 1959; Holmberg et al., 2018). Herzberg et al. (1959) found that work satisfaction is related to role efficiency, with other factors contributing to job dissatisfaction (see Hur, 2018). Herzberg claimed that the most fundamental aspects of the workplace are the key drivers, and the work environment's extrinsic influences are concerns of hygiene (see Khalil-Ur et al., 2017). Herzberg concluded that employees were happy if their work environment met their intrinsic and extrinsic needs (see Bayl-Smith & Griffin, 2015; Herzberg et al., 1959).

Herzberg's two-factor theory can support the fundamental idea of improving employee satisfaction and work quality among members. To do so, a manager should first identify and address factors that affect employee satisfaction and job dissatisfaction (see Herzberg, 1987). Managers use the two-factor theory to inspire workers. Motivations and hygiene factors should be two key elements in a company's retention strategy. Kotni et al. (2018) found that hygiene factors, such as safety, work conditions, incentives, and compensation benefits, are a significant cause of motivation for workers. The positive or negative attitudes of individual elements can contribute to a working environment.

Understanding factors that serve as motivators is critical to motivating the workforce. Herzberg et al. (1959) hypothesized that intangible motivational incentives influence job satisfaction, including achievement, recognition, advancement, growth, and obligations. Poor working conditions, managerial relationships, pay, safety at work, monitoring, and harmful job appraisal can lead to job dissatisfaction (see Herzberg et al., 1959). Raziq and Maulabakhsh (2015) argued that jobs, career growth prospects, and growth are essential factors for inspiring people to succeed. Motivation factors can increase job satisfaction, whereas the lack of such factors can contribute to dissatisfaction (see Chaudhury, 2015). The two-factor theory plays a crucial role in minimizing employee dissatisfaction, as shown in the literature.

Herzberg's two-factor theory is essential for determining the motivating variables that helped improve organizational performance. Nguyen et al. (2018) looked at motivating influences on interpersonal productivity in the workplace using Herzberg's two-factor principle. Employees who want a cash reward, personal development, and a

more robust work-life balance are more attracted by these factors, according to Nguyen et al. (2018). Because participants in the organization often must keep a moral outlook, leaders worry about offering cash benefits and alternate mysticism types. The value of delivering magical stimuli for workers to help them sustain a safe and happy lifestyle cannot be overstated (see Yang & Fry, 2018).

The key to keeping employees inspired is gaining an understanding of the factors that serve as motivators for them. Achievement, recognition, promotion, growth, and responsibilities are all intangible motivational incentives that to affect job satisfaction. We learn through the literature review that jobs, career advancement opportunities, and economic growth, are important factors in motivating people to achieve their goals. Motivation factors can increase job satisfaction, whereas the lack of such factors can contribute to dissatisfaction.

Herzberg (1959) contended that employers must use techniques like implicit motivators to establish a healthy workplace atmosphere. Furthermore, when those are present, job satisfaction expands; however, extrinsic forces appear to decrease employees' morale (see Ayalew et al., 2019). For example, inherent incentives generate optimistic emotions, which has a significant relation to work satisfaction. Finding a career that provides staff with a sense of mission and personal accomplishment decreases voluntary workforce turnover (see Shepherd et al., 2020). To be effective, individuals who experience tremendous satisfaction at their employment are more inclined to affect society significantly and more likely to gain a great deal of personal profit from the work atmosphere (see De Simone et al., 2018). A two-factor approach like Herzberg's may be

used to aid in developing provisions for work satisfaction. According to Herzberg, as leaders apply the two-factor principle, they may incorporate motivating elements that empower their workers to be more effective and thrive in the workplace.

Herzberg's two-factor hypothesis has evolved in the workplace, as has been demonstrated by several studies. As a way of bringing in high-quality talent, salaries must be both fair and advantageous and paired through monetary and nonmonetary rewards and benefits that are long-term (see Zimmerman et al., 2020). The length of time an individual remains in a job where they are dissatisfied depends on how long it takes them to realize that the position is not suitable. To entice high-quality talent, employers need to deliver a rewards package that provides development potential and creates an atmosphere that promotes respect and gratitude in the workplace (see Padilla Rodriguez et al., 2020). To cut back on voluntary workforce attrition, leaders must know how to please their workers.

Herzberg's two-factor hypothesis has been extended to measuring employees' job motivation in the workplace. Butt (2018) used Herzberg's two-factor theory to analyze employee satisfaction in the workplace, including the human requirements of encouragement and hygiene and the systemic forces that determine employee satisfaction. A total of 150 participants who served in the administration and telecommunications industries took part in Butt's research. Butt found that workplace fulfillment is an essential predictor of employee engagement and offers administrators insight into who exits the business of their own accord. Leaders who use Herzberg's two-factor principle may identify that organizations should be more concerned about

continuing job growth and feel more pressure to fulfill worker needs. Worker frustration can harm their efficiency, employee engagement, and attitudes, and a salary reduction would decrease their job satisfaction (see Gerakos et al., 2018). Managers must reward personnel appropriately and equally and compensate for unsatisfactory working environments to prevent attrition intentions.

Managers may benefit from understanding factors that contribute to workplace dissatisfaction. Kotni et al. (2018) researched the influence of hygiene factors on workforce dissatisfaction. Also, Lamb and Ogle (2019) concluded that hygienic considerations do not meet the preconditions for work, such as working conditions, compensation, accountability, organizational policies and practices, and job stability. According to Herzberg, the hygiene factors that satisfy lower-level needs are different from the motivators fulfilling higher-level needs (see Badubi, 2017). Herzberg's two-factor theory provides a basis for recognizing workers' happiness and frustration concerning their employment (see Ismail et al., 2015). The two-factor theory can help leaders identify the motivating factors that contribute to their organization's effectiveness. Herzberg's theory is appropriate for this study to explore strategies some managers use to reduce voluntary employee turnover in the automotive manufacturing industry. Herzberg's two-factor theory provides a platform for evaluating, contrasting, and analyzing observations and expectations of variables. Through this conceptual framework, I reviewed managers' strategies in the automotive manufacturing industry and employee satisfaction, motivators, and factors that affect retention and voluntary turnover.

Herzberg's two-factor hypothesis has proven significant in calculating monetary rewards and assessing the quality of work satisfaction (see Yousaf, 2019). In theory, the salary influences enjoyment and quality. Workers may consider those aspects as necessary for quality of life: work involves happiness at work, family life, financial stability, and personal protection (see Kang et al., 2018). To a significant degree, people may take steps to boost their levels of happiness for the sake of saving money and the money they can afford to do so and make financial choices that makes them happy because of that money (see Jabeen et al., 2018). Thus, it is imperative to understand how employers can impact their employees' quality of life.

Employers should demonstrate that they are concerned with their employees' well-being and providing growth opportunities. When employees receive encouragement from their employer, they are encouraged and motivated to believe the concern for their success and well-being is sincere (see Subhash & Kusum, 2017). For this to happen, various strategies such as quality control systems to help minimize employee attrition are essential for an effective support system that assists in job retention (see de Oliveira et al., 2019). Therefore, the two-factor principle can help guide changes in the workplace.

Wang et al. (2017) studied the interaction between compensation and managerial success in the consequences of supplying managers with extrinsic and intrinsic motivators. Rewarding employees with bonuses and other benefits, Wang et al. discovered that this practice might help attract workers and help deter job-hopping. Essentially, rewards can help motivate employees to stay engaged in the job and the company, increasing employee retention.

Managers currently recognize Herzberg's two-factor hypothesis as being a significant motivating factor for job retention. In 2016, a study involving educators in the Southeastern regions of the United States was conducted to examine the factors that prompted employees' retention (see Larkin et al., 2016). The results of Van Klundert et al. (2018) were consistent with Larkin et al.'s previous research, which suggested that work satisfaction and organizational contribution affect retaining workers. The study results by Van Klundert et al. suggested that employees who have an established link with their supervisors developed it from employer participation or engagement with the workforce. Collaborative efforts resulting in the completion of team goals strengthen their dedication to their workplace positions (see Aujla & Mclarney, 2020).

The two-factor theory is widely accepted by managers as a key explanation for why employees stay with the same company over time. The literature demonstrated that employees are more likely to stay with a company if they feel like they are making a difference there. Employees can be more committed to their jobs when their efforts contribute to the achievement of team goals.

Another critical application of Herzberg's theory is Cox's (2019) study, which showed that the two-factor theory might explain employee relation-specific job satisfaction and intention to quit. Interviews performed with employees showed that the critical element leading to employee turnover intentions was their poor connection. Relationships with their supervisor are the primary explanation workers provided for their absence from work. As a leader focuses on maintaining good interactions with the employees, their workforce will be satisfied, and its culture will benefit. Solid employee

relationships empower colleagues to provide mutual support and motivation (see Shin et al., 2019). Herzberg's two-factor theory can motivate employers to develop employee and employer relationships to close the gap and increase employee commitment. Cao and Hamori (2020) suggested that when there is employee commitment, the chance for turnover is vastly lessened, positively impacting the cost of recruiting and training new employees. Good company management knows that developing effective working partnerships with their workers must be pursued. Neglecting such connections will affect the degree of dedication to their job (see Cao & Hamori, 2020).

The research demonstrated that relationships with your supervisor contributes to why employees don't want to come to work. As long as a leader focuses on keeping good relationships with their employees, their workers will be more incline to come to work.

Herzberg's two-factor theory is critical in linking employee commitment to organizational policies and procedures. Kasalak (2019) highlighted the detrimental influence of disengagement and getting on the workplace, contributing to hostile work conditions, affecting turnover and efficiency, and participation rates. It is possible to increase motivation, but only if a person takes on powerful motivators such as success, chances, the potential for progress, degree of obligation, or progression in the profession, and significant accountability (see Krczal, 2017). Kasalak's results and Krczal's (2017) assumptions overlap with Herzberg's two-factor theory since a job's purpose, and working conditions could also make people satisfied, and hygiene variables could lessen work-related frustration. Motivation and enthusiasm are vital ingredients required for

success on the job. Employees who are motivated and believe they are a part of a team are excited about their organization and reduce the likelihood of turnover intentions.

Critical Analysis of Herzberg's Two-Factor Theory

Scholars view Herzberg's two-factor motivation theory (see Herzberg et al., 1959) as the original management theory. Herzberg's theory comprises two factors, internal and external. The three motivation-hygiene drawbacks are skewed analysis methodology, ambiguity in using the term *motivation*, and exclusion of discrepancies between individuals (see Ewen et al., 1966). King (1970) identified contradictions among the five versions of Herzberg's theory; accordingly, researchers cannot determine which version is accurate. House and Wigdor (1967) criticized motivation-hygiene theory because the discussion of job motivation omits individual variations in needs and values. If the theory is unclear, it is not easy to apply it as a research framework. Thus, the challenge becomes how to use the motivation-hygiene theory to address the research focus specific to job satisfaction.

There are conflicting perspectives on Herzberg's theory regarding work satisfaction and dissatisfaction. Critics of Herzberg's two-factor motivation-hygiene theory have noted its vague definition and unclear explanation of the variables that trigger work satisfaction and dissatisfaction (see Tuch & Hornbæk, 2015). On the other hand, Holmberg et al. (2018) reported a positive association between Herzberg's theory and work satisfaction. Despite these drawbacks, several researchers have used Herzberg's hypothesis of two variables to analyze work satisfaction. Matei and Abrudan (2016) emphasized the importance of the two-factor theory; however, they recommended using

the theory of motivation in the cultural context where it originated. The two-factor motivation-hygiene theory can serve as a guide for helping management adopt more flexible strategies that ensure long-term productivity, employee growth, and development. Herzberg's model was thus an appropriate framework for this analysis.

Supporting and Opposing Theories

Herzberg et al. (1959) identified employees' needs and behaviors and determined what factors satisfy or dissatisfy the job. Many hypotheses apply to workplace expectations, job habits, and actions that may support or contradict Herzberg's theory of two variables. Maslow's hierarchy of needs and Vroom's expectancy theory support and oppose theories for this study.

Maslow's Hierarchy of Needs

Maslow's hierarchy of needs aligns with Herzberg's philosophy. Maslow presented the hierarchy of needs, a human motivation theory, in 1943 (see Groves et al., 1975). The theorist asserted that people were born with five needs: psychology, stability, affection, self-esteem, and self-actualization (see Vignesh, 2016). Parallels are evident in Maslow's hierarchy of needs and Herzberg's two-factor theory. For instance, Maslow's lower levels include specific physiological, security, and social needs related to Herzberg's hygiene variables' two-factor theory (see Chiniara & Bentein, 2016). The self-esteem and self-actualization of Maslow's theory, for example, align with Herzberg's theory (see Purohit et al., 2016). Maslow's hierarchy of needs provided an appropriate conceptual context for my research. This theory could also benefit some managers' employee retention efforts and eliminate voluntary employee turnover. Herzberg's two-

factor theory was chosen as a conceptual framework because it helps the reader to grasp the voluntary employee turnover phenomenon better.

Vroom's Expectancy Theory

Vroom introduced the expectancy theory in 1964 to focus on three specific components: valence, expectancy, and instrumentality (see Akgunduz et al., 2020). Vroom's motivational expectancy argument is grounded in the employee's belief that a particular commitment translates to success and that success leads to unnecessary or beneficial benefits (see Chopra, 2019). According to expectancy theory, motivation depends on the perceived correlation between success and reward, known as instrumentality (see Badubi, 2017). Vroom explored motivation through effort and performance, comparing motivation with the person's expectation level.

Expectancy theory differentiates the employee's initiative, performance, and results emerging from motivation; in contrast, the two-factor theory centers around physical and psychological factors influencing workplace behavior (see Carnes & Knotts, 2018). One individual thinks a small probability of succeeding can be equally distributed over many, then equal success and failure. Instrumentality expresses the effect of a specific action on an outcome, indicating that the desired outcome will come if individuals perform well (see Zboja et al., 2020). Despite similarities in the relationship between motivation and performance based on facts and findings (see Lloyd & Mertens, 2018), the two-factor and expectancy theories are vastly different.

The significant differences between Vroom's expectancy theory and Herzberg's two-factor theory provided a suitable contrasting framework. According to Herzberg's

two-factor theory, the critical difference assumes that every worker's motivation is identical; however, employees' driving forces vary based on demotivating factors.

Vroom's expectancy theory incorporates the assumption that individuals have choices and are motivated to make decisions in their best interests (see Lloyd & Mertens, 2018).

However, scholars view Herzberg's two-factor motivation theory as the original management theory. Managers must consider the factors that motivate employees to encourage retention in the workplace. Understanding how motivation and hygiene factors motivate employees will help managers develop strategies to reduce voluntary employee turnover.

Employee Turnover in Manufacturing Industries

Employee turnover in the manufacturing industry has been on the rise. The 2018 U.S. Bureau of Labor Statistics Survey indicated that the turnover rate in the manufacturing industry was 30.4% in 2017 alone. Perhaps a more significant threat is the high workforce turnover that manufacturing faces that must be taken seriously to maintain the industry. When researching challenges that manufacturers may face delivering services in various locations, Zarpelon et al. (2015) discovered that employee turnovers happen for many businesses. This research, a pilot program, surveyed both multinational manufacturing companies and national CEOs, including an investigation of prominent establishments from America, Canada, and Australia and those from the U.S. and Brazil agreeing that turnovers of top talent appear to be a global phenomenon (see Zarpelon et al., 2015). Umwamahrasi and Krishnan (2015) stated that turnover in manufacturing was exceptionally high among these jobs. They studied the aspects that

influence workers to stay in ceramic industries in India and illustrated that it is imperative to provide an adequate workforce in manufacturing and in order to continue with and keep the machinery running. Increasing retention in the manufacturing sector by incorporating customization options while at the same time building upon numerous workplace mobility practices to prepare workers for the workforce better.

High levels of turnover among manufacturing facilities reflect job dissatisfaction among the workers. Siyanbola and Gilman (2017) suggested facilitating the comparison of wages and minimizing or preventing other industry competition, and the argument was made to post discretionary benefits of other businesses for comparison purposes. The study found in the Automotive Manufacturing Industry that the locational aspects affect employee turnover. The authors believed that manufacturing firm workers who left their positions to work elsewhere because of greater opportunities are added to their competitiveness. It is impossible to detail all factors contributing to employee turnover in this study; therefore, only the significant factors previously identified in other studies that influence turnover in manufacturing and other sectors will be studied.

Employee Turnover

In researching voluntary employee turnover, it is essential to consider factors that may cause employees to quit their jobs. A phenomenon first recognized in 1917 (see Hom et al., 2017), employee turnover includes employees who leave their own volition and are terminated by their employers. A Society for Human Resource Management (see SHRM) study showed that 46% of human resources managers identified employee turnover as their top concern (see Lee et al., 2018). Worker turnover is a significant

problem in the Automotive Manufacturing Industry, posing a financial challenge to human resources departments worldwide.

In exploring employee turnover, it is also essential to understand employee turnover's impact on the organization. Employee turnover negatively impacts productivity, revenue, and employee morale, increasing the costs of recruiting and training new employees (see McFeely & Wigert, 2019). When business leaders fail to understand why their employees leave, they fail to implement retention and motivation strategies to retain employees and increase job productivity. Employee turnover could result from a lack of professional development opportunities, inadequate compensation, poor work-life balance, job stress, and unfair treatment (see Reina et al., 2017). Future studies into factors that contribute to employee retention are necessary to combat employee turnover.

If a company cannot reward and cultivate its employees' loyalty, it may lose good employees to other companies. When the number of resignations grows, so does the organization's relative expertise, resulting in a higher turnover of key staff (see Khandelwal & Shekhawat, 2018). There are several different theories about workforce turnover that can be examined. According to Khandelwal and Shekhawat (2018), employee turnover is an obstacle many organizations face and must overcome. Because of the increasing higher turnover rate, managers must also be conscious of current and prospective employees' work stress and retention issues.

Employee Retention

Employee retention is a noted challenge, as is implementing strategies in the workplace to cope with turnover and retention. Contributing factors impacting employee retention are the lack of employee engagement, work-life balance, organizational dedication, wages and benefits, personal job satisfaction, and desire to quit (see Bhatnagar & Thakur, 2017; Shah et al. 2020). Leaders and managers must understand that their career success contrast with their employees' happiness. Elrehail et al. (2019) indicated that work satisfaction is a theoretical concept; however, human resources leaders assess satisfaction through multiple measures, including the environment, job title, and responsibilities. Understanding employee retention is critical in developing retention strategies.

Employee retention may be a key to sustaining a competitive edge in the organization, thus requiring a closer look at the factors contributing to job satisfaction. The workers' perceptions and attitudes toward their jobs impact their work satisfaction (see Elrehail et al., 2019). Therefore, it is crucial to explore the factors contributing to employee turnover. Menguc et al.'s (2016) findings indicated that (a) workers quit not just because of pay, (b) work dissatisfaction accounts for less than half of turnover, (c) leaders have a significant impact on discontent and turnover, (d) a one-size-fits-all approach is unsuccessful, and (e) minimizing turnover requires a suitable combination of factors. Understanding the turnover rate of employees leaving on their own and understanding the factors contributing to job satisfaction is critical in designing retention strategies.

Job Satisfaction

Employees who are unhappy with their current employment are more likely to look for a new job. Job satisfaction is the extent to which an individual achieves the job's needs, desires, and expectations (see Agarwal & Sajid, 2017). High turnover and work satisfaction are significant, though not essential, part of the intention to move and willingness to quit. Muskan and Lakshmi (2018) reiterated that employees tend to improve their performance if they perceive their input as valuable. Job satisfaction is often analyzed as part of human resources administration. For workers, job satisfaction may differ according to the degree or area of their responsibility or job. It is related to different facets of the job, such as the possibility of bodily damage from operating in work settings that lack resources, equipment, and tools (see Shepherd et al., 2020). Job satisfaction plays a significant role in employees' decisions to remain or leave their employers.

In looking at job satisfaction, it is crucial to understand what impact it has on employee satisfaction. A study presented by Alshmemri et al. (2017) debunked the theory that hygiene factors contributed to higher levels of job dissatisfaction among employees but had no correlation to increased employee overall satisfaction. Similarly, employee happiness and well-being are also critical for employers to recognize as they create and enhance work conditions. A study published by Zhou et al. (2017) showed that lower workplace satisfaction results trigger employee dissatisfaction, indirectly impacting low employee engagement, growing attrition, and contributing to higher turnover. Employees

who recognize that their contributions are valued are more inclined to have feelings of acceptance and self-motivation.

The workplace is a complicated, competitive setting, where individual motivating influences play a significant role in minimizing voluntary employee turnover. One study indicated that low job satisfaction impacts turnover intention (see Lee et al., 2017). Job satisfaction is significant in the study of work motivation, which can lead to leaving the business. It is also vital to understand that if managers fulfill workers' hygienic requirements through monetary and appreciation incentives, workers can be satisfied with their employment. Ariyabuddhiphongs and Kahn (2017) stated that workers who admire their leaders have higher work satisfaction and are likely to remain with the organization. Job satisfaction is a contributing factor to turnover intention. If Managers acknowledge employees' skills, abilities, and contributions to the organization's success, employee morale may be positively impacted. Therefore, it is assumed that managers who implement positive programs and techniques will increase employees' job satisfaction and motivation and decrease turnover intention.

Hygiene Factors Influence

Factors affecting voluntary resignation can be external and professional. Neglect, absenteeism, or dissatisfaction of expectation is anticipated but goes without saying: demotivation with company conditions happens when one is present, but when one is absent, everything remains as it was (see Ward, 2019). For example, rules and regulations respect workers' productivity, emotional well-being, physical and interpersonal well-being, and an individual's well-being in the workplace. In accordance with Herzberg et al.

(1959a), the literature suggests that hygiene is linked to either helping or hindering a person's intent to stay in their current organization. However, if it is a part of an unpleasant work environment, it could have the opposite effect and cause individuals to exit their jobs voluntarily. Employers are responsible for both a hygiene aspect and motivating their workers to deter turnover intentions.

Turnover Intention

When it comes to job retention, it is a matter of voluntary or involuntary turnover. Turnover intention occurs when employees plan to leave their current position (see Omar et al., 2017; Sija, 2021), significantly impacting manufacturing plant leaders. Turnover intention is an individual's desire to leave one organization and join another, which results in an involuntary turnover. According to Monisaa et al. (2020), an organization's performance and profitability could suffer when employees unexpectedly leave their employment. Turnover impacts organizations' workforces at different times during the fiscal year. Thus, it is necessary to mitigate turnover intention.

Employee turnover can occur for various reasons, like loss of incentives, growing distrust, work-life balance, and unmet expectations. Many factors influence employees' intent to quit a job that does not fulfill their expectations (see Shin & Jeung, 2019). The issues workers face at work may influence their decisions to leave their jobs. In Wen et al.'s (2018) study, 43% of 440 participants surveyed intended to leave due to work pressure, job satisfaction, and safety. Alias et al. (2018) identified factors that influence turnover intentions, including incentives, development opportunities, and decision-

making engagement. Managers should introduce strategies to address voluntary employee turnover and minimize the negative impact.

Voluntary Turnover

It is called voluntary turnover when an employee wants to leave an organization and does not cite a specific reason other than longer wanting to work for that employer. There should be an interest in understanding the reasons for voluntary turnover, which significantly affects organizations through position replacement costs, loss of top-tier talent, and potential loss of valuable knowledge, skills, and abilities. Ukil (2016) identified five critical components of job satisfaction: communication, training, employment satisfaction, pay, and benefits. Preventing employee turnover entails implementing strategies to decrease productivity and increase production and employee satisfaction. Kraemer et al. (2017) found that voluntary turnover can influence an organization's performance, particularly those requiring highly skilled workers. Voluntary employee turnover is somewhat related to organizational productivity because companies struggle to stabilize production levels when employees leave.

Retention Strategies

Managers need to consider why employees quit their employers. Workers can be sorted into two categories: those contemplating a job change and those who have already decided to leave (see David & Venatus, 2019). The two-factor approach of Herzberg focuses on the possible work-related variables that could impact employee intentions and what variables influence an employee's decisions to stay or go. Voluntary turnover is a risk of not placing a retention strategy (see Muljana & Tian, 2019). Implementing

Herzberg's two-factor principle into a workforce approach helps managers create a solid base, particularly for certain extrinsically driven workers, such as the individuals who function independently or at cross purposes unrelated tasks. A voluntary turnover occurs when more workers have quit the job than currently employed or more individuals who have left the position than those currently in the workforce (see Rothausen et al., 2017). Understanding the reasons behind workers' departures will assist managers in establishing retention strategies to combat the loss of resources and productivity.

External factors should be considered to see how those factors impact an employee's decision to quit or stay with the organization. Bimenyimana et al. (2021), using Herzberg's two-factor theory, found that managers who emphasize growth systems provide workers the capacity to expand and allow employees to thrive. Voluntary employee turnover is a concern for managers since it affects the operating margin that an organization has. Ali and Sami (2018) assert that better financial success correlates with employee retention and a positive workplace atmosphere for a sustainable brand. Managers recognizing motivating factors to enhance employee work-life may also contribute to employee retention.

Reducing the turnover of workers is essential for managers since it decreases the total costs of running an organization. Reemploying the workforce is very costly, resulting in increased employee-related expenses, mainly for the recruitment and training efforts and associated monetary payments (see Coetzee & van Dyk, 2018). The greater an organization's turnover ratio, the more costs it incurs. For example, Zhu et al. (2020) did an extensive analysis of the relationship between employee morale and turnover.

Herzberg's two-factor theory of motivation was used as a motivational method to help managers decide that providing a stable work environment, livable wages, and a work-life balance stimulated employee motivation on the job.

Managers also need to understand hygiene variables and how critically those variables predict the likelihood of turnover. Managers may save money by putting in strategic efforts to keep talented employees. Since workers are constantly quitting, voluntary employee turnover has a nonlinear relationship with organizational efficiency. This makes it difficult for companies to sustain a consistent level of production. Bad management, unpleasant working conditions, uncompetitive wages and benefits, and a lack of development opportunities within the company are all factors that contribute to voluntary employee turnover. Considering Herzberg's two-style theory, Holmberg (2017) analyzed the impact of job satisfaction and dissatisfaction on employee turnover. The only criticism was that the studied individuals felt unmotivated for the jobs they were given because they were dissatisfied with their assignments and because there was a lack of connectedness among employees. Herzberg's theory was instrumental in identifying hygiene and motivational factors that contributed to employee turnover. On the contrary, management's role is still vital in providing workers with a voice in the workplace decisions and opportunities to contribute.

Other research disputes that both hygiene and motivation factors must be present to influence turnover intentions. Chamal and Herath (2018) made a robust case that motivation and hygiene do not influence workplace satisfaction levels to decrease turnover intentions. The case study sought to test Herzberg's two-type theory (see Chamal

& Herath, 2018). The sample included 48 highly productive healthcare industry workers, and compensation and development were essential factors in lowering turnover intentions. Researchers used a similar theory to examine whether motivation and hygiene factors contributed to employee turnover (see Chiat & Panatik, 2019). The study discovered that when hygiene factors were missing from the workplace, employees expressed dissatisfaction. The agreement was that the employer had to consider the stress and reward requirements of the job to keep its employees fully motivated and engaged.

Similarly, the two-factor theory has provided a wide range of explanations for work and life satisfaction, such as the contributions made by Latha et al. (2018) to the literature. Specifically, the study seeks to clarify the impact the two-factor theory has on job satisfaction. Although there are times when extrinsic and intrinsic factors can impact the sense of accomplishment and intend to increase happiness, satisfaction nonetheless, the impact of extrinsic factors is more apparent in an employee's intention to leave. The study also revealed that external factors such as supervision and pay influenced job satisfaction impacted their employment decisions. There was only one inherent factor affecting turnover intentions and morale: growing and employee development demanded the management provide ample time and resources to maintain good relationships to hold onto good employees.

Dissatisfaction with work and fear of job insecurity can impede management's creative decision-making. Luna et al. (2018) performed an exploratory study on intention to turnover and job satisfaction but accounted for workers in public secondary schools, such as teachers. The two-factor theory was adopted as a best practice for gathering data

on why teachers leave: satisfaction and compensation. In reference to recent findings, Luna et al. (2018) have found that salary can dissatisfy employees and demand management's attention to minimize the disparity between the two groups. In essence, their compensation came to be seen as an incentive to remain in their employment positions. Due to that, the incentive is primarily related to a feeling of self-worth. That is why compensation was significant. Top performers feel the organization does not fully appreciate Herzberg's two-factor theory. It offers the possibility for managers to enhance their involvement with co-workers and identify sources of satisfaction and stress in the workplace. Considering the effects of employee turnover can be critical to long-term company survival, management realized that this had a substantial impact on all business areas, namely employee morale and productivity. Using Herzberg's two-factor theory of motivation as a retention strategy can help organizations decrease employee turnover.

Cost of Employee Turnover

Both financial and nonfinancial costs may be associated with employee turnover. Employee turnover in manufacturing is important because the industry employs more than 12 million people and accounts for around 8.8 percent of the US economy (see Skelton et al., 2019). Organizational costs associated with employee turnover include recruitment costs, vacancy advertisement costs, interview and training costs for new hires, as well as the potential for decreased profitability (see Saverio et al., 2018). Chiat and Panatik (2019) highlighted in their study that the anticipated cost of turnover would continue to rise, with yearly costs reaching \$680 billion by 2020. Employee turnover is costly because the employer must pay direct costs anytime an employee leaves and the

additional costs of training and recruiting for new workers that will be paid because of the employee turnover (see Snodgrass, 2018). The expenses and consequences of employee turnover can be costly to the organization.

The substantial cost and impact on organizational operations may necessitate a well-thought-out retention strategy. Moreover, Seyrek and Turan (2017) suggest that the cost of losing valuable staff and recruiting new ones to the organization should be a motivator to implement strategies to promote employee satisfaction. The high turnover rate can be attributed to different reasons, such as personal, environmental, or even the organization. A steel manufacturing firm in Malaysia was the subject of a study, where management was concerned about high staff turnover because the organization's productivity was severely hit by a labor shortage and the high cost of recruitment (see Ng et al., 2019). According to Al Mamun and Hasan (2017); De Winnie et al. (2018), turnover has a detrimental impact on its total spending and ability to provide the bare minimum of services to its customers and employees. Furthermore, employee turnover can disrupt operations and negatively impact the productivity of an organization.

Managing employee turnover is critical for organizations across various industries. For example, the annual turnover rate in retail services is 65 percent; in transportation, the annual turnover rate is 94 percent, the hospitality industry has seen a 74 percent annual turnover rate, warehousing and utilities have a 41 percent annual turnover rate, and the healthcare industry has seen a 19.2 percent annual turnover rate (see Moon et al., 2021; Zhou & Li, 2021). Workforce turnover will have tangible consequences that also include the time required for the transition, future product or

service quality issues, the cost of temporary employees, the cost of training, the cost of a lack of production, the cost of lost expertise, and the cost of leaving a job vacant until a suitable replacement can be found.

To understand what the organization loses when employees leave, reviewing the types of employees leaving helps to understand the associated costs. In a related finding, Seyrek and Turan (2017) asserted that, in addition to financial costs, employee turnover has several other potential consequences, including the loss of experienced personnel. When departing workers leave, they take the knowledge and skills they acquired while working. According to Posthuma et al. (2021), labor costs account for approximately 70% of a company's operating costs. Employers replace exiting employees through the same processes such as recruiting selection, orientation, and training. These costs represent a significant expense for organizations that they could avoid if turnover were not significant. The authors also provide a comprehensive overview of numerous managerial practices that can assist employers in effectively managing employee turnover. The authors conclude their paper by offering suggestions for future research into employee turnover in this important part of the world.

The advantage of understanding the cost of turnover is that it helps put the turnover into perspective. While actual resignations and retirements can impose high costs on companies (see Kim & Fernandez, 2017; S. Lee, 2018), managers must also consider turnover intention. Additionally, intent to leave incurs costs in and of itself, as people devote time to seeking alternative employment prospects, get distracted at work,

and may experience decreased productivity (see Jeffrey & Prasetya, 2019; Lee et al., 2021). Many factors can influence the cost of employee turnover.

Job Embeddedness.

Exploring job embeddedness is essential to understand better factors that contribute to employee turnover. Job embeddedness (see Afsar, 2018), which determines employee retention decisions, has been critical for workplaces. The relationship between the individual and work-related situations inside and outside the organization is sometimes called job embeddedness (see Dechawatanapaisal, 2018). Job embeddedness incorporates objective and operational criteria and serves as a lens to view organizational behavior (see Fasbender et al., 2019). Greene et al. (2018); Coetzer et al. (2018) assert that job embeddedness could result in a turnover, a significant determinant in the likelihood of turnover. It is essential to understand how relationships impact employee retention in the workplace. Treuren's (2019) study implies that establishing employee on-the-job link embeddedness might help organizations lower turnover intention during periods of work-life conflict. By gaining a better knowledge of how employees Fit, Link, and Sacrifice within their organization, job embeddedness efforts can help boost employee retention.

Turnover and the Millennial Generation

Certain variables may contribute to younger employees' decision to leave. Christopher et al. (2018); Omar and Ramdani (2017) studied factors associated with younger employees' or generation Y's turnover intentions. Omar and Ramdani evaluated information gathered from 80 inexperienced employees in Malaysia's microcredit

industry to determine the association between generation Y's perceived work environment and turnover intentions. The authors discovered that the work environment substantially impacts the intention and conduct of generation Y employees towards turnover. Similarly, Christopher et al. (2018) accepted the premise that a poor work environment positively linked with generation Y turnover using a cross-sectional, web-based survey of 383 generation Y Australian nurses. The research of Christopher et al. and Omar and Ramdani is critical to this study because it showed that manufacturing personnel is disproportionately young.

Additionally, Kollmann et al. (2018) found that younger employees were more content with monetary awards, while older employees were more satisfied with their contributions to the workforce. However, Madariaga et al. (2018) questioned whether age affected turnover. The authors examined the association between socioeconomic factors and turnover in a retailing company using a data set comprising 1,199 workers and discovered that pay was the only factor affecting turnover.

Workplace Turnover and Climate

Many factors might lead to employee turnovers, such as how well the workplace function and safety concerns. Jafaar et al. (2021) and Ugoani (2016) found that environmental factors such as temperature and insufficient ventilation contributed to employee attrition in manufacturing plants. Gann (2021) concurred with Jafaar et al. (2021) and Ugoani (2016) in stating that environmental factors outweigh organizational factors as predictors of turnover intentions. Moreover, Arekar et al. (2016) feel that the dynamic nature of the organizational environment may cause an employee to leave an

organization. According to Ching et al. (2016), the working conditions also influenced employees' work attitudes and resulted in a turnover. The findings consequence 45 is for manufacturing plant leaders to reduce turnover and the negative impacts of working in the manufacturing sector. Using the social exchange theory, Huang et al. (2016) investigated the association between safety climate and employee turnover. The authors found that an organization's inability to create a safe environment for employees resulted in attrition. Smith (2017) and Pandey (2015) discovered that safety climate predicted employee turnover intention. Employees who feel insecure at work may consider changing jobs.

Managers' Role in Reducing Employee Turnover

Managers should take an active part in turnover reduction. The frequently quoted statement that people leave jobs due to poor leadership emphasizes the critical role of managers in preventing turnovers. Waldman et al. (2015) discovered that employees stay with organizations for an average of 55 years due to their leadership characteristics. As a result, Demirtas and Akdogan (2015) proposed that managers display ethical behavior attributes to prevent employee turnover. As a result, Babalola et al. (2016) and Lee et al. (2017) highlighted impartiality and employee self-esteem as attributes of ethical leaders. Similarly, Ariyabuddhiphongs and Kahn (2017) found that employees who trusted their managers did not quit. There

Employee perception of trust may affect various elements of manager-employee relationships, including turnover intention. Shukla and Rai (2015) state that supportive leadership reduces employee turnover. Kim (2015), on the other hand,

discovered that supportive leadership did not affect new employee turnover in the tourism industry. Nelson (2017), on the other hand, predicted that a leader's support would compensate for the absence of other retention incentives. As a result, Zhang (2016) recommended that leaders build a structure for employee contact and feedback to resolve employee complaints.

Additionally, Saverio et al. (2018) extended on Zhang's findings by indicating that leaders address employee complaints immediately and competently and effectively decrease the likelihood of employee turnover. As a result, Moumouri et al. (2021) asserted that leaders who are sensitive to their employees' feelings could help mitigate the effects of employee turnover.

Leadership Commitment in the Workplace

Reviewing leadership commitment is extremely important in understanding the employee-employer relationships in the workplace. Leaders who drive systemic change foster involvement and commitment (see Katsaros et al., 2020). By preparing more employees to manage and lead, organizations can better retain strong performers, which is critical for workforce planning and development (see Katsaros et al., 2020). A stable workforce is vital to organizational performance (see Sun & Wang, 2017). Open communication fosters understanding and trust (see Mone et al., 2018). According to Mone et al. (2018), leaders who foster employee engagement reduce turnover and associated costs. Organizations should promote employee trust, empowerment, and engagement to increase commitment (see Mone et al., 2018). Trust, supportive leadership, and work-life balance contribute to job satisfaction and organizational loyalty

(see Saha, 2016). In small and medium enterprises, leaders are more accessible (see Saha, 2016). In hierarchical organizations, leaders may not interact with all employees. Work contentment, supportive leadership, and a hierarchical environment that supports employee dedication are all factors that affect employee commitment (see Saha, 2016). Stress, weariness, and boredom reduce commitment.

Attachment to a company on an emotional level is a necessary component of organizational commitment, and organizational attachment reduces the likelihood of turnover. The work environment, job safety and security, workload, teamwork, and remuneration system affect commitment (see Saha, 2016). Employee empowerment and excellent leader-employee relationships contribute to job satisfaction and organizational engagement. When employees do not have a sense of belonging to the organization, they make serious intentions to exit (see Humayra et al., 2019). According to Yousef (2017), when employees have the necessary support from their manager, they feel more obligated to meet job performance standards, which increases organizational commitment. Supportive leadership practices boost employees' likelihood of remaining with the organization (see Yousef, 2017). Employers must improve employee and leadership commitment (see Mo & Shi, 2017). Leaders promote collaborative programming in order to develop supportive work structures.

Business models that align strategy and core principles perform better. Operational efficiency, communication, and trust predict organizational loyalty (see Ramalho Luz et al., 2018). Age, promotion, and personal growth increase the likelihood of staying with the current company (see Guha & Chakrabarti, 2016). Mone et al. (2018)

found that reward systems boost employee engagement and reduce turnover. Increasing engagement reduces turnover and improves profits. Employees who feel part of a community are more trusting and loyal (see Mone et al., 2018). Those organizations who care for their personnel find a return of loyalty (see Alkhtani, 2015). The quality of an employer-employee relationship affects work attitudes and behaviors.

Transition

This qualitative multiple case study analyzes various managers' methods to decrease Alabama's Automotive Manufacturing Industry's voluntary turnover rate. Section 1 provided the problem statement, purpose, nature of the research, interview questions, conceptual framework, the significance of the study, and a review of the professional and academic literature. Section 2 explores the roles of the researcher and participants. In Section 2, the research method and design, population and sampling, ethical research, data collection tools and techniques, data organization, data processing, and reliability and validity are reviewed. Section 3 presents the research results, potential applications to professional practice, implications for social change, and further research suggestions. Section 3 concludes with a researcher reflection, study overview, and conclusions.

Section 2: The Project

Section 2 provides a thorough description of the role of the researcher, participants, research methodology, population and sampling, reliability, and validity of the research. Another critical element of this section describes the data collection instruments, data analysis, and data collection and organization techniques.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that some managers in the automotive manufacturing industry use to reduce voluntary employee turnover. The targeted population consisted of five managers from three automotive organizations in Alabama who successfully implemented strategies to reduce voluntary employee turnover. The findings of this study may contribute to positive social change; managers may use the results as a guide for reducing voluntary turnover, which can improve socioeconomic status among families and provide economic stability within communities.

Role of the Researcher

A researcher's primary responsibility and role are collecting and analyzing data for the research (see Clark & Veale, 2018). The role of the researcher in the qualitative study is to be the primary data collection instrument. The goal is to explain and understand a phenomenon, focused on meaning, with the researcher taking a personal role in gathering the data (see Yin, 2018). The researcher's function involves mitigating personal bias in information collection, analysis, and interpretation while building confidence between the researchers and participants (see Tamblyn et al., 2018). The

primary data collection instrument was a questionnaire I used to collect, analyze, and interpret the data, keep participants safe, and ensure that the findings of this study present a clear understanding of the participants (see Karagiozis, 2018).

Although I do not have any professional relationships with the participants, I live in an area where the phenomenon occurs and have a professional interest in the topic. I am a human resource professional with a comprehensive background in retaining talent and combating employee turnovers. Understanding voluntary turnover intentions will provide strategies to reduce turnovers in the automotive industries and other businesses. Retaining talent is a critical success factor for any organization. A researcher's primary responsibility is to protect the participants and their data. Mechanisms for this protection should be expressed with the respondents and endorsed by the appropriate research ethics review board before starting the study (see Belmont Report).

Researchers need personal bias consciousness to mitigate information collection, analysis, and interpretation interference (see Yin, 2018). To minimize bias during an interview, Nilmanat and Kurniawan (2021) suggested that using multiple sources of data and attaining data triangulation could effectively reduce bias. I used bracketing to eliminate prejudice, which aided me in appreciating the perspectives of phenomenon participants (see Mirhosseini, 2020). Additionally, I followed the interview protocol (Appendix B) that aids in preparing procedural cues throughout each interview (see Castillo-Montoya, 2016). Additionally, the interview procedure was critical to the case study's credibility (see Yin, 2018). The methodology for the interview ensured that the

interview questions and script were structured correctly, allowing me to maintain complete concentration during the interview.

The use of member checking ensured credibility in interpreting participants' experiences (see Carl & Ravitch, 2018). Member checking is a process that provides credibility and validity through participants' examination of the researcher's summary and interpretation of the data (see Carl & Ravitch, 2018). Qualitative researchers collect and analyze data through documents to address the research question. The researcher's role is to ask open questions that are probing, consider the responses, and ask more probing questions to gain a deeper understanding (see Thorpe et al., 2018). Qualitative researchers must follow ethical principles when conducting a study (see Surmiak, 2018). The principles outlined in the Belmont Report include ethical principles for scholars when using human participants in studies. The researcher should adhere to all ethical principles of the Belmont Report. The National Institutes of Health offers a web-based training course to help researchers better understand protections for human research participants. I followed interview protocols (Appendix B) by obtaining permission and access to participant interviews (see Castillo-Montoya, 2016).

Participants

When researchers investigate, they have the option of capturing many participants from a larger community within a specific environment (see Katz, 2015). Scientists disagree about incorporating a benchmark into the recruitment and selection of research participants (see Killawi et al., 2014). The research population for this study included three managers in Alabama's automotive manufacturing industry who

have a minimum of 3 years of managerial experience, are full-time employees, and are at least 18 years of age. The preliminary activities involved holding an introductory and instructional session via email to ask for assistance with the research project. During the interview, the goal was to gather information from participants about their length of service on the job. Participants were required to sign a consent form before enrolling in the study. I gave participants 2 weeks prior to the interview to email or hand-deliver their documents, at which point I conducted the interview. If I had not received a response by the established deadline, I would follow up with the participants again. The researcher-participant relationship's core function is to ensure complete transparency (see Peters et al., 2015). Full disclosure entails sharing all critical information about the data-gathering methodologies used in the research study (see De Poy & Gitlin, 2015). I established a working connection with the identified participants as part of an informed consent procedure and the purpose of this research. My key responsibility is to protect the identities of the participants while also behaving ethically. I interviewed the targeted demographic and examined documentation with the approval of the institutional review board (IRB) to conduct the study in their organization and provide access to data that may be public knowledge. The intended target population were manufacturing sites that could provide data about employee turnover and retention possibilities until I reached data saturation. I used coded designators to label the participants' interview responses.

Amundsen et al. (2017) suggested searching journals, public databases, and existing networks to find research participants. Therefore, I used the Alabama

automotive manufacturers association and Tuscaloosa County chamber of commerce to obtain publicly accessible website listings of manufacturing plants in West Alabama, including a directory of company names, websites, contact names, postal and electronic mail addresses, and telephone numbers. Maramwidze-Merrison (2016) noted that using the internet to find potential organizations and interview participants is effective, quick, and inexpensive. The internet search resulted in the acquisition of contact information for the manufacturing plants' senior leaders. Following that, I contacted senior leaders and requested.

Research Method and Design

Research Method

Three primary methodologies are employed in research: qualitative, quantitative, and mixed methods (see Maxwell, 2016). Researchers use qualitative approaches to understand better the participants' lived experiences (see Mirhosseini, 2020). I used a qualitative research method because the goal was to investigate manufacturing plant managers' strategies to address voluntary employee turnover. I chose a qualitative research method and a multiple case study design for this project because these were the most appropriate for a study with a small sample size. I explored the tactics managers used in the automotive manufacturing industry in Alabama to reduce employee turnover. I chose the qualitative method because it was the best fit for analyzing organizational documents, conducting open-ended participant interviews, and discovering perspectives on successful strategies for reducing employee turnover in manufacturing

plants. A comprehensive and voluntary response to interview questions is easier with open-ended interviews, according to Rahman (2017).

Statistical data and numerical values are both parts of the quantitative research technique. Using broad assumptions and definitive conclusions, quantitative researchers look at the cause-and-effect relationship between variables (see Gummesson, 2017). There was no need for me to collect quantitative data because I did not test a hypothesis. Meanwhile, the methodologies used in a mixed-methods study can include both qualitative and quantitative approaches. Mixed-methods research requires more resources, time, experience, and knowledge than a single-method analysis (see McKim, 2017). The quantitative component is unnecessary for my investigation; thus, I did not use a mixed-methods technique.

Research Design

I used a case study technique to collect information from participants on effective measures used by manufacturing plant managers to maintain minimum turnover. This study was a multiple-case study. I collected data from various individuals from more than one company. It is possible to generate in-depth data from several cases using a multiple-case study approach (see Yazan, 2015). Interviews conducted in real-life settings (see Thomas, 2021) ensure a valid and credible result from their contrasts and similarities when using a multiple-case study approach. Furthermore, using several case studies allows the researcher to answer the "what" and "how" research questions necessary to conduct a thorough analysis of the phenomenon under investigation (see Magana et al., 2021). Qualitative research methodologies include case study, ethnography,

phenomenology, and narrative, each of which has its strengths and weaknesses.

Researchers can gain an objective perspective on theoretically related techniques by employing a case study framework (see Harrison et al., 2017).

The ethnographic research design was inappropriate for this project because I did not intend to watch or study people or cultures. The case study approach is the most effective way to grasp several points to pinpoint the problem's context (see Rashid et al., 2019). Ethnographic study design shows how people live and what they do in their daily lives (see Celikoglu et al., 2017). Ethnographers use cultural probes to collect data and connect based on personal experience (see Celikoglu et al., 2017). Researchers employ a phenomenological approach to conceptualize insights derived from participants' lived experiences (see Alfakhri et al., 2018). The approach considers changes in the researcher's phenomena up close (see Yaroslawitz et al., 2015). I decided to forego the use of the phenomenological design in this study because I would not be delving into the participants' real-world experiences. Using a narrative research design can impact the analysis of the data and the format of the report, according to Saunders et al. (2016). Because of this, I did not use storytelling to retell someone's tale or compare how different stories varied around a single incident or series of events. As a result of these justifications, case study research was determined to be the best method for this study. Data saturation occurs when the amount of information available is sufficient, and no additional information can be retrieved (see Weller et al., 2018).

Attaining data saturation will lead to validity for the content. The recognition and clarification of the extent of the outcomes will allow me to fulfill my objectives.

Population and Sampling

In the opinion of Raymond et al. (2018), the ability to recruit and keep enough participants is critical to the outcome and effect of the study. I conducted a web search to identify organizations willing to share their perspectives on voluntary turnover strategies. I sampled three automotive manufacturing industries in Alabama. Participants chosen were based on their company's size, geographical location, and industry classification. The targeted group consisted of five managers in the automotive manufacturing industry located in Alabama who had successfully implemented turnover prevention strategies.

As part of the process of connecting with potential participants, I contacted them and presented them with an introduction letter in where I identified myself, the research study's purpose, and their participation in it. I sought permission from participants to confirm that they are genuinely interested and willing to participate. I strived to establish a foundation of honesty, integrity, and commitment to high ethical standards in my interactions with each participant. Participants signed an informed consent form outlining how their materials will be secured and avoid releasing, altering, or destroying confidential information that could negatively affect their personal or professional lives. I set up a meeting location in a natural setting of their choosing to conduct the interviews. I posed six (see Appendix A) open-ended interview questions to elicit information about the participant's background and viewpoints along with the leading inquiry.

During the hour-long meeting, I recorded everything on an audio recorder. To keep things private, I did not mention the names of the other businesses or participants. It was made clear to the participants that their participation in the

study was optional, and they could opt out at any point. A combination of transcript review, document evaluation, and website review, along with criticism from the university's doctoral study committee, was used to reduce the risk of bias. Sarmiento et al. (2015) asserted that the sample population's views should accurately reflect the participant's first beliefs without introducing bias. Fusch and Ness (2015) proposed that member checks and follow-up interviews can aid in reaching saturation. The foundation of high-quality qualitative research is the trustworthiness of the findings. Member checking, also known as participant or respondent validation, is a strategy for investigating the credibility of results (see Sahakyan, 2023). Participants can review their data or results to ensure accuracy and consistency with their personal experiences and beliefs (see Birt et al., 2016).

Ethical Research

When gathering large amounts of data to understand a phenomenon better, it is critical to conduct ethical research. As the primary researcher, it was my responsibility to ensure participant safety, protect their human rights, and uphold confidentiality while addressing ethical issues. Participation in this study was entirely voluntary and there were no financial rewards for those who chose to participate. The importance of volunteerism in research practices cannot be overstated (Hunter et al., 2018). Participants signed an informed consent form that disclosed the study's nature and asked for their voluntary involvement in the investigation (see Yin, 2018).

IRB protocols guided my study to ensure that ethics were upheld throughout the process. I followed the Belmont Report's protocols to ensure that everyone understood

their role in this study. Before, during, and after the interviews, participants were allowed to telephone or email to voice their concerns. Study participants were not exposed to any risks or harm (see Walden University, 2019). Everyone who signed up for the study could opt out at any time. Each participant completed and signed an informed consent form, which provided information on research processes and the study's nature, risks, benefits, and privacy and included my contact information. The IRB protocol served as a guide for this investigation's ethical compliance.

Hunter et al. (2018) emphasized the need for security standards, including standardized mechanisms for encrypting and restricting access to data. Data was encrypted and saved in a separate file to prevent unauthorized access and ensure confidentiality. Saunders et al. (2016) proposed using consistent interview numbers and questions in the transcript to eliminate error, provide simple access to research questions, and capture only data relevant to the specified research aim. To ensure privacy, I employed fictitious names and unambiguous identifiers unique to each participant. I arranged for each participant to meet with me at a field location. In terms of communicating the findings, each participant received an accurate report at the end of the study.

As the principal researcher, I maintained governance over the data obtained. I will keep it in a locked cabinet in my home office for 5 years to protect participants' information and identities. Transcripts are password-protected and kept on a USB flash drive. Materials such as a computer, audio recordings, and field notes are stored in a secure and safe area. As the principal researcher, I explored data warehousing, data

mining, storage, sharing, security, and ownership for this study. To preserve the participants' privacy, I am the only person who will have access to the information. According to Yin (2018), researchers can protect the privacy and confidentiality of participants who are not being targeted for future studies. I will delete the data on the USB flash drive and destroy all hard copies of the notes after 5 years. The final doctoral manuscript includes the Walden IRB approval number 06-10-22-0171789, which expires on June 9, 2023.

Data Collection Instruments

The principal data-gathering method for this qualitative study was semistructured interviews. I am the principal instrument of data collection. According to Jamshed (2014), semistructured interviews for qualitative research cases require participants to answer a set of open-ended questions using an interview technique. The individual interview sessions lasted about 60 minutes. I later decoded notes taken during the interview, an audio recording of the conversation to focus on the interview material, and verbal prompts for an accurate transcript. Natow (2020) defined data triangulation as collecting data from various individuals to get multiple perspectives.

The other source of primary data was obtained from the managers. As the primary researcher, I examined the data and communicated the findings to the participants. I disseminated interview notes to participants to confirm that my interpretations correspond to what is said. Member checking enables participants to engage in and contribute to the interview and data-analysis process (Birt et al., 2016). Member verification verifies the legitimacy of the results. Birt et al. (2016) assert that

the foundation of high-quality qualitative research is the trustworthiness and credibility of the results.

Data Collection Technique

According to Yin's (2018) definition, the data-collecting protocol consists of specific and well-planned field procedures, which consist of acquiring access to interviewees, creating a precise timetable that includes completion timeframes, and making adjustments for unplanned events. To engage in the research for this project, four managers from three different automotive manufacturing plants in Alabama agreed to participate. Participants were allowed to schedule their interviews at a time that worked best for them. Examining nonverbal signs, asking probing questions, and using follow-up questions will also be a part of the interview process to get in-depth information.

Interviewing managers who are knowledgeable about the subject is beneficial. Member checking assures research accuracy. As the principal researcher, I gathered verbal and nonverbal cues. There are various drawbacks to using semistructured interviews to acquire data. Meetings might be lengthy, and scheduling interviews with top leaders can be challenging. Due to my inexperience, the feedback analysis may not be as concise or accurate. As the principal researcher, I evaluated the data quality with the overall limitation. Finally, semistructured interviews required extensive pre-processing before data could be used.

The researcher manages data collection operations to ensure excellent data management. Primary researcher notes should include contextual data, including interview location, date, time, setting, participant background, and encounter perception

(see Saunders et al., 2016). Knowledge collection entails exploring a social issue or phenomenon and forecasting large-scale behavior and mindsets (see McCormick et al., 2017). With the data, researchers can better understand human behavior and explore the complexities of social issues.

Data Organization Technique

Data organizing methods offer a platform to extract and store important information (see Castleberry & Nolen, 2018). Each organization received a pseudonym code. The files are password-protected in MS Word to ensure data integrity and reliability, including nonverbal indications, interview settings, and odd occurrences. To ensure accuracy, I classified and tag each participant's data. The data was saved in Portable Document Format (PDF). I protected written and electronic data from physical damage or loss of data integrity with data governance. I will preserve all research data for five years and maintain all raw electronic and hardcopy data files through a data repository, including field notes and interviews.

All data is kept on a USB flash drive in a readily accessible location. Yin (2018) suggests that the researcher store the case study field for later access. It is critical to back up and secure vital data. Identifiable media, such as the hard disk and RAM on the given laptop, will be removed and destroyed after five years. No PDF files or metadata will be archived to prevent extraction or reconstruction. Saunders et al. (2016) assert that compliance with data management controls is critical.

Data Analysis

Yüksel and Yıldırım (2015) claim that understanding qualitative research's theoretical and conceptual framework requires a complete description of the occurrences. As a researcher, Yin (2018) gathers data from participants and analyzes it from their point of view. The conceptual model highlights alternative perspectives on the situation and its impact. According to Joslin and Muller (2016), conceptual research benefits research validity, ensures uniformity across sources, and removes bias. This study's data was analyzed using Yin's five-step data analysis procedure.

I examined and analyzed the material gathered from many perspectives. The evidence was divided into manageable parts, then compared and contrasted. A transcript evaluation verified the reliability of data gathered and the veracity of study findings. The participant's experiences were classified, analyzed, and grouped to identify presumptions. A manual categorization process was used to connect essential ideas. I utilized the qualitative data analysis program NVivo 12.

This case study's data was validated to grasp the issue entirely. Joslin and Muller (2016) propose that the primary researcher use data triangulation to examine a complex topic and better comprehend the phenomenon. Saunders et al. (2016) suggest that having two or more independent sources of data collecting ensures data disclosure and shows evidence precisely. Obtaining multiple perspectives on a problem provides a thorough understanding (see Joslin & Muller, 2016). To avoid prejudice, I asked the same questions of each participant throughout the interview. I transcribed each participant's interview in its entirety. The field-view conceptual framework provides a summary the

participants can review. Conceptual modeling may help practitioners and researchers understand the challenges of raising concerns in the workplace (see Storey et al., 2015).

Reliability and Validity

Maintaining a chain of evidence increases data reliability for contextual analysis (see Yin, 2018). According to Fusch and Ness (2015), the researcher must address and mitigate a personal viewpoint during data collection and analysis. Studying the data's commonalities and differences yields multi-dimensional insights and supports the topic's field investigation from the small company executives' perspective.

Reliability

The primary evidence in this qualitative study derived from semistructured interviews and organizational documents. Dikko (2016) advocated that the exploration exhibits a reliable instrument for collecting data. The researcher uses information-gathering tools to assess the data's legitimacy and authenticity (see Saunders et al., 2016). This qualitative study's reliability measures included data triangulation, participant validation, and cross-case analysis.

As the lead researcher, I categorized all field notes to resolve conflicts or inaccuracies. I stored all data electronically. I used member checking for proper data interpretation to increase the investigation's reliability since participant validation ensures the validity of the data and the validity of the inquiry. These methods ensured the discovery's dependability.

Validity

The validity of an assessment or test is an accurate measurement of what the researcher intends to measure (see Back et al., 2015). To be considered valid, research measures must be adequate, analysis of results must be correct, and study conclusions must be generalizable to other contexts (see Saunders et al., 2016). Validity is the research's openness and soundness, aiding in the prevention of problems with data quality.

Multi-data collection ensures the validity, credibility, and authenticity of information by using multiple data collection methods and sources (see Saunders et al., 2016). The use of triangulation and member checking improves research validity (see Joslin & Muller, 2016). Researchers secure data integrity by ensuring that the audio recorder works well for each meeting, keeping accurate records, interpreting the interview conversation verbatim without integrating interviewer judgment, and following a sound interview protocol, according to Saunders et al. (2016). In studying multiple data sources, the fundamental responsibility is to ensure data integrity by assessing the research's soundness, accuracy, and honesty (see Saunders et al., 2016). The primary researcher's responsibility includes data analysis, discovery verification, and suggestion formulation. All participants received an individual copy of the transcribed interpretation as official documentation of their participation. There were other follow-up investigations and transcript reviews, and triangulations to confirm the findings. According to Saunders et al. (2018), data saturation aids the study's validity by probing the concept's complexities and underlying assumptions. The study continued until data saturation was reached. Future

studies could look at the research's generalizability to a different population sample than the original study.

Transition and Summary

An in-depth look at Section 2 revealed how researchers investigate phenomena. Section 2 described the study's goal, participants, population and sampling, ethical analysis, data collection tool, and organizational approach. This section contained formation on how the results were analyzed as well as their reliability and validity. Participants' human rights, research accountability, research integrity, the avoidance of deceptive tactics, and ethical issues make up this conceptual model of data collection, analysis, and interpretation. This conceptual framework considered the perspectives of managers in the automotive manufacturing industry.

Section 3 covers the views of the sample population, professional practice discoveries, social change concepts, and action plans. An analysis of voluntary industry turnover may reveal theories and tactics that help managers deal with the problem of managing their workforces. Section 3 covers the experiences of the sample population, professional practice findings, transformation concepts, and action plans. Hopefully, the data will answer many previously unanswered questions in labor market research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

In Section 3, I provide an overview of the study and discussed the presentation of findings, applications to professional practice, implications for social change, recommendations for action, and recommendations for future research. This section concludes with my thoughts and conclusions based on the research.

Overview of the Study

The purpose of this qualitative multiple case study was to explore strategies that automotive manufacturing plant managers in Alabama use to reduce voluntary employee turnover. After I received Walden University IRB approval to collect data and obtained a letter of cooperation from the research partners, I used semistructured interviews. Initially, I had five participants who agreed to participate in the study. When I began scheduling the interviews, one participant did not respond, and two did not want to be recorded. I gathered information from four managers who implemented effective ways to reduce voluntary employee turnover in three automotive manufacturing plants. All four participants completed the informed consent process prior to the interviews; I conducted face-to-face interviews according to the semistructured interview methodology, asking each participant identical open-ended questions. they responded to six open-ended interview questions (see Appendix A). I organized data collection interviews and met with four plant managers at their workplaces between June 12th and June 16th, 2022. Two participants agreed to have the interview audio recorded, and again, the fifth participant did not participate for reasons unknown.

The specific business problem is that some managers in the automotive manufacturing industry lack strategies to reduce voluntary employee turnover. Interviews, a review of company documents, researcher notes, and publicly available documents are all part of the data collection process. The findings included themes and patterns identified by plant managers in the automotive manufacturing industry through their perceptions.

After transcribing the interview data, I used a member-checking method to share the results with the participants for revalidation, which increased the study's trustworthiness. According to Saunders et al. (2020), member validation entails sending the research data back to participants and allowing them to confirm the accuracy and comment on and correct the interview transcript. I read and summarized the transcripts of each participant's interview data throughout the member-checking process and provided them to the participants within 7 days to check for errors and verify their accuracy. After 7 days to evaluate my summary and make changes, all participants agreed that my interpretations were correct. I used NVivo 12 to find codes, keywords, and emerging themes on techniques employed by manufacturing plant management to avoid high staff turnover in order to achieve accuracy in data classification and analysis. Following that, I chose themes that were relevant to the research issue and conceptual framework. According to the findings, manufacturing plant managers reduced high employee turnover by implementing effective and credible communications, competitive compensation and benefits, and tangible rewards. Using

formal and informal techniques to get employee input and incorporate it into policies, as well as praising and rewarding employees for their skills, abilities, and efforts.

I took measures to ensure confidentiality and used codes to hide the names of the participants and the organizations. The participants were identified as PO1, PO2, PO3, and PO4; to ensure confidentiality, I assigned (P) for the participant and (O) for the organization to protect their identity. To achieve accuracy in data classification and analysis, I used NVivo 12 to identify codes, keywords, and emerging themes regarding strategies used by managers in automotive manufacturing to reduce voluntary employee turnover. A participant-centered observational perspective was used in the data collection.

Throughout the interviews, participants provided consistent responses to some questions with similar outcomes. The second interview's data provided new insights. According to Saunders et al. (2020), data saturation is achieved when the additional data obtained contains little new information. However, the fact that new data was obtained from the second interview suggested that more knowledge may be gained from future studies. I chose themes that aligned with the research question and conceptual framework. The findings indicated that managers in automotive manufacturing plants reduced voluntary employee turnover by engaging in effective and transparent communication, offering competitive compensation packages, ensuring a stable, healthy, and respectful work environment, and rewarding employees for their skills, talents, and contributions.

Presentation of Findings

The overarching research question for this qualitative multiple case study was, “What strategies do some managers in the automotive industry use to reduce voluntary turnover?” The data collection process consisted of interviews with four plant managers in Alabama who have successfully implemented strategies to reduce voluntary employee turnover. The participants had over 5 years of experience working in the automotive manufactory industry and successfully implementing strategies to reduce voluntary employee turnover. The data analysis revealed three themes used by automotive manufacturing plant managers to reduce high employee turnover: (a) communication, (b) competitive salary, and (c) rewards. The overarching research question herein was to find strategies for reducing employee turnover. The first step in the qualitative analysis involved importing the interview transcripts into the NVivo12 software.

The first notable theme that emerged from a thorough analysis of the participants' responses was that all four participants stated that communication was the strategy for reducing employee turnover in manufacturing plants. The dominant themes include offering competitive salaries, rewarding employees, and effective communication modes.

The relevance of the themes can be contrasted. Communication is the most significant attribute that should be considered to reduce employee turnover in an organization. This is followed by rewards and finally the offering of competitive salaries.

Theme 1: Effective Communication Reduce Employee Turnover

All the participants concurred that effective communication is a feasible approach to reducing the turnover of employees within an organization.

More specifically, PO1 stated:

Making time to have startup meetings before shifts, so the same information can be communicated to all employees on the first and a second shift. Employee involvement is key to being successful. We give employees a chance to give their opinion on any improvement that needs to be done. We listen to them, and some of their ideas are good and some are not so good. Once we implement one of their ideas, it is a motivation for them.

PO2 supplied a sentiment like PO1 on the positive contribution of effective communication by reiterating the essence of obtaining employee feedback. PO2 reiterated:

I always try to get feedback from employees and give feedback from me, just watching them and working with them, and get feedback from my team leaders. And I get feedback from the employees around me. Just tell them, you know, monitor how they are doing, never want to put too much pressure on them, we always give them the option. If you need me, I'm right here, walk away, come to me. If you need help with anything, let somebody know this list of things you can do if you have a problem, no matter how big or small the problem is. And just the one-on-one feedback I get from the individual, it's always positive. I like working here, you know, it's rare. I'll say maybe one out of eight people say they don't like this. Right. Or I can't do this. So, I kind of take that.

On the other hand, PO3 emphasized, “By increasing communication frequency with the personnel to curb turnover within the organization. Through communication, management can learn ways of tackling the workers' concerns.” PO4 had a similar statement to PO1: “One strategy implemented was monthly meetings with hourly personnel to discuss ways to improve morale, address concerns, show appreciation and recognition.” Conversely, the orientation of the employees via coaching and mentoring has been identified as a contributory factor to minimizing turnover. For instance, PO2 stated:

By changing the way we onboard new hires and provide cross-training, gain experience on multiple stations so if they didn't work out on one, they could move to another one. If an employee does not work on one station, I have five or six more that you probably can do. You will always run into those people who just don't want to be in the environment, and you have those who don't like a particular job. Then I can respond by asking questions, like, What about this one? And that person will usually stay.

PO3 stated:

It is important that employees know they deserve recognition. So, we find ways during informal conversations rather than waiting for formal recognition rituals. A few simple words or clarifications, or showing someone where to begin, can express to employees, I've got your back. We're in this together. And that can make all the difference.

The participants' responses revealed that one of the contributors to employee turnover is a breakdown in communication. The inability of leadership to effectively communicate with employees.

The findings on using effective communication to reduce turnover reflected the observation of other researchers. Halim and Wagas (2020), for instance, found that inefficient communication negatively impacted the interpersonal relationships between teams, resulting in employee attrition. The findings suggest that communication is key to reducing turnover intentions. Specifically, Halim and Wagas found that supervisors who used more communication-based emotional labor strategies had lower turnover intentions. The participants' interviews revealed that employees feel supported when managers effectively communicate and actively listen to their concerns without passing judgment. An organization that encourages cohesion by encouraging open communication can improve job satisfaction and help reduce employee turnover (Prasetyo et al., 2021). Herzberg's (1987) two-factor theory supports the participants' responses that better communication and increased employee participation can reduce turnover.

Theme 2: Competitive Salary Reduce Employee Turnover

Approximately 75 % of the participants felt that using a competitive salary is a feasible approach to reducing the turnover of employees (PO1, PO2, PO4). For instance, PO1 stated:

Well, you got to keep up with the market rate and offer competitive salaries and total compensation. And what I mean by that is benefits have

to be competitive with other competitors in the same automotive industry.

So, pay to start with and good benefits package.

In line with the sentiments of PO1, PO2 stated:

The biggest thing the organization did to decrease voluntary turnover was they gave everybody a raise. I mean, you can't beat that. Right. And the raise was a substantial amount, like the biggest raise I've seen in the seven years I've been there. And so in doing that, I mean, it was almost like night and day, like people leaving that day, to come back to work the next day to a huge raise and it had a significant impact on their morale.

Additionally, PO4 reiterated that,

One of the strategies implemented was salary increases for all hourly personnel. An automotive manufacturing plant opening this fall directly across the street from our plant will be offering starting salaries higher than what we are paying the hourly personnel. The automotive industry in Tuscaloosa and Jefferson county is so competitive, there will always be voluntary turnover. Salary increases have proven to be the most effective.

One other strategy that we are exploring is health insurance at no cost to our employees.

The role of competitive salary in reducing turnover has also been identified by several other authors. Sarkar (2018) showed that there is a positive relationship between compensation and turnover and that this relationship is stronger for voluntary turnover than for involuntary turnover. Consequently, Ghafoor et al. (2021) found that financial

compensation and perceived career progression are essential factors in employee turnover intentions. Self-actualization was found to mediate the relationship between financial compensation and employee turnover intentions.

Theme 3: Rewards Reduce Employee Turnover

Participants indicated that rewards were effective in voluntary turnover is kept at minimal levels within the organization. When asked about the methods used to promote motivation PO1 stated “The method we use to recognize employees is the reward system. For example, when an employee finds a defective material on the assembly line, they get rewarded with a gift card, and they are recognized at team meetings.” While PO2 points out that “We have found that recognition and acknowledgment as a form of reward system that goes a long way to minimizing turnover.” PO1 reiterated:

The second shift now receives the same information as first shift, as far as rewarding and recognition. We also had to realize that we had to be competitive to retain these employees. So, we come up with sign on bonuses, and good benefits package to retain these employees.

The provision of health insurance to the employees was also identified to be a form of reward that motivates the workers to continue working for the same organization. PO4 stated:

We give a free vacation day to one person in each department every quarter. There is also a monthly celebration (large birthday cake) for everyone's birthday in that particular month. Management jobs are posted internally to give the current employees opportunities for advancement.

Principally, rewards make the employees feel involved in organizational activities and as such reduce turnover. In line with this observation, PO1 stated that “It makes the employee feel important. It is letting them know that the organization is involving them in the processes.” PO3 had a similar opinion and stated that “The employees became more engaged when their concerns are addressed.”

Responses indicated that incentives played a significant role in decreasing voluntary turnover within the organization. The reward system demonstrates appreciation, and a competitive benefits package and sign-on bonuses contribute to a reduction in employee turnover. A company that provides health benefits, incentives, and transparency is more likely to retain its employees.

This study’s finding is in line with the outcome of other investigative works. For instance, Sarkar et al. (2021) found that satisfaction with financial rewards was associated with lower turnover intentions and higher performance, while satisfaction with nonfinancial rewards was associated with higher turnover intentions and lower performance. Additionally, Alegre et al. (2016) found that rewards and autonomous motivation are associated with turnover intention. The previous literature indicates that managers should consider financial rewards and autonomous motivations when designing reward systems for their employees. This aligns with the thematic result that managers influence employee behavior using Herzberg's two-factor theory.

Applications to Professional Practice

The findings of this study may apply to professional practice in the automotive manufacturing industry as plant managers seek to find ways to reduce voluntary

employee turnover. I conducted semistructured interviews with four plant managers in the automotive industry. By providing an improved understanding of talent management strategies, the use of retention strategies can help employers reduce the likelihood of employee turnover. This is accomplished through improved communication. According to Hicks (2020), communication is essential for fostering employee loyalty, retaining employees, and influencing employee satisfaction. Because employee turnover is both time-consuming and inefficient, the automotive manufacturing industry stands to gain from the solutions that have been proposed. Employees are more likely to remain interested in the organization and remain committed to the business when it provides a healthy level of satisfaction within the work environment.

Implications for Social Change

Voluntary employee turnover has a significant impact on organizations in several ways. According to Yang (2016), turnover in the manufacturing sector is expensive and has a negative impact on employees, organizations, and the country's economy. If a company is not making a profit because of turnover, then it will not be able to take care of the stakeholders, which include the leaders of the manufacturing plant, and the workers at the plant.

Furthermore, other communities and people who benefit from the company may suffer as well. The findings of this study may be advantageous to the various stakeholders because, if put into practice, they will reduce the amount of money that is lost by those stakeholders. According to Steiner et al. (2021), prosperous businesses are

in a better position to effect positive social change in the communities in which they are located. The implications of this study for positive social change could result in the creation of new jobs in the local communities, the donation of funds and resources to charitable organizations, and the support of local programs and activities that could benefit other communities. In addition, authors theorize that businesses that consistently make charitable contributions to local communities are more likely to be regarded as engaging in responsible business practices (Skelton et al., 2020).

Solving employee turnover has advantages for both the organization and the employee. Qazi et al. (2015) suggested lowering the employee turnover rate can increase a company's profitability by lowering the costs of recruiting and training new employees as well as lowering the cost of replacing departing employees. Khalid and Nawab (2018) suggested that an organization could pay staff bonuses or salary increases with the cost savings generated by a lower employee turnover rate. As a result, workers and their families might be able to enjoy a higher standard of living, which would likely boost local commerce as a whole. Both the organization's direct stakeholders (such as its employees) and indirect stakeholders (such as the communities in which it operates) benefit when a business is successful (Du et al., 2015). Accordingly, if leaders of automotive manufacturing plants in Alabama were to reduce employee turnover, it would be possible to improve not only the organization's finances but also the income of the employees, the local communities, and the national economy.

Recommendations for Action

Employee turnover research is important not only in the manufacturing sector, but also in other industries because it has implications for employees, the local community of organizations, and the government. Rubenstein et al. (2017) agreed that assessing the progress made in research on voluntary employee turnover was timely in order to guide future work. The participants in this study are manufacturing plant managers, but the findings will be useful to managers in other industries who are dealing with employee turnover. The main takeaway from this study is that communication, compensation, and recognition are critical to reducing turnover. The managers of manufacturing plants will be able to reduce employee turnover if they create open lines of communication, benefits packages that are commensurate with pay, and rewards and recognition programs.

To disseminate the findings of this study, I will provide the results to the Alabama Automotive Manufacturing Association, and all the participants and ask them to share them with peers and other managers in the manufacturing plants. In addition to this, I will submit the research for publication in the ProQuest/UMI dissertation database so that other people can access it. I will also consider more formal channels, such as leadership conferences and opportunities for training, to disseminate the results.

Recommendations for Further Research

The purpose of this qualitative multiple case study was to explore strategies automotive manufacturing plant managers use to reduce voluntary employee turnover. The target population was five managers from three automotive manufacturing plants in

Alabama who used strategies that successfully reduced employee turnover. Four managers were interviewed. Employee turnover is a problem for organizations of all sizes, as pointed out by Zhang (2016).

My suggestions for future research also include using other concepts or theories and using other sample methods. Although the findings of this study will be useful to leaders and other researchers to curtail employee turnover, I obtained data only from managers and excluded employees in nonmanagement positions. Consequently, I recommend a study with the participants to be employees instead of managers, to get their perspective on factors contributing to voluntary turnover.

Reflections

My path to obtaining a doctorate degree has been fraught with obstacles at every turn. From the stress of having to take a leave of absence to care for my father, who was diagnosed with lung cancer, and my brother, who was diagnosed with bone cancer. My father made me promise in November 2015 that I would earn my doctorate before he passed. My father was very proud of me because neither he nor my mother completed middle school. My mother, who passed away in 2003, spoke all my accomplishments into existence. From a child, my mother always encouraged me and made me believe I could be anything that I put my mind to. I was the first child of my parents and my mom's only sister's children to graduate with a 4-year degree and two master's degrees. My brother passed away in 2020. He was my superhero, and he believed that I would be Dr. Mattie Wilson. I am grateful for God's grace and mercy. I appreciate my son's and daughter's support and encouragement, as well as my husband's unwavering support and sacrifices,

which allowed me to pursue my goals. I am grateful to my sister for being my backbone throughout this process, constantly pushing and encouraging me. The support I received from my chair was instrumental in assisting me to overcome obstacles. I've worked in higher education for 26 years, with 19 of those years as a human resource professional in a leadership position. My decision to study voluntary employee turnover dates to my undergraduate thesis. My decision to focus my research on the automotive manufacturing industry in Alabama was influenced by conversations with individuals who complained about the industry's high turnover rate and others who spoke about not liking the plant life. As I collected and analyzed data for my dissertation, I was able to gain an in-depth understanding of why this problem is occurring and which retention strategies manufacturing plant managers found to be effective.

Summary and Study Conclusion

Voluntary employee turnover is a challenge for plant managers in the automotive manufacturing industry (Aswale, 2017). This study found that manufacturing plant managers could reduce turnover by communicating effectively, providing competitive benefits and rewards, and involving and recognizing employees. The study's findings will benefit managers, employees, and the human resources department by providing new insight into employee turnover.

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Appendix A: Interview Questions

1. What strategies did you implement to reduce voluntary turnover in your organization?
2. How did you assess the effectiveness of your strategies and methods for reducing voluntary employee turnover?
3. How did your employees react to the various methods associated with the strategies adopted to reduce employee turnover?
4. Were there any barriers you faced in the implementation of the strategies to reduce employee turnover?
5. What motivation factors such as recognition, responsibility, and advancement did you use to reduce employee turnover in your business?
6. What additional information can you provide about successful retention strategies your organization used to decrease voluntary employee turnover?

Appendix B: Interview Protocol

Introduce the Interview

With my initial email to potential participants, I will include a copy of the consent form. I will introduce myself, explain the study, and hand out the consent form, which describes the research, participant confidentiality, and their right to withdraw from the study at any time. Before the interview, I will go over the consent form for this study with each participant. Before inviting the member to sign the form, I will answer any questions they may have. The interview session will last about 60 minutes. Before beginning the interview, I will collect signed copies of the consent form. I will request permission to begin gathering data.

Overview of the Study

The participant will be informed that the purpose of the research study is to research management strategies for reducing voluntary turnover in the Automotive Manufacturing Industry. Participants will also be informed that they were selected to participate as managers in the automotive manufacturing industry in Alabama.

I will request permission to conduct a recorded interview session to gather information. Participants who are aware of the recorded interview session provide accurate information.

The participant will be advised that I will only transcribe relevant sections of the recording for the research. I will conduct professional interviews that will center on the participants' points of view. I will not impose an opinion on the participant while obtaining their perspective.

Introduction of Informed Consent

I will have each participant review the permission form for this study before beginning the interview. The informed consent form contains critical information about the study's confidentiality and the participant's freedom to withdraw at any time. The participant will be informed that nothing said will be attributed to any source without first obtaining authorization.

The participant will be advised of his or her right to ask questions and withdraw at any time. The participant will be informed of the procedures followed during the research and data-collection phases. Each participant will be informed that a summary of the research findings will be provided to each interviewee. Before beginning the interview, a pseudonym code, date, and time are noted. If the participant agrees to the terms of the study, a signature on the informed consent form will be requested.

Conclusion

I will express my gratitude to the participant for agreeing to take part in the research study. A follow-up interview with each participant will be scheduled to review questions and explanations to ensure data accuracy.