UNLOCKING THE TALENT PUZZLE: EXAMINING THE IMPACT OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND CAREER DEVELOPMENT ON TALENT ATTRACTION AND RETENTION

Angela D. Lamar

Dissertation

Submitted in Partial Fulfillment

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Abstract

The current competitive organizational market warrants the implementation of talent attraction and retention strategies to aid organizations faced with talent management challenges. To provide organizations with practical strategies and best practices, it is vital first to understand real-world experiences of organizations as well as employees. This dissertation's objectives are to discover the relationship between job satisfaction, organizational commitment, and career development or advancement in influencing talent attraction and retention strategies. The comprehensive qualitative research study will incorporate interview and survey data from organizational leaders and employees within the Southeastern United States region and the Fintech industry space. The participants will aid the study in supplying actual experiences with job satisfaction, organizational commitment, and career development or advancement. The research findings will contribute to the existing literature on talent management, precisely the attraction and retention factors previously mentioned. The study will identify essential factors that drive top talent to join and remain with organizations and further enhance organizational strategy for talent attraction and retention. The research conclusions will provide organizational recommendations to drive strategies aimed at improving job satisfaction, organizational commitment, and career development or advancement. The insights will benefit organizations in creating appealing work environments that attract talent and growth environments that retain their human capital, contributing to sustaining long-term success.

Keywords: talent attraction, talent attraction, talent management, job satisfaction, organizational commitment, career advancement

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Dedication

First, this doctoral research is dedicated to God for His blessings and for giving me the strength and courage to complete this work. This work is dedicated to my family and strongest supporters. To my husband Gary, who provided a strong example of dedication and commitment by successfully retiring from the U.S. Navy and offered constant inspiration and emotional support, words of encouragement, prayers, patience, and care for our boys. Completing this journey would not have been possible without your consistent faith in me, my goals, and strength for our family. Thank you for all your sacrifices over the past few years. I further dedicate this work to my heartbeats, Gary II, Gabriel, and Jackson, who allowed Mommy to step away to write and patiently wait for playtime. This was all for you and hopefully inspiring you to complete anything you set your mind to. To my parents, who guided and believed in me, supported my goals, and taught me persistence and how to navigate through challenges. Both provided the strongest example of work ethic, creating and reaching goals, as well as how to treat and love others – thank you for everything, Kathleen, and James. Renee, thank you also for your love and support. To my brother Eric, I appreciate your continued support in my endeavors. I also dedicate this to myself for persevering and achieving personal and professional growth.

Acknowledgments

I want to thank and acknowledge the countless family and friends who supported me throughout my doctoral journey, from check-ins, prayers, encouragement, and advice. Also, the study participants who graciously provided their time and experience. Thank you, Dr. Maria Garcia de la Noceda, for your guidance and support as my dissertation chair. Thanks also to my committee member, Dr. Mark Ellis, and administrative member, Dr. Nicole Lowes, for your invaluable feedback. I appreciate the guidance academically and spiritually.

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Section 1: Foundation of the Study

A significant amount of academic literature exists on the challenges organizations and leaders face in attracting and retaining talent. This study may potentially assist with filling existing gaps explicitly within the Fintech industry. Participants for the study included organizational leaders and employees within the Fintech space. Challenges within the current marketplace, including pandemic layoffs, increased resignations, and organizational goals aligned to competitive advantage, highlight the importance of attracting the right talent and retaining solid performers. Organizational leaders are tasked with not only attracting and retaining talent but performance management, organization and role value creation, career development, and maintaining a culture of mutual loyalty. By focusing on the primary factors mentioned, organizational leaders can focus efforts on understanding job dissatisfaction, lack of organizational commitment, and lack of employee career advancement.

By definition, talent attraction describes the collection of practices organizations utilize to appeal to potential talent. Conversely, talent retention refers to practices designed to ensure current talent remains engaged and retained. Within talent management, creating strategies to provide rewards or values to employees and potential new hires contributes to the organization’s ability to attract and retain talent. Further, maintaining critical knowledge workers equates to long-term success and competitive advantage for the organization. With a volatile and competitive talent market, it is imperative organizations understand that attraction and retention are critical business priorities (Wolfswinkel & Enslin, 2020). Responsible leaders are tasked with activities aligned with stakeholder interests, ensuring their interests are appropriately represented by supporting their interests around internal and external talent. Acting responsibly to internal talent involves ensuring employees understand expectations and are equipped with the necessary skills and skills to perform. Employees should further understand intended organizational outcomes, how the organization rewards exceptional performance, and its efforts toward retention (Coulson-Thomas, 2019).

Talent attraction focuses on role-specific requirements and factors that create a successful long-term hire. The emphasis is on evaluating key roles, including the impact of the roles and avenues to facilitate success. Organizations that remain competitive and implement strategies have longer survival odds (Coulson-Thomas, 2019). Section One of the Foundation of the Study begins with an overview of the problem's context, background, and explanation of the problem and purpose statement. Next, a discussion of the intended research questions and Nature of the Study, including the Research Paradigm, Design, and Methods. The Conceptual Framework follows to consider the study's Concepts, Theories, Actors, and Constructs. The Foundation of the Study additionally discusses the Assumptions, Limitations and Delimitations, Significance of the Study, and a review of Academic Literature.

Next, an introduction to the study's findings follows, including themes discovered and interpretation of the themes. The Representation and Visualization of the data occurs next, followed by a comprehensive discussion of the relationship between the findings. The Relationship of the Findings includes how the findings relate to critical areas of the research proposal, specifically the research questions, conceptual framework, anticipated themes, the literature, and the problem studied. A further crucial component of the study included Supporting Material, encompassing a comprehensive overview of the research, how the study potentially impacts general business practices, and how those may be applied. Finally, the study provides Reflections from the researcher's personal and professional growth and integration with a Christian worldview.

Background of the Problem

Effective management of employee motivating factors and commitment to organizations focused on employee retention directly impact the human resources function within every organization, specifically talent acquisition (TA) and career development. Pre- and post-COVID-19 pandemic, the talent market continues to evolve and present various challenges for organizations and their leaders. Specifically, the pandemic has presented conditions for employees to adapt to new work conditions, organizations, and leaders' necessity to adapt to remote staff, and the elimination of certain recruitment activities (Fernandes et al., 2022). Organizations are tasked more than ever with creating strategies to solve internal employee issues related to job dissatisfaction, organizational commitment, and career advancement. Moreover, organizations are compelled to establish approaches to attract and retain top talent.

Substantial literature exists to reflect the effects of failures within leadership to address internal employee factors; however, little has been discussed to analyze passive leadership. Here leaders avoid or postpone needed actions. Several potential harms are associated with passive leadership, including role ambiguity, poor role clarity, detriment to employee well-being, and influences on job satisfaction. Further, passive leadership negatively affects organizational and personal outcomes (Barling & Frone, 2017). In addition, considerable literature exists regarding the effects of effective leadership, including task-oriented behaviors of problem-solving, planning, and monitoring, and relations-oriented behaviors, such as recognizing, supporting, and empowering employees. Also, change-oriented behaviors describe advocating and envisioning change and encouraging innovation and learning. Finally, external behaviors include networking and representation (Patel & Hamlin, 2017).

A 2017 study on common subjects within academic leadership literature identified a limitation of eight areas encompassing the study of leaders. In addition to the aforementioned factors, much of the writing centers on quantitative measures around “good” leadership concerning ethics, authenticity, and coaching, to name a few. The gaps mentioned included an idealistic versus the realistic view of leadership, misleading views of leaders’ morals, leadership’s misalignment to organizational culture outcomes, and leaders who follow more than lead. Next, studies to define leadership and the language around it, analysis of leadership behaviors and outcomes, redundancy regarding the latter, and finally, perceptions of leaders (Alvesson, 2019). A gap exists in the study of effective leadership and the challenges faced when developing and implementing strategies to attract and retain talent.

Problem Statement

The general problem to be addressed is the impact of organizational leadership’s strategic efforts to address employee job dissatisfaction, lack of organizational commitment, and lack of employee career advancement resulting in continuous efforts to acquire and retain talent. Current research outlines attraction and retention strategies; however, a gap exists in understanding the challenges leaders encounter in developing and implementing strategies. Megheirkouni (2020) relayed that many organizations are faced with a shortage of multi-skilled leaders, typically recruiting, or developing these leaders through job rotation. Inexperienced leaders are challenged with implementing enduring strategies. Ineffective strategy execution impacts the quality of services provided. Economic, population, and stakeholder influence factors affect how leaders plan and execute; therefore, clear, and thorough strategic plans are necessary ("Towards More Effective Strategy Execution: The Role of Leadership and Other Key Components," 2020). A recent study on leadership challenges determined that leaders who omit talent management strategies for engagement and role clarity decrease organizational commitment (Mey et al., 2021). Leaders are tasked with assuming several roles in managing employees and encounter challenges with communication, human relations, facilitating change, leading diverse groups, and ethical practices (Van Wart, 2013). The specific problem to be addressed is the possible impact of organizational leadership's strategic efforts within the Fintech industry in the southeastern United States to address job dissatisfaction, lack of organizational commitment, and lack of employee career development resulting in possible challenges to meeting organizational attraction and retention goals.

Purpose Statement

The purpose of this flexible design multiple case study is to increase the understanding of the impact of organizational leadership's strategic efforts to address job dissatisfaction, lack of organizational commitment, and lack of employee career development, and the possible challenges to meeting organizational attraction and retention goals. The research studied the contributory factors affecting organization leaders' strategies to acquire and retain talent. In addition to determining challenges faced by organizational leaders, the study's research questions evaluated successful and unsuccessful retention strategies and talent management's role in influencing job and employee satisfaction factors. The study's findings can potentially provide support to existing research regarding leadership strategies and employee attraction and retention factors. The significant and current problem of attracting and retaining talent is explored through a comprehensive study of leaders within the financial services and software (Fintech) industry in the southeastern United States. Effective management of employee motivating factors and commitment to organizations focused on employee retention directly impacts the human resources function within every organization, specifically TA and career development.

Research Questions

The purpose of the subsequent research questions is to identify the challenges organizational leaders face when addressing employee factors related to job dissatisfaction, organizational commitment, and career development and how those influence the retention of employees and attract newer employees to the organization. The outcomes of talent management planning and development are also discussed and considerations from employee perceptions. The research questions are crucial to understanding the problem statement. Further, to guide the comprehensive study, the research questions sought to understand the specific problem and its outcomes.

RQ1. What challenges do leaders face when addressing job dissatisfaction, lack of organizational commitment, and lack of employee career development?

RQ1a. What leadership actions contribute to successful retention strategies?

RQ1b. What leadership actions contribute to unsuccessful retention strategies?

RQ2. What role does talent management planning and development factor into addressing job dissatisfaction, lack of organizational commitment, and lack of employee career development?

RQ2a. Based on talent management planning and development processes, how have organizational leaders' retention processes affected employee turnover?

RQ2b. Based on talent management planning and development processes, how have organizational leaders' retention processes attracted top talent?

RQ3. How does employee perception influence the organization’s talent attraction and retention process?

RQ1. What challenges do leaders face when addressing job dissatisfaction and lack of organizational commitment and employee career development?

Employees who exhibit a solid organizational commitment (OC) or motivation to remain within an organization are proven assets to organizations and contribute to their overall performance, productivity, and competitiveness. A 2019 study determined that high employee commitment positively influenced employee retention rates (Arasanmi & Krishna, 2019). Organizational leaders should address job dissatisfaction, lack of organizational commitment, and employee career development and its impacts on employee attraction and retention. To determine how leaders address each factor, research can further define how their actions influence or impair hiring and retention strategies. Specifically, the subquestions are open-ended questions designed to query organizational leads and their specific actions for retention strategies. In summary, the research question and its subquestions are crucial in determining organizational leaders' role in successful or unsuccessful hiring and retention strategies.

RQ2. What role does talent management planning and development factor into addressing job dissatisfaction, lack of organizational commitment, and employee career development?

Potential candidates take on a certain level of risk and therefore engage in substantial time and energy to research prospective organizations. After employees are onboarded, organizations are then tasked with developing talent management and development initiatives to drive job satisfaction, organizational commitment, and employee career development. A 2018 study conducted in Germany concluded that many companies fail to deploy quality-oriented approaches to identify talent or create conditions to develop current employees. Conditions to retain talent may include coaching, succession planning, or analyzing employees, to name a few (Bostjancic & Slana, 2018). The subquestions for this research question outlined the impact of talent management planning and development on employee turnover, as well as gains in attracting top talent to the organization. In summary, the research question and its subquestions outlined the role of talent management and development factors in addressing job dissatisfaction and lack of organizational commitment and employee career development.

RQ3. How does employee perception influence the organization’s talent attraction and retention process?

Organizational branding efforts provide an initial introduction to the organization’s qualities and value perception. However, employee perception of an organization can be driven by motivating factors, as well as levels of job satisfaction. Motivation can be driven by the two-factor theory or the contributory factors that influence decisions to take on a job, as well as motives to signal dissatisfaction with a job. The theory allows organizations to clearly understand motive and motivation, as well as the various feelings within satisfaction. Based on motivating factors, organizations can create strategies to drive employee motivation and satisfaction, therefore increasing organizational performance (Sanjeev & Surya, 2016). In summary, the research question determines how employee perceptions influence the organization’s ability to attract and retain talent.

Taken together, the research questions covered all elements of the problem statement in several ways. The research questions sought to aid future research by identifying the specific factors that challenge organizational leaders in addressing job dissatisfaction, lack of organizational commitment, and lack of employee career development. Specifically, what leadership actions contribute to successful and unsuccessful retention strategies. Next, the role of talent management planning and development factors into addressing job dissatisfaction, lack of organizational commitment, and lack of employee career development. In detail, how have organizational leader's hiring and retention processes affected employee turnover and attracted top talent. Finally, determine how employee perception and organizational branding influences TA and retention.

The study's research questions results aspired to demonstrate a strong correlation between high employee commitment and retention rates. The open-ended sub-questions obtained perceptions from organizational leaders and their specific effective and ineffective retention strategies. The research questions also gauged talent management and development factors, including strategies to identify talent, develop employees after onboarding, and those that further work to understand employees. The sub-questions here relayed the outcomes and impacts on employee turnover and attraction. Employee perception influences talent attrition and retention and were asked to understand employee motivating factors and the effects on organizational performance.

Nature of the Study

Employee attraction and retention influences are crucial components of every organizational strategy. The responsibility typically aligns with organizational leaders, who must ensure that issues are discussed and resolved with the appropriate solutions. The challenges faced by organizational leaders in successfully addressing employee attraction and retention factors result in job dissatisfaction, lack of organizational commitment, and lack of employee career advancement. The following research study centered on the factors that hinder and strengthen organizational leadership's strategies to attract and retain talent while also offering known challenges leaders face in addressing employee-related concerns. The Nature of the Study includes a discussion of the research paradigm, design, method, and triangulation to arrive at conclusions.

Discussion of Research Paradigms

Research paradigms, or the researcher's worldview, describe views of the world and reality and include four major areas: positivism, post-positivism, constructivism, and pragmatism. Positivism represents the traditional or most common paradigm associated with quantitative research until 1950, focusing on explanation and prediction. Positivism explains a one-reality worldview whereby researchers experiment to discover evidence-based truth. Positivism's methodology is conducted with research within settings as well as controllable variables that can be manipulated. The research includes an examination of the variables between explanatory or causal relationships, and the results confirm or improve theories, potentially leading to new assumptions and questions for future studies. Finally, as the research operates objectively, to minimize bias, the researcher has no interaction with participants, who typically represent a large sample to produce generalizations (Park et al., 2020).

Post-Positivism states that the truth is probable or approximated with objective research participants. Post-positivists describe knowledge as impartial without absolute certainty, acknowledge a connection between natural and social science, and believe that science can generate necessary truth claims without a strong base; in short, knowledge and certainty do not overlap. Knowledge can exist without certainty (Frey, 2018). Moreover, the scientific methodology for research recognizes that cause and effect probability may or may not occur. Multiple points of data analysis, computer programs, validity methods, and reports are utilized (Creswell & Poth, 2018).

The origins of constructivism began in the 1960s as a human learning process. Later after some improvements and developments, two basic core concepts of constructivism formed, activity theory and recent development areas. Activity theory includes activities and behaviors of individuals and groups. The latter contains the essential characteristics of learning (Gao, 2021). Constructivism is further described as a reality co-created by the researcher and participants (Urcia, 2021). Pragmatism offers a moderate alternative to realism, including a premise that truth cannot be implemented or matched up with reality (Frey, 2018). Pragmatism encourages researchers to utilize the best approach aligned to the specific research problem, is typically designed for mixed or multiple methods, and includes a focus on research and its questions to be answered. Further, pragmatists believe in a non-static reality and world; therefore, actions bring about change (Kaushik & Walsh, 2019). Finally, pragmatism focuses on what works and solutions to problems and less of a focus on methods (Creswell & Poth, 2018).

Further, constructivism can be facilitated within case studies, research projects, and real-world scenarios to guide learners in connecting research criteria with their personal experiences and beliefs (Clark, 2018). Constructivism is best designed for practitioners interested in understanding participant perceptions and views while viewing participants as experts on the major themes of the study. Additionally, researchers utilizing the constructivist paradigm believe in collaborative research rooted in participant interests and empowering and valuing participants (Creswell, 2020).

The research paradigm for this study utilized a constructivist approach to discover employee perceptions, meanings, experiences, and beliefs. The research paradigm includes an approach to value participant interests and empowerment. The methodology for this study consisted of a flexible design, specifically a multiple case study design. The case study design ensured numerous sources of data collection were incorporated to reach the appropriate conclusions from organizational leaders and employees. The research questions for this study utilized various forms of data collection, including individual and group interviews, observations, and documents, to arrive at the proper findings. The research questions were open-ended and specific to generate real-world experiences and perceptions.

Discussion of Design

In addition to determining a research paradigm, a research design method should be defined, typically described as fixed, flexible, and mixed methods designs. Fixed designs include non-experimental: descriptive, correlational, and causal comparative. Flexible describes phenomenology and case study methods, including single and multiple case studies. Mixed methods encompass convergent, explanatory, and exploratory methods. Fixed or experimental designs are often seen as the most straightforward test of causal relationships, whereby the essential independent variable can be manipulated for the desired outcome. Quasi-experimental or correlational designs should be approached carefully to retain a connection to the phenomenon of interest (Schneider, 2011). Causal comparative analyses allow researchers to ascertain variances associated with different variances and the relationships between variables (Kettler, 2019).

Flexible design’s Narrative method focuses on stories. Next, phenomenology is initiated from philosophy and centers on phenomenon meanings for individuals. Ethnography originates from cultural anthropology and centers on behavior, beliefs, and other factors within a cultural group, typically investigated through observations. Grounded theory is rooted in sociology and builds theories based on specific social phenomena (L. Haven & Van Grootel, 2019). Under mixed methods, convergent parallel incorporates surveys and detailed interviews, utilizing quantitative and qualitative methodologies to concurrently collect data (Akash & Aram, 2021). The second mixed method design is explanatory, in which quantitative data collection and analysis proceed the same for qualitative data. The third method, exploratory sequential design, qualitative data collection, and analysis, proceeds quantitative (Draucker et al., 2020).

This study was conducted with a flexible design using a qualitative method; specifically, a multiple case study design was used. The qualitative approach is the most suitable for this study and can be defined in several ways. First, the method can be utilized to report how participants talk and describe experiences and see the world. Secondly, qualitative research involves collecting data and observations in their context or settings. Third, qualitative research consists of the study of processes over a period of time and a focus on a specific subject, in this instance, the Fintech industry. Fourth, qualitative research utilizes open-ended questions designed to develop a complex understanding of a phenomenon. Finally, qualitative research can be used to contrast different views of a phenomenon by reviewing multiple perspectives (Creswell, 2020).

Discussion of Method

The case study or multiple case study was an appropriate methodology for this study, as it can be used to demonstrate a problem or issue in a real-life setting over time. In detail, multiple case studies can be used to collect data from organizational leaders within the Fintech industry to understand their influence on job dissatisfaction, lack of organizational commitment, and lack of employee career development. Data collection with this design occurred with the use of multiple sources of information, including observations and interviews, and documents or reports, to name a few. The method requires in-depth analysis and the use of many forms of data. Finally, a collective or multiple case study relies on replication or replicating the procedures for each case (Creswell & Poth, 2018).

One of the data collection methods, interviewing, may generate findings into sensitive areas, particularly during interviews gathering employee perception and motivation data. A 2016 study relayed that researchers could implement several actions to guide sensitive interviews. In detail, it is developing an interview schedule with predetermined research questions, effective listening, relationship building, and establishing trust to avoid any ethical considerations (Dempsey et al., 2016). A case study or multiple case study provides more of an applicable methodology, as it allows for the use of numerous methods and sources for gathering data. Additionally, comprehensive knowledge of the subject through an exploration of a phenomenon through various lenses. The method also provides flexibility to unpack more complex experiences and circumstances and a multi-layered data set of quantitative studies (Lucas et al., 2018).

Discussion of Triangulation

Triangulation with qualitative research means extending the activities of the researcher's process beyond what is typically done. In short, triangulation allows for multiple methods of understanding issues in qualitative research compared to single-method studies (Flick, 2018). The multiple methods may include data sources, theories, and other investigators to establish credibility and provide conclusions to a theme or perspective (Creswell & Poth, 2018). Triangulation for this study included data gathering utilizing multiple sources, including public data, specific industry, and organizational information, including observations, interviews, questionnaires, and surveys. Additionally, individual interviews to ascertain patterns in organizational leadership behavior. One statistical method, descriptive statistics, also helped to indicate similarities and differences within various measures (Mood et al., 2019). Triangulation obtained reliable data to validate participant realities.

Summary of the Nature of the Study.

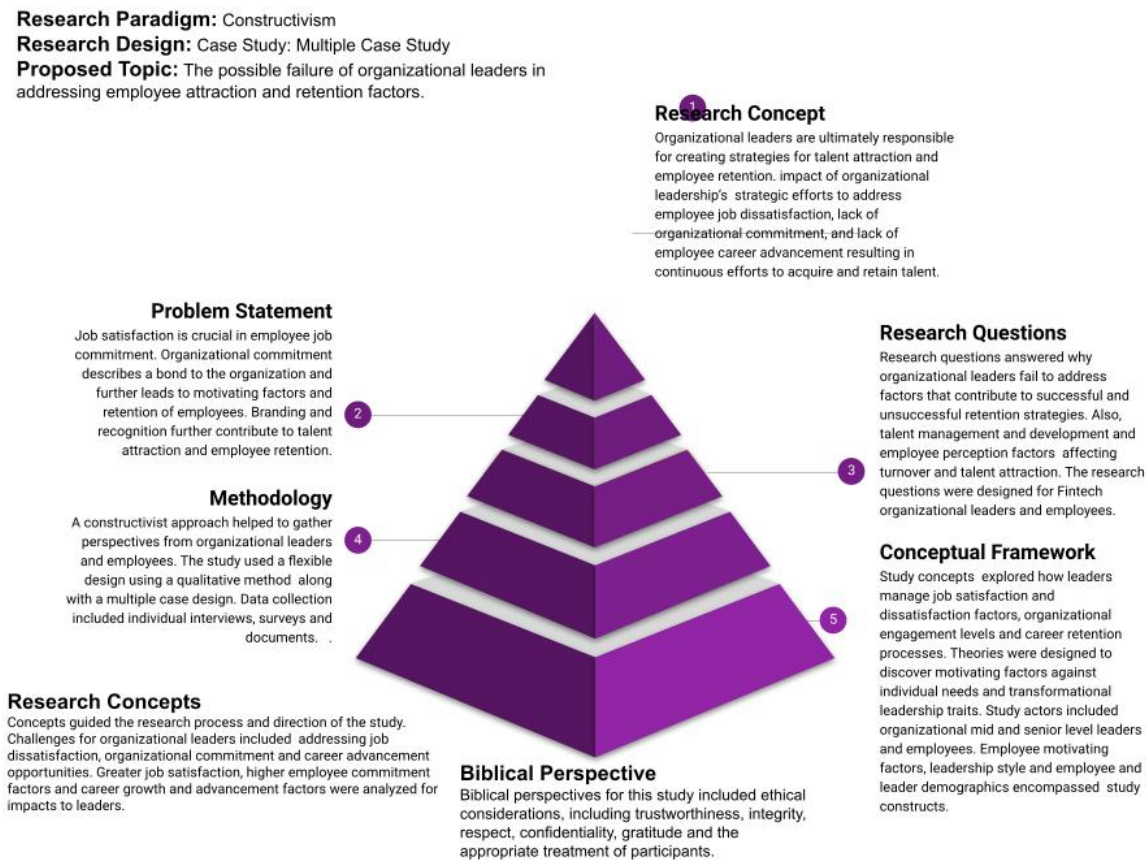
The research paradigm for this study was constructivism. The research paradigm helped identify perceptions from organizational leaders and employees. The constructivist paradigm includes methods to discover experiences for specific leaders. Constructivism conduces that individuals create understanding and meaning from experiences and thoughts derived from constructing one's own meaning (Rob & Rob, 2018). Constructivism encompasses both how people learn and the nature of knowledge. By incorporating the learner's or the employee's meanings, the study arrived at findings guided by individual experiences and perceptions. Constructivism is credited with encouraging active engagement, motivation, autonomy, and responsibility and tailoring learning experiences to the individual.

Conceptual Framework

This section began with exploring the concept of why organizations face challenges with job dissatisfaction, employee commitment, and career development, resulting in effects on talent attraction and retention. To reach conclusions, the study centered on job satisfaction strategies and how leaders manage employee rewards. Next, how organizations determined levels of engagement, followed by how leaders should move toward organizational and individual goals. Theories to understand needs and leadership styles followed. Two groups of organizational leaders and employees supported the research concepts. Figure 1 includes a post-study Conceptual Framework utilized by the researcher to display the association between the components of the study and the outcomes anticipated from the literature.

Figure 1

Conceptual Framework



Concepts

Concepts guided the research process and direction of the study and are typically found in flexible designs. In detail, concepts describe less formally defined views located in the literature, which is crucial to the research problem. The study clarified the impact of organizational leadership's strategic efforts to address employee job dissatisfaction, lack of organizational commitment, and lack of employee career advancement resulting in continuous efforts to acquire and retain talent. The concepts for the study were guided by employee engagement and the strong correlation between engaged employees and organizational outcomes. Essentially, engaged employees are considered more effective in regard to job performance, increased efforts, and innovative behaviors, further contributing to employee commitment (Whittington et al., 2017).

Greater Job Satisfaction Results in Fewer Challenges in Acquiring and Retaining Talent

Generally, leaders seeking to implement job satisfaction strategies utilize compensation and promotions to stimulate employee motivation and performance, creating a balance between organizational leadership and employee contributions. Role overload, job performance, and job satisfaction are related, and how leaders manage each function (Park et al., 2017). Managing each function can explain how leaders address employee job dissatisfaction. Attracting and engaging employees is a strategic operation requiring an entire organizational effort. Engaged employees result in higher levels of commitment and overall job satisfaction, embracing positive amounts of attitudes and behaviors (Whittington et al., 2017).

Higher Employee Commitment Factors Influence Talent Acquisition and Retention

Organizational commitment describes the level of engagement of employees within the organization who display motivational energy. Transformational leadership attached to organizational commitment to employees includes influence, motivation, stimulation, and consideration (Kim & Shin, 2019). Loyalty drives organizational commitment, as a 2017 study found that merely 24 percent of employees self-describe as loyal and committed to organizational goals, in addition to committing to staying a minimum of two years. A higher percentage of employees described a feeling of being trapped, likely to stay, but not committed to the organization (Lowenstein, 2017).

Career Growth and Advancement Factors Lead to Fewer Challenges in Retaining Talent

Career growth within the organization consists of establishing career goals, developing professional skills, promotion, and compensation opportunities. Moreover, career growth can be defined by four factors: career goal advancement, professional aptitude, rate of promotions, and compensation (Son & Kim, 2019). Organizational leaders should understand how to retain resources, create employee engagement, and nurture competitive advantage. Leaders are tasked with creating retention policies for employee career development, including performance management and training (Houssein et al., 2020).

Theories

Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs aids in understanding human behavior through a pyramid divided into five levels (Benson & Dundis, 2003). The bottom or psychological level includes the basic needs, up to higher levels, including safety or security, social needs, self-esteem, and self-actualization (Benson & Dundis, 2003). The theory was utilized to understand employee motivation and human behavior factors that attract and retain employees. Leaders have the ability to affect the lives of employees, taking into consideration individual needs, training to meet those needs, and improving employee motivation and commitment. The Maslow model can be helpful in identifying needs and facilitating training for organizational leaders seeking to acquire and retain talent (Benson & Dundis, 2003).

Considering the substantial impact of identifying triggers that affect positive and negative emotions, it is helpful to define and understand workforce resilience. Figure 2 indicates several disciplines closely tied to workforce resilience for individuals and organizations (Lim et al., 2020).

Figure 2

Workforce Policies

Note: Reprinted from Lim et al. (2020). Workforce resilience: Integrative review for human resource development. Performance Improvement Quarterly, 33(1), 77–101.

Psychological Resilience. Psychological resilience describes a defense mechanism triggered by disruptive events, achieved by preserving the status quo in unsteady or shifting situations. Additional researchers defined psychological resilience as the power to cope with distressing events and recover from adversity or effectively confront the challenges and achieve positive outcomes. Others determined that internal and external factors impact resilience and how it's developed or weakened through various factors, including health, social and economic status. Furthermore, psychological resilience can also align with discipline-specific characteristics, such as an entrepreneur failing at a news business venture and subsequently displaying less resilience within personal relationships. Since its inception, the concept of psychological resilience widened to discussing individual resilience and external influence (Lim et al., 2020).

Organizational Resilience. Organizations associated with a goal-driven approach also thrive in changing and turbulent conditions by bouncing back quickly. Two perspectives can be utilized to describe individual and organizational resilience, upward and downward. The upward perspective is defined as one that amasses interactions between individuals, in addition to strategic initiatives to act in response to unforeseen situations. The downward perspective indicates a blend of various actions and influences an organization's understanding of its current state and appropriate responses in relation to its status. The importance of an organization's capability to identify adversarial conditions and adaptive response methods is critical. Additionally, organizational resilience creates flexibility and a varied collection of responses, ready for changes. Finally, an opportunity for data collection of prior events to utilize challenges as a motivating force (Lim et al., 2020).

Community Resilience. Although aligned to challenges within the community and how to best leverage individuals and organizations, this form of resilience measures the persistence of systems to understand change and turbulent situations. Here organizational infrastructures or environments are examined, as well as an individual's reaction to crises and the ability to bounce back. Other definitions of community resilience exist, including a human relations view that utilizes resources for community protection and development. Stability exists individually; however, sustainability remains of high importance in community resilience. In short, community resilience depicts a community's response to a disaster (Lim et al., 2020).

Economic Resilience. Finally, the economic perspective also aligns with challenges within the community and the impact on how individuals and organizations respond to economic adversities. Economic resilience can further encompass familial or national levels. Resilience indicates the ability to maintain or minimize impact and embrace or adapt to adversity. Events such as a global economic crisis, global pandemic incidents, and unexpected natural events prompt reactions from individuals and organizations and demonstrate the capacity to sustain or recover (Lim et al., 2020).

The workforce within an organization includes those employed by the organization or employees, as well as candidates on the market seeking employment within the organization. For HR professionals, workforce resilience defines the organization's capacity to react, adapt, and respond to workforce threats, internally and externally. Resiliency within the organization requires leadership cooperation, in addition to its employees, to overcome challenges, adversity and to increase the resiliency of the organization. To build a resilient and adaptive workforce of employees committed to the organization, effective HR procedures are essential, including recruiting and selection, as well as retaining skilled workers. Further, HR strategies must align with practices to develop the workforce with organizational goals. Additional methods to enhance workforce development include designing, training, and implementing learning opportunities. Within the workplace, emotions are contagious and require an emotionally flexible workforce committed to a healthy organization. Negative emotions directly impact employee work performance, organizational effectiveness, morale, motivation, and learning objective. (Lim et al., 2020).

Transformational Leadership

Transformational leadership is defined as identifying behaviors that develop, share, and maintain a vision (Andersen et al., 201). Transformational leaders seek to increase employees' awareness of organizational outcomes, goals, and commitment (Andersen et al., 2018). The theory further enriches organizational effectiveness, motivation, improved job performance, and a commitment to quality from its employees. Analyzing the theory within this study would be helpful in understanding how leadership behaviors influence attracting and retaining employees (Andersen et al., 2018).

Actors

Mid-level and Senior Organizational Leaders. Mid and senior-level organizational leaders demonstrate substantial influence on organizational strategic direction, including how potential employees view the organization and why current employees remain with the organization. Leaders are responsible for creating strategies for organizational commitment and employee involvement and participation (Bratton & Gold, 2022). Communication from organizational leaders influences and establishes employee communication experiences, commitment, and performance. Employee commitment is then significant to autonomy and other processes that influence employee attitude, motivation, and loyalty to the organization (Bratton & Gold, 2022). Leaders at both levels are responsible for creating appropriate organizational structures that attract and retain employees. Leaders direct people and purpose, lead teams, and are also responsible for short and long-term planning to attract and retain employees (Mjaku, 2020). Understanding strategic direction, communication, and how leaders manage, and plan proved helpful for this study.

Organizational Employees. Organizational employees provide real-time perspectives on reasons for job dissatisfaction, organizational commitment, and access to career advancement opportunities. A recent study indicated that satisfied employees create peaceful organizations. Further, employee motivation directly impacts the establishment of job satisfaction within an organization (Bagajjo, 2021). Employees participating in this study also relayed outcomes of autonomy within their perspective roles. Autonomy within an organization creates a responsibility for each employee to achieve organizational goals.

Consequently, fewer rigidity results in more efficient problem resolution, empowerment, and greater job satisfaction, as well as organizational commitment (Bagajjo, 2021). Advantages to the availability and access to career growth opportunities are abundant. Promotional decisions create crucial and long-term impacts on employees, impacting pay and prestige. Thus, promotional decisions have an evident influence on those that remain with an organization (Marineau, 2016).

Constructs

Employee Motivating Factors. Extrinsic motivation describes external incentives that motivate employees, such as economic or work opportunities. Extrinsic motivating factors also affect job outcomes and performance, attitudes, and behaviors (Dang & Chou, 2019). Understanding motivating factors was helpful to this study to determine actions for organizational leaders. Extrinsic motivation also involves opportunity and risk, whereas opportunity results in positive rewards for outstanding performance. Risk consists of the possibility of lower compensation and loss of a job due to poor performance (Dang & Chou, 2019). Both opportunity and risk factors can be helpful in this study to determine career advancement possibilities from job performance, talent attraction influences, and those that would retain employees.

Leadership Style. Gemeda and Lee (2020) describe leadership style as an influencer on organizational and employee performance and motivator for employees to achieve goals (Gemeda & Lee, 2020). A relevant dependent variable of job satisfaction can be explored to understand the factors that lead to organizational leadership's failure to address employee job dissatisfaction, lack of organizational commitment, and lack of employee career advancement. Employee motivation drives job satisfaction, decreases attrition, and retains employees. Leaders are responsible for creating job satisfaction by discovering motivating factors, resulting in not only retaining employees but also increasing morale and performance (Bagajjo, 2021).

Employee and Leader Demographics. Participants for this study incorporated a multigenerational population within an organization, including full-time leaders and staff employees. Understanding organizational demographics is essential based on changes with globalization, technology innovation, and financial failures that affect workforce demographics. Leaders hold responsibility for assessing employee attitudes regarding organizational culture, including perceptions, to better understand factors that drive commitment, attraction, and retention (Volkova & Chiker, 2020).

Relationships Between Concepts, Theories, Actors, (and) Constructs

The conceptual framework provides a justification for why a study should be performed. Through the use of a literature review, the framework describes established knowledge, classifies gaps within a phenomenon or problem, and seeks to answer the importance of the research and contributions from the findings to current literature. In short, the conceptual framework shapes the design of the study and directs its development (Varpio et al., 2020). Understanding the relationship between concepts, theories, actors, constructs, and variables is essential to consider within the framework.

First, the concepts for this study included how leaders manage various employee-centered functions, including role or work overload, job performance, and satisfaction. Also, determining the factors that lead to employee commitment and loyalty. Finally, how promotional, compensation, and goal-focused factors influenced leadership's impact on retaining and establishing attractive considerations for potential talent. Secondly, Maslow's Hierarchy of Needs provided particular importance to understanding the needs of employees and the specific driving factors that influence or lead to job dissatisfaction, decreasing commitment, and those that aid or hinder career growth. Closely related transformational leadership identified individual leader behaviors that present challenges in retaining and acquiring talent.

Third, mid-level organizational leaders and employees guided the study based on real-life experiences. Both groups brought realistic perspectives of organizational experiences and potential solutions to challenges faced in acquiring and retaining talent and remaining dedicated to the organization and its goals. Next, the constructs for organizational employees included motivating factors or variables such as extrinsic motivating factors of compensation or other areas. Additionally, leadership style influences, including motivation and communication variables for organizational leaders. Finally, the constructs dissected a diverse group of actors within several demographic groups.

Summary of the Research Framework. The Conceptual Framework began by exploring the creation of a balance between organizational leaders and employees by implementing strategies such as compensation and promotions to drive motivation and performance. How leaders managed, functions determined how job dissatisfaction was addressed. Next, organizational commitment and engagement were further driven by the type of leadership style. Career growth and development encompassed how goals are created, retention policies, performance management, and training. The study also utilized Maslow's Hierarchy of Needs to understand human behavior motivators and individual psychological needs. Transformational leadership assisted the study in understanding behaviors that shape a vision between leaders and employees, the approaches to increase awareness of the organizational vision, and the influences on attracting and retaining employees. Mid-level and senior organizational leaders considerably influenced the organizational direction and employee commitment. Communication played a substantial role in driving people and processes that ensured employee involvement and established plans to create strategic direction internally and externally. Organizational employees relayed job satisfaction motives, including autonomy as well as access to career growth opportunities as key motivating factors. The study's constructs included broad concepts that are measurable, including dependent, independent, and mitigating factors. The constructs sought to further identify employee motivation and leadership factors that answered the study's research questions.

Definition of Terms

The definition of terms is defined below and relative to the research study:

Fintech: Fintech describes the intersection of finance and technology and or financial services and technology. Technology provides consumers with financial services and products in investing, banking, and other areas of finance. The Fintech industry impacts financial business models, processes, markets, and institutions (Madir, 2019). Examples within this space include wealth and investment management firms, hedge funds, and custodial organizations that provide products and services.

Human Resources (HR): Human Resources began initially as a business function for performing administrative tasks. However, two additional roles have developed, providing greater value to the organization. First, a business partner to build systems and practices, partner to the business for process improvement and development of talent performance. Secondly, a strategic collaborator for human capital and organizational performance, assisting with strategy development (Lawler & Boudreau, 2018).

Talent Acquisition (TA): Talent Acquisition describes the process to hire new talent. The TA process involves full lifecycle recruiting efforts to bring on new talent, including sourcing and interviewing, networking, offer management, and onboarding. First, TA involves branding efforts to ensure the attraction of viable talent. Next, building pipelines of potential talent and networking activities. Finally, building relationships and onboarding new hires (Swinarski, 2021).

Talent Management (TM): Talent Management represents the process to develop and retain employees, including efforts to overcome turnover implications. TM further includes training created and designed for employee goal achievement, identifying top performers for growth opportunities, managing, and improving morale, and conflict resolution (Swinarski, 2021). TM strategies ensure that organizations are equipped with strategic measures to create outcomes to reduce the loss of revenue due to attrition.

Assumptions, Limitations, Delimitations

Assumptions describe unverifiable but true facts that involve real and potential risks. Limitations include potential weaknesses and risks. Delimitations define study boundaries or scope. Assumptions, Limitations, and Delimitations for this study revealed implications for the specified industries, organizations, leaders, and employees. The following segments provided context to each, as well as how risks are mitigated.

Assumptions

Considerations for research involve sequenced steps and factors. First, assumptions are identified, followed by a testing sequence. Assumptions are then prioritized by severity, followed by probability. Finally, the cost of resolution. The first factor, severity, describes the influence of the consideration if the assumption fails to be true. Probability, the second factor, concerns the possibility of a true assumption. Essentially, the study tested factors that are equal, however, validating fewer probable assumptions first (Fjeld, 2018). For example, this study included assumptions around talent attraction and probability factors that influence motivations for how candidates select one organization over another. Additionally, talent retention and motivations that influenced employees to remain committed to an organization, as opposed to others that, prompted actions to look outside of the organization.

The final factor, cost of resolving uncertainty, defines aspects that determine resolution or sufficient indication to assert the assumption as validated. Much of this factor involves determining the lowest-cost option to gather evidence. In short, testing all that are equal, if one assumption costs less than another to resolve, the lower should be addressed before the higher (Fjeld, 2018). Cost assumptions for this study involved a probability of higher costs involved in retaining, training, and promoting talent to avoid talent attrition costs and potentially lower amounts associated with attracting talent.

An assumption also existed that leaders may exhibit similar leadership styles. Current research indicated that most leadership styles are similar with regard to behavior and their effect on work engagement. In detail, similarities exist within the popular leadership styles, including leadership morals, modeling behavior, and support provided to employees. Positive leadership styles, including transformational, servant, and instrumental, for example, also overlap and possibly result in construct redundancy (Decuypere & Schaufeli, 2020). The concern exists that newer leadership theories are endorsed exclusive of evaluations for distinctiveness and suitability to prevailing leadership approaches, resulting in redundancy (Hoch et al., 2018).

The similarities between the leadership styles potentially outweighed differences in reference to employee engagement; however, research indicates work factors and individual needs facilitate variances in positive leadership behavior and employee engagement. However, the mitigating factor included the possibility of fewer similarities among the study's participants in relation to motivating factors and psychological needs. Further, the differing leadership styles possibly influenced the study's results, dependent on the focus on the specific style. For example, an ethical leadership style may fulfill employee engagement through needs satisfaction, while an empowered leader may satisfy needs for autonomy and competence (Decuypere & Schaufeli, 2020). Essentially, the mitigation for the assumption includes exploring leadership styles outlined with theories and reviewing current literature.

The study incorporated several methods to collect participant data and several additional assumptions. First, participants were expected to provide truthful and accurate answers. The research encompassed specific criteria for question generation and participant selection to mitigate this assumption. Specifically, obtaining detailed information to distinguish participants from one another to find a balance within the quality of information (Blundell & Costa Dias, 2005).

Limitations

The study sought to define the impact of organizational leadership's strategic efforts to address employee job dissatisfaction, lack of organizational commitment, and lack of employee career advancement resulting in continuous efforts to acquire and retain talent. The sample population of organizational leaders and employees was potentially limited in candid responses from personal interviews. The data from each participant is considered private; however, the responses could be reduced. Additionally, using multiple case studies required additional resources and time; therefore, participants understood the time limitations of the research. Each case should follow the same logic to produce similar results and predictable and anticipated results (Yin, 2018). Finally, the study examined private firms, whereas the different dynamics may exist for public or smaller firms. To mitigate the limitations, specific organizations encompassed the leader and employee participants, removing generalizable results, transparent and ethical communication regarding the intended study outcomes, and consistent data gathering to generate deliberate results were implemented.

Delimitations

The study has two potential delimitations essential to discuss. The intentional participant groups of organizational leaders and employees possibly presented a delimitation, as both represent only a fraction of the population within a specific industry. The two groups were selected based on the gap in literature discussing the real-world experiences of the groups and the challenges faced. The financial services or Fintech industry was selected based on its roots in exceptional customer or client service, access to data and information, and projections to utilize technology to disrupt and reshape the industry, Fintech space, and advancements in determining needs to offer more than financial services (Arjunwadkar, 2018). Secondly, selected elements for leaders and employers were narrowed in scope based on specific challenges aligned with the organization for talent attraction and retention. Both delimitations could potentially impact the study as a minor representation of a larger population experiencing similar challenges.

Significance of the Study

Findings from the research may aid organizations in maximizing opportunities to attract and retain internal talent. Organizations may further utilize the data to guide leaders with specific behavior to build relationships internally and externally to increase attraction and retention. The research findings may additionally support several leadership theories, including Maslow's Hierarchy of Needs and the Transformational Leadership Theory, and the relation to employee attraction and retention within the Fintech industry. Finally, the leadership-specific findings may create opportunities to implement programs and strategies to decrease challenges. The significance of the study identified the potential reduction of gaps in the literature, implication for biblical literature, and benefit to business practice and relationship cognate.

Reduction of Gaps in the Literature

A significant amount of academic literature exists on the challenges organizations and leaders face in attracting and retaining talent. This study may potentially assist with filling existing gaps explicitly within the Fintech industry. Participants for the study included organizational leaders and employees within the Fintech space. Challenges within the current marketplace, including pandemic layoffs, increased resignations, and organizational goals aligned to competitive advantage, highlight the importance of attracting the right talent and retaining solid performers. Organizational leaders are tasked with not only attracting and retaining talent but performance management, organization and role value creation, career development, and maintaining a culture of mutual loyalty. By focusing on the primary factors mentioned, organizational leaders can focus efforts on understanding job dissatisfaction, lack of organizational commitment, and lack of employee career advancement.

By definition, talent attraction describes the collection of practices organizations utilize to appeal to potential talent. Conversely, talent retention refers to practices designed to ensure current talent remain engaged and retained. Within talent management, creating strategies to provide rewards or values to employees and potential new hires contributes to the organization's ability to attract and retain talent. Further, maintaining critical knowledge workers equates to long-term success and competitive advantage for the organization. With a volatile and competitive talent market, it is imperative organizations understand that attraction and retention are critical business priorities (Wolfswinkel & Enslin, 2020).

Responsible leaders are tasked with activities aligned with stakeholder interests, ensuring their interests are appropriately represented by supporting their interests around internal and external talent. Acting responsibly to internal talent involves ensuring employees understand expectations and are equipped with the necessary skills and skills to perform. Employees should further understand intended organizational outcomes, how the organization rewards exceptional performance, and its efforts toward retention (Coulson-Thomas, 2019). Talent attraction focuses on role-specific requirements and factors that create a successful long-term hire. The emphasis is on evaluating key roles, including the impact of the roles and avenues to facilitate success. Organizations that remain competitive and implement strategies have longer survival odds (Coulson-Thomas, 2019).

Implications for Biblical Integration

The Bible provides substantial guidance to researchers seeking to conduct studies from a Biblical perspective. The instruction includes guides on the interaction with others, specifically conduct for researchers and how to relate to and treat others. In relation to caring for one another, “And let us consider how to stir up one another to love and good works, not neglecting to meet together, as is the habit of some, but encouraging one another, and all the more as you see the Day drawing near” (English Standard Version, 2001, Hebrews 10:24-25). In our works, we are also directed to follow the appropriate paths instead of an easier route to arrive at solutions. The process to reach conclusions should be guided by our faith. In detail, “Trust in the Lord with all your heart, and do not lean on to your own understanding. In all your ways acknowledge him, and he will make straight your paths” (Proverbs 3:5-6).

The Bible also provides direction on ethical matters for researchers, including confidentiality and truthfulness. First, "Do nothing from rivalry or conceit, but in humility count others more significant than yourselves. Let each of you look not only to his own interests but also to the interests of others" (Philippians 2:3-4). Secondly, qualitative researchers must certify study findings that are credible and dependable. In short, the results should be truthful and reliable for further researchers seeking to replicate the study. The Bible provides instruction to "Show yourself in all respects to be a model of good works, and in your teaching show integrity, dignity" (Titus 2:7).

For this study, the research fulfilled the Biblical perspective requirement in several ways. First, by enlisting voluntary participants who understand the purpose of the research and willingly participate free of any obligations. Further, participants understood their involvement and that any interaction with the researcher was done truthfully and ethically, with the freedom to express themselves honestly, with the option to leave the study at any time. Secondly, in close relation to the first step, the participants understood that the content involved honest and reliable feedback aligned with Biblical principles. The research structure provided a consistent and open avenue to give participants the confidence to deliver the necessary information to complete the study. The participants were additionally provided complete details of the purposes of the study and research questions, removing any researcher bias.

Finally, as mentioned, confidentiality was crucial for the study's participants. Those involved understood the researcher's intention to protect their privacy and personal information. The Bible relays that we are responsible for protecting and serving others, specifically, "So then, as we have opportunity, let us do good to everyone, and especially to those who are of the household of faith" Galatians 6:10). Moreover, "Therefore as God's chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness, and patience" (Colossians 3:12).

Benefit to Business Practice and Relationship to Cognate

The potential research location supplied detailed information, knowledge, and personal experience history in reference to the research topic and outcomes from talent attraction and retention efforts. Potential industries, including financial services and technology, and regions were utilized for this study. Selecting organizations within specific sectors and regions provided real-world reference data applicable to this study.

Financial Services Industry. The financial services industry includes many subindustries relevant to this study. Subindustries can consist of banking, investing or investment management, brokerage, insurance, and wealth management sectors and are appropriate for this study. The Fintech industry provides services to people and organizations. The subindustry is suitable as the nature of the industry relies on high trust between people and organizations. Additionally, Fintech firms can offer superior service, affordable technology, and diverse services. The varied advantages of the industry and its focus on newer technology provide considerable data points to obtain information from organizations focused on disrupting the industry with successes and failures in addressing organizational matters (Arjunwadkar, 2018).

Technology Industry. The technology industry provides a relevant source for this study. Several factors within the industry apply to the study's research questions, including social, human labor or resources, advances in technology, and business cycles. Socially, the industry provides evidence of motivations driven by regions or other locations. Human labor includes the knowledge and experience employees gain in each role. Advances within technology give a reference point for firms introducing newer products and processes that lead to opportunities for job creation or other cost advantages provided to the employee. Finally, business cycles provided data to support how employment changes affect organizations, leaders, and employees. The industry granted a closer look at the organization and employee relationship (Pianta, 2018).

Regions. The research study was performed in the Southeastern region of the United States, encompassing larger states, including Florida, Georgia, North Carolina, and Louisiana. The interviews took place through online Teams interviews. The firms included in the study supplied organizational leader-level experience regarding challenges to attraction and retention and employee-related factors regarding organization commitment and career development opportunities.

Summary of the Significance of the Study. The Supporting Material includes a Definition of Terms, Assumptions, Limitations, and Delimitations, in addition to an explanation of the Significance of the Study. The remaining section included a description of how the study affects the Reduction of Gaps in the Literature, Implications for Biblical Integration, and the study's Benefit to Business Practice and Relationship to the Human Resources cognate. The study sought to answer critical research questions about challenges Fintech organizational leaders encounter when implementing job dissatisfaction, organizational commitment, and employee career development strategies. Conducting research from a biblical perspective considered the effect on those that participate. Specifically, how participants are affected, and the appropriate respect and gratitude shown. Research focused on minimal disruption and harm to the participants while also maintaining an ethical relationship. Ethical factors were incorporated into the procedures, interviews, analysis, and results. In addition to upholding ethical considerations, the research contained integrity and truthful information to ensure study completion with the designed outcomes. The Bible provides relevant references for researchers to guide research that follows biblical perspectives. The research process involved a mutually respectful relationship that is fair and clear of bias.

A Review of the Professional and Academic Literature

By definition, a literature review offers a background for certain studies by reviewing the concepts that aided in defining the research questions. The objective is to describe the scholarly sources aligned with specific research (Harris, 2019). Additionally, the literature provides a summary of papers, books, and other relevant information from past and current writing. Researchers then locate, analyze, synthesize, and organize the research and writing related to the specific area of focus. Finally, researchers correlate a relationship within the topic, comparative to current and past studies, identify the significance of the study and connect the study's findings to prior studies (Roberts, 2019).

The literature review for the following study provided an in-depth analysis of past and current academic literature and challenges within the research. Extensive research and review of the current literature occurred, seeking to identify the specific challenges organizational leaders and employees encounter and overcome in TA and retention. The study anticipated closing the research gap by identifying specific challenges for organizational leaders and employees in the pursuit of engaging potential candidates and retaining employees committed to the organization.

The purpose of the literature review focused on a discussion and evaluation of the supportive text and challenges amongst organizational leadership and its employees. The subsequent section described the study's purpose, background, and relevancy to the financial services industry. Specifically, the opportunity to influence hiring and retention challenges for organizations and its leaders. The section further discussed the influence of the conceptual framework on the study. In detail, the framework includes a diagram to display the flow of the study's action and information. Secondly, concepts to explore the impact of greater job satisfaction in fewer acquisition and retention of talent plans, how high employee commitment influences acquisition and retention, and how career growth and advancement factors influence talent retention.

Maslow's Hierarchy of Needs outlines human behavior through various levels of individual needs and training designed to align with those needs. The Transformational Leadership theory shapes how shared behaviors from leaders' impact talent attraction and employee commitment. The following section examined organizational leaders and employees and the impact on both groups in relation to efforts to attract talent and promote commitment. The literature review includes 100 references from peer-reviewed resources, including dissertations, journal articles, books, trade publications, websites, and other related sources, with a definite focus on publication dates within the five years of the dissertation completion. To close, the literature review concluded with a chapter summary and transition.

Successful management of talent involves navigating considerable changes in how organizations secure and maintain talent. A 2021 study described talent management as the methodical identification of pivotal roles that impact the organization's competitive advantage, the development of a talent pool, and the creation of internal practices to fill roles and promote organizational commitment. The academic interest in talent management began over two decades ago, with its classification as the *War for Talent*, creating a distinctive focus for organizational leaders and human resources teams. An expanding gap exists between the demands of jobs and skills presented in the current market. Many challenges remain within talent management, including strained labor markets, complicated business acumen demands, changes within technology and organizations, and rising job mobility (Vaiman et al., 2021).

Talent acquisition and management boundaries have shifted significantly, prompting a greater focus for organizations and leaders. The changes within the vocation ignited practices focused on employee engagement, employee productivity, as well as attrition, and retention rates. The COVID-19 pandemic led to a shift, a newer form of turnover, changes to recruitment processes, compensation challenges, limitations within benefit offerings, work-life balance value, and mental health initiatives. Post-pandemic, organizations are now faced with a wide variety of attraction and retention challenges, including decreasing turnaround time, time, and cost to hire. Additionally, a solid interviewing and onboarding experience attracts both candidates to the organization and further retains employees, providing a lasting impression (Ghosh, 2021).

Although the aforementioned challenges now exist, organizations also have an opportunity to benefit from larger candidate pools brought on by the flexibility for candidates to sit remotely or work in a hybrid capacity of a few days remotely and other periods within a local office. Hiring candidates from anywhere globally presents an attractive offer to candidates who now have the flexibility for family and other personal obligations or attending necessary appointments. A workforce management software organization found that Generation Z and Millennial workers are especially interested in organizations with location flexibility or the option to relocate to lower-cost or more affordable locations. The effects of the pandemic have also created alternative ways for recruiters to connect with candidates, including hiring parties or open houses, virtual interviews, and video interviewing platforms whereby candidates are able to answer a predetermined set of questions (Grensing-Pophal, 2021).

Maslow's Hierarchy of Needs Theory

A management process to determine the influence of behavior that drives individuals, motivation affects behavior and performance, and how individuals perform actions and achieve goals. A substantial amount of literature exists to support the impact of motivation on employees and an increase in productivity and employee commitment. Understanding the reasons for employee motivation can be determined by utilizing Maslow's Hierarchy of Needs. The theory finds that underlying factors influence individual behavior that drives actions. The theory is a common approach to understanding and measuring how individuals are motivated at work (Alajmi & Alasousi, 2019).

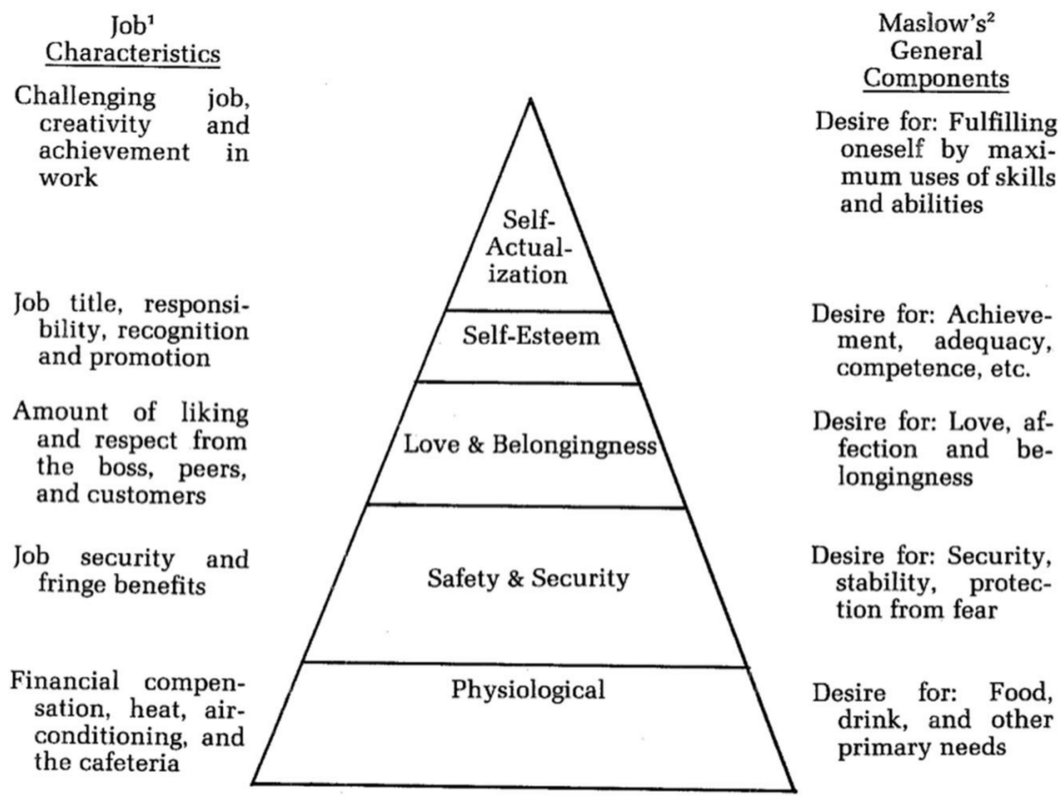
From a work viewpoint, Maslow's theory combines compensation, incentives, organizational culture, and management style as a cohesive whole. Several examples can be used to describe the levels of the six needs. Employee compensation satisfies the physiological need. A feeling of job security and established responsibilities fulfills safety needs. Feelings of safety motivate employees to work on more significant needs and interests. Love needs are those that benefit from a positive organizational culture where employees are able to build rapport with one another. Next, esteem needs result from positive management and employee relationship, where the employee is trusted as capable in their role. Finally, self-actualization needs require more work and describe leadership's ability to motivate engaged employees and provide work matching their potential (Stewart et al., 2018).

Stewart et al. (2018) defined leaders that devalue employee ideas or input as management that lacks "emotional intelligence." Those leaders were primarily driven by numbers and took less interest in the employee's emotional or psychological factors (Stewart et al., 2018). Abraham Maslow announced the hierarchy of needs in 1943, highlighting the six basic needs centered around human behavior. Hierarchically, the needs begin with the physiological needs, followed by safety, love, or social belonging needs, finishing with self-esteem and self-actualization needs (Lussier, 2019). Examples of each need for work purposes concern the essential needs to perform well and remain committed. For instance, physiological needs describe basic needs such as a dedicated workspace or workstations, suitable lighting, and temperature, as well as food resources. Security needs at work include safety in the workplace, stable compensation, and health benefits. Social needs are fulfilled through social interactions, friendship, and feelings of belonging. Most individuals in society have a need to seek esteem needs or those that will bring about strength and confidence. Moreover, esteem needs comprise reputation, recognition, and importance. Lastly, self-actualization needs to affect self-fulfillment and individual potential (Alajmi & Alasousi, 2019).

Maslow determined the physiological need represents the most vital need for man, as the biological needs are necessary for life. Safety needs encompass needs for protection and stability. Safety and security are also essential for individuals. Social needs follow satisfied physiological and safety needs and are fulfilled by feelings of love and affection. After, employees are happy and have a sense of belonging. Next, esteem needs are attached to individuals and esteem from others. In the absence of esteem needs, individuals experience feelings of inferiority and helplessness. Finally, self-actualization needs represent a dominant need or the main driver toward individual goals and ideal aspirations (Jerome, 2018). Maslow’s development of the needs originated from an early understanding of motivation between the sexes through the use of experiments, observations, and interviews. Corporate organizations began to implement the hierarchy in the 1950s as a model of human motivation relatable to the nature of management. Further, Maslow’s theory influenced employee compensation packages to satisfy esteem needs. Maslow additionally created a pyramid representation of the hierarchy to describe the motivational theory (Lussier, 2019).

Figure 3

Hierarchy of Needs Pyramid



Note: Reprinted from Lussier (2019). Of Maslow, motives, and managers: The hierarchy of needs in American business, 1960–1985. Journal of the History of the Behavioral Sciences, 55(4), 319–341.

Successful leadership inspires employees to achieve the best from themselves and expected results. Leadership, by definition, involves how leaders motivate and execute direct reports toward completing organizational goals and objectives. Additionally, leadership involves outlining and selling the organizational vision and equipping team members with the methods to realize the vision. In short, leaders have influence over others to direct their efforts towards organizational goals by focusing on the human resource facet of management. In short, organizational success and productivity are contingent upon the employee's motivation, work, and skills (Jerome, 2018).

Leaders are tasked with leading teams in achieving organizational goals through communication, motivation, influence, and encouragement. Employee motivation measures emotional or psychological attachment to an organization. Leadership style is the leading factor in increasing employee motivation. At the core of organizational success are hardworking, committed, and motivated employees. A committed workforce is less likely to leave an organization based on expanded performance and productivity. The implications of leadership and the applicable leadership style are crucial for emerging economies. In 1945 the leadership style method began at the Ohio State University, followed by a 1947 study at the University of Michigan that named two initial styles of leadership, Employed Centered (EC) and production Centered (PC). EC leaders are primarily focused on achieving goals, with less of a focus on punishing employees in the wrong. Conversely, PC leaders concentrate on output and supervisory work and less on leadership skills such as planning (Fiaz et al., 2017).

A 2018 study determined that leadership style contributed considerably to lower levels of job satisfaction. Leadership style describes a method implemented by leadership to manage resources in the organization. Leadership style will also vary by situations, people, cultures, and other areas. Establishing a leadership style is essential for employee job satisfaction and turnover reduction. In addition to leadership style, understanding human capital is crucial, as dissatisfied employees perform less, resulting in reduced productivity, high turnover, and dangers to the organization. Various leadership styles exist, ranging from autocratic to laissez-fair, transactional to situational (Jerome, 2018).

Autocratic Leadership Style. Leaders who hold absolute power over their direct reports and typically seek less input from team members describe this leadership style. Further, the leader arrives at decisions without feedback from his team and has the final say on matters. Known as the authoritarian leader, relies on self-knowledge and experience to diagnose problems and arrive at solutions. The autocratic leader also formulates rules and regulations and establishes procedures to accomplish goals and objectives. Motivation for employees under this leadership style derives from established rules, rewards, consequences, and strict guidance (Jerome, 2018). Essentially this style emphasizes performance over people and rewards motivation with economic incentives. The style further relies on authority and control to get the job done (Fiaz et al., 2017).

Democratic Leadership Style. The democratic leadership style includes principles of sociability, helpfulness, and encouragement, as well as benevolent, with a belief in people. The style further assumes people are naturally trustworthy and self-motivated, prompting organizations to encourage teamwork, greater performance, and satisfaction (Fiaz et al., 2017). Leaders who practice the democratic leadership style arrive at decisions through a participative decision process involving direct reports. The power within this style lies with the group versus the individual leader, resulting in stronger communication amongst the team as both groups are aware and involved in determining rules and regulations. Leaders and employees under this style are highly skillful, hold a high responsibility, and are generally trusted to work (Jerome, 2018).

Laissez-Faire Leadership Style. Leadership under this style maintains a lower profile, purposely moving to avoid any disturbances. Further, the leader prefers to work under already established structures without any pushback. Moreover, the leader avoids decision-making, communication, and any sort of employee development (Fiaz et al., 2017). The Laissez-faire leadership style entrusts employees with a high degree of freedom to perform tasks and follows a carefree manner. After leadership receives confirmation that its employees are performing well, the leadership style facilitates employee-focused decision-making. Additionally, the employee will develop solutions to problems. Employees under this style are highly experienced (Jerome, 2018).

Transactional Leadership Style. The transaction positioned style follows transactions or rewards for excellent or poor actions. Laudable results are rewarded appropriately; however, punishment will occur for negative results. Leaders practicing this style focus on completing assignments associated with rules and structure within a large organization. The transactional leader possesses certain characteristics, including the ability to carry out short-term goals, follow policies and procedures, approach decisions from an analytical or logical view, despise change, and emphasize the importance of rules to direct reports (Jerome, 2018).

Situational Leadership Style. A 2021 study on turnover within the educational industry described situational leadership style as a theory established in 1976. Leaders following this style primarily focus on relationships or work. Leaders prefer one or the other and thrive by applying their focus according to specific situations through communication and adaptability to employee needs. The leaders are entrusted with identifying the appropriate approach. In relation to turnover, the study determined a correlation exists, indicating that if leadership effectiveness increases, employee interest in leaving is likely to decrease (Reed, 2021).

Transformational Leadership Theory

Employee engagement and emotional intelligence have a direct correlation to the transformational leadership style goals for engagement. Escalating research indicates an increase in emotional intelligence predicts higher degrees of engagement (Barreiro & Treglown, 2020).

The transformational leader provides inspiration and intellectual stimulation. Essentially, transformative leaders who connect emotionally, inspire, and motivate comprise the background necessary to engage organizational employees (Milhem et al., 2019). Understanding motivators for employees can be achieved with the transformative leader who collaborates with employees, resulting in an understanding of organizational attitudes and behaviors. Transformative leaders influence employee engagement by designing meaningful and motivating work and through the leader's emotional intelligence (Milhem et al., 2019).

Historically, transformative leadership has garnered considerable scholarly interest since its establishment over 40 years and is the most researched paradigm. James McGregor Burns introduced the transformative theory to describe great leaders serving as an independent force driving change to the structure of a follower's motivational base. Four leadership dimensions exist within transformative leadership. First, idealized influence or emulating attributes or behaviors and inspirational motivations, or leaders providing inspiring future visions. Next, intellectual stimulation or the creation of newer ways of thinking. Finally, individualized consideration, or the attention to follower needs and matters (Siangchokyoo et al., 2020).

Job Dissatisfaction. A 2021 study on work-life conflict (WLC) and employee turnover intentions considers both phenomena as major factors that affect employee performance, productivity, and commitment. WLC began with a theory describing an employee working in multiple roles while also competing for energy and time. Also, an internal conflict where work and other life commitments are incompatible. WLC impacts both personal and professional outcomes. Professionally, outcomes include plans to exit the organization, job dissatisfaction, increased turnover, and a decline in employee commitment. Personal outcomes have familial or marital satisfaction, physical impairments, stress, depression, and burnout (Shakoor et al., 2021).

Employees who are dissatisfied with individual roles or an organization may benefit from positive efforts from satisfied employees within the organization, known as citizenship behaviors. Similar to mentors partnered with new hires, citizenship behaviors employees will reach out to colleagues to assist with work-related tasks. The alliance also benefits the organization and its competitive advantage. Satisfied employees are motivated to help based on a sense of personal fulfillment and belonging, team cohesion, and other motivators. On the other hand, more research is necessary to uncover how the lack of enthusiasm amongst employees hinders interest in helping others. Characteristics of dissatisfaction include feelings of unhappiness that reduce energy and inhibit fulfilling job duties. When feelings of unhappiness become strong, influencing the interest or decision to allocate energy towards helping colleagues. Positive organizational strategies may counteract the resource depletion from dissatisfied employees, influencing and motivating employees to help others. (De Clercq et al., 2019).

Employee Commitment. A 2019 study on the influence of corporate reputation and image on employee commitment and performance determined corporate reputation (CR) influences how employees relate, commit, and perform within the organization. Specifically, CR fosters personal fulfillment, increases relatability with the organization, creates a collaboration with the organization to meet objectives, and enhances responsibility to the organization and interaction externally. The reputation of the organization comprises a number of factors, involving satisfaction with the organization’s offerings, organizational transparency and social responsibility, and employee qualifications. The notion of job commitment develops from employees who deploy higher efforts and energy in their work (Almeida & Coelho, 2019).

Employees that are closely involved with the organization are motivated to improve performance. The motivated employees benefit from higher self-esteem and better workplace satisfaction. A sense of loyalty is also generated from mutual trust between the organization and employees, overall increasing employee engagement. The impact of CR creates opportunities for organizational employees to deploy HRM methods to increase competitiveness (Almeida & Coelho, 2019).

Career Development. Although a consistent emphasis exists on employee self-management, organizations also hold a responsibility to develop careers for employees. Sustainable careers, or the notion of dual responsibility for developing careers, consists of complete work histories and the intersection of work and family. With the development of career development plans, organizations find benefits to attracting and motivating potential and hired employees, as well as retaining skilled workers. Organizations that support their employees in developing their careers see an increase in overall career satisfaction. Organizational career development includes career strategy, support and education, training, mentoring, and networking (Wickramaratne, 2020).

In 2015 the Bureau of Labor Statistics concluded that adults change roles 12 times on average during the course of their careers. Since then, the traditional route of career development shifted to organizations creating consistent strategies to retain top talent, and employees are tasked with developing transferrable skills internally and externally. Career development exists on a fine line between individual career requirements and organizations that must abide by workforce requirements. Career growth is likely to impact employees with healthy careers who hold higher levels of commitment. Organizations that create an environment of mutual career development investments find the relationship outcomes are more significant commitment and reduced turnover rates. In short, if organizations produce career growth plans with optimistic expectations, proactive employees who maintain actionable goals and retainable employees will likely offer optimized performance and commitment (Vande Griek et al., 2020).

Strategies for Talent Acquisition. Competition for talent attraction and retention and pipelining for highly experienced and capable employees developed into a strong priority for organizations. Gaining a competitive advantage for acquiring and retaining talent involves strategies to inspire motivation and plans to ensure employees are placed in the right role according to their skillset. Successful strategies for TA encompass six elements: organizational branding, workforce development, sourcing, and recruiting, leveraging recruitment technology, a superior onboarding experience, and usage of data analytics (Anita, 2019).

Organizational Branding. Demographic and economic changes created a need within organizations to develop branding strategies that provide organizations with a competitive advantage. Branding or brand management involves an organization's activities to plan, evaluate, expand, and manage its brand. Organizational culture is closely associated with branding, as it defines its values and identity. Further, culture enhances commitment, as it provides the foundation for employee mindsets, motivations, and behaviors that ultimately contribute to how employees value and remain loyal to the organization and its goals. In addition to distinguishing an organization from its competitors for prospective and current employees, branding for attracting talent utilizes external advertising, organizational ambassadors, career fairs, and scholarship offerings to increase the attractiveness of the organization. Organizations that employ the factors also implement internal branding practices, such as training, professional development, career growth, coaching, and performance reviews, to retain valuable employees. Additional research finds a direct correlation between internal efforts and job satisfaction (Kalinska-Kula & Staniec, 2021).

Workforce Development. Workforce development describes a continuous process engaging both jobseekers and organizations. The process involves identifying, recruiting, assessing, training, and placement of potential talent entering the organization, as well as the continued maintenance and development of eventual employees after hire (Holland, 2019). Additionally, workforce development involves talent management processes to strengthen the organization. A study on talent management and employee retention determined that effective talent management influences employees to align with the organization, add value, excel in their profession, and bring the appropriate skills and experience. Career development is a vital measurement within talent management, as it encompasses the planning and decision-making on goals and proficiencies the employee will achieve. Employee engagement relates to not only attitudes and behaviors but individual intentions. Employees that are engaged are highly involved and attached to organizations (Baharin & Wan Hanafi, 2018).

Branding and attraction efforts bring forth top talent interested in success for the organization. Successful and engaged employees are passionate, interested in their individual roles, and are focused on improving, remaining productive, encouraged, and positive. Engaged employees further believe in the work performance, organization, and its goals. Moreover, build strong relationships with internal and external customers. Conversely, disengaged employees perform at the minimum required level, are less motivated or passionate about work, display dissatisfaction, are frequently absent, and negatively impact the morale of the organization (Recruitment and Retention Practices, 2019).

Leaders ultimately have a responsibility to develop positive relationships, coach, encourage, develop, and reward employees for increasing engagement, resulting in a decrease in dissatisfaction and attrition, as well as providing a competitive advantage to the organization

(Recruitment and Retention Practices, 2019). Performance management involves the process of evaluating and managing how employees are compensated. Finally, competency mapping consists of the identification of key competencies within an organization affiliated with individual employees that further define career growth (Baharin & Wan Hanafi, 2018).

Sourcing and Recruiting. The recruitment process involving sourcing and full lifecycle recruiting directly impacts the success of the organization, satisfying its strategic objectives. The sourcing and recruiting process seeks to identify and hire the employees with marginal costs, selecting the applicable quality and quantity. Recruitment begins with establishing the pool of initial candidates through postings, referrals, internal applicants, sourcing, and other means, followed by the selection of candidates possessing the knowledge, skills, and abilities (KSA) associated with the role and organizational goals. The selection process reduces the amount of applicants ultimately, moving forward with those likely to fill the role (Kulkarni & Che, 2019).

Leveraging Recruitment Technology. Innovation efforts within talent TA enable an organization to discover and retain the best talent globally and provide value in the recruitment and hiring process. A recent study described the shift in human resource management (HRM) to incorporate digital technologies into improvements to the TA process. Recruiters are moving away from older recruitment technology to keep up with modern tools job seekers are utilizing. A 2019 study on intelligent software tools for recruiting indicated that the push to leverage recruitment technology resulted from shifts in employment conditions and a disproportionate number of jobs for the number of qualified candidates. Next are business-related changes, including outsourcing and automation, as well as shifts and advancements in technology. Lastly, data collection and methodology shift that allows for accurate predictions of the candidate to job fit (Kulkarni & Che, 2019).

eHRM. Organizations are similarly able to deploy electronic human resource management (eHRM) tools for recruiting and retention, as well as to decrease the time to fill for backfilling roles. eHRM incorporates technology, whether via the internet or intranet, to accelerate core HRM functions, including recruitment, training, performance, and compensation management. Other forms of eHRM include web-based recruitment and e-learning. eHRM not only works to reduce turnover and attract talent but also to retain long-term employees. A study discussing the benefits of eHRM within the hospitality industry determined that electronic recruitment and selection, e-recruitment, and e-selection, respectively, help organizations target the right skillset that aligns with the job (P-J fit) and organizationally (P-O fit). By arriving closer to the right role and organization fit, attrition and heavy recruiting should decrease (Johnson et al., 2020).

E-recruitment. Organizational goals for recruitment include the attraction of well-qualified candidates that are motivated to apply for roles. Attracting and building large pools of candidates provides the organization with the flexibility to be selective and focus hiring efforts on the best talent. Electronic recruiting, or e-recruiting, describes the use of technological methods to attract job seekers, maintain their interest throughout the recruitment process, and ultimately influence role selection. Examples of methods may include websites and various social media platforms, with advantages to increasing the applicant pool and efficiency of the overall recruiting process. AI tools for e-recruitment additionally enhance outcomes, beginning with the initial screening.

Widening the Applicant Pool. In a candidate-favored market, the competition for talent requires successful strategies to not only attract talent but a larger pool of applicants to an organization’s roles. E-recruitment presents an opportunity for organizations to achieve more robust results of applicants matching the requirements for their roles. Winning outcomes from increasing the applicant pool result in a higher probability of hires matching specific industries, values, and goals associated with the organization. Securing hires that match organizational goals increases employee commitment and retention. AI can also characterize high-performing and tenured employees through the use of cognitive insight. Furthermore, after identifying long-term employees, organizations can create targeted recruiting campaigns to attract candidates matching their skillset (Johnson et al., 2020).

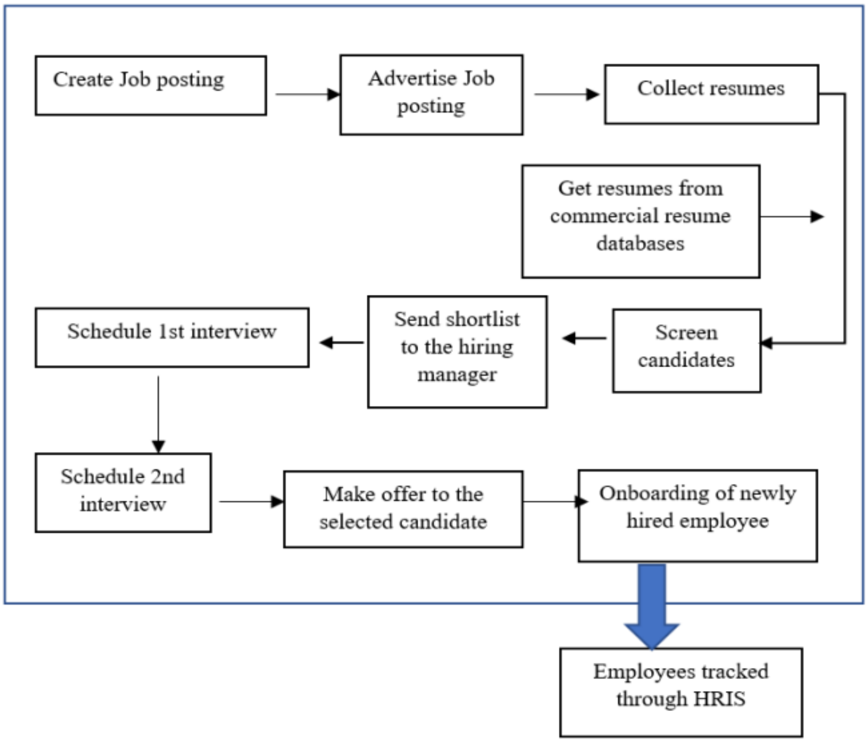
Passive Job Applicants. E-recruiting can additionally target currently employed candidates not on the market, however, who are open to considering another role, commonly known as passive candidates. The common approach for organizations is to source social media sites, for example, Facebook, LinkedIn, or Twitter, with outreach to encourage a passive candidate to apply for a role. Passive candidates typically hold the necessary job experience and are likely to commit to an organization for extended periods. Organizations are also able to utilize employee data to identify employees with promotion opportunities and possibly increase job satisfaction rates amongst other employees witnessing advancement opportunities (Johnson et al., 2020).

Several primary goals exist within organizational HR systems, achievable by meeting key objectives around attraction and retention. The first goals center around all recruiting activities, including attracting top talent aligned with best practices. Secondly, the use of a formal selection system to secure skilled talent and align with both roles for individuals, in addition to the goals for organizations. Next, training and development should be offered as requirements for the role change. Lastly, with the selection process and compensation systems, organizations will enhance worker retention. Technological advancements and eHRM have greatly improved HR and how organizations and employees perform work functions. Human resource information systems (HRIS) can be implemented to store and retrieve data, as well as to process payroll, reporting, and TA functions (Johnson et al., 2020).

One common recruitment technology software utilized by most organizations is an Applicant Tracking Software or System (ATS) to aid recruiting professionals in managing the needs of the organization and candidate administration. Most ATS are user-friendly and allow users to create and post jobs, accumulate resumes, shortlist, or categorize candidates, manage the interview process, including scheduling, extend offers, and move the final candidate through the onboarding process. ATS are further customizable to create added tasks in the hiring process and integrate with other business tools, such as Microsoft Outlook. Typically, both recruiters and hiring managers have access to the data within an ATS and utilize the tool to collaborate (Kulkarni & Che, 2019). Figure 4 provides an overview of a standard ATS and its components:

Figure 4

Standard ATS Components



Note: Reprinted from Kulkarni and Che (2019). Intelligent software tools for recruiting. Journal of International Technology and Information Management, 28(2), 2–16.

Social media global companies such as Twitter, LinkedIn, Facebook, and Instagram offer flexible methods to connect job seekers with the appropriate technology to submit resumes, complete video interviews, and accept formal offers of employment. The platforms are a major source of potential talent. Social networks further accelerate recruitment, allowing for the direct contact between Recruiter and job seeker, develop the organization's brand, including its reputation and attractiveness, promote transparency in relationships, and build trust and kind exchanges. Finally, it utilizes job data to rank candidates with objective data. Forms of digital technology additionally allow passive job seekers to review open job opportunities from Recruiters, providing a competitive advantage to the organization. Recruiting processes utilizing artificial intelligence (AI) provide a thorough assessment of emotional intelligence, moral values, and emotional intelligence (Allal-Chérif et al., 2021).

Artificial Intelligence. The Society of Human Resource Management (SHRM) identified AI as a prominent technology movement and the major driver of HRM in the future. Implementing AI can support a few areas within HRM. First, AI can improve organizational process automation. Here organizations are able to automate certain processes, such as tasks, and also provide insight into client service and purchasing behavior. In consideration of benefits automation, enabling AI would register employees for benefits automatically. Secondly, AI can be implemented to utilize algorithms and machine learning to simplify decision-making through the interpretation and analysis of data. For HRM, AI can aid leadership in evaluating employee job characteristics against employee satisfaction data (Johnson et al., 2020).

Artificial intelligence recruitment technology tools can be deployed to solve a multitude of problems within recruiting and staffing. First, if an organization begins to experience an increase in resignations, prediction software can analyze employee behavior on the likelihood to leave and provide the organization with a head start on recruiting to reduce costs. Next, an organization seeks to boost or diversify its job descriptions and utilize software to receive description or language recommendations against different types of candidates. For direct recruiting and sourcing of candidates, AI software scans multiple career networks (LinkedIn, Indeed, etc.), accelerating the candidate sourcing rate, improving the quality and quantity of talent, and liberating recruiters to focus on more critical tasks. Finally, for branding efforts, an AI tool to monitor candidate perceptions of the organizations and pinpoint weaknesses in the hiring process creates a stronger employer brand, enhances the talent pool, and reduces attrition and costs (Albert, 2019). Table 1 provides additional AI tools, solutions, organizations that have adopted the software, and vendors to guide organizations in selecting the appropriate software:

Table 1

AI Tools for Recruiting and Staffing

Table I Areas AI tools can be employed to support R&S

AI tool	*Problem*	*Solution*	*Outcomes*	*Adoption*	*Vendors*
Vacancy prediction software	Spontaneous resignations increase costs	Software identifies employees' behavioural data and makes a prediction on likeliness to leave Prediction software gives a head start, which reduces these costs	Improved talent attrition Improved employer brand Reduced time to hire	Large companies (e.g. IBM) Data-driven firms (e.g. Facebook) High candidate volume (e.g. Goldman Sachs) High turnover (e.g. Call Centres)	Workday talent insights Bamboo HR Job rate Monster talent management
Job description optimisation Software	Complex jargon, boring, indirect discrimination can be off-putting Negatively affects diversity, applicant volumes and employer brand	Software provides recommendations to optimise job descriptions and tailor the language to different types of candidates	Improved diversity Reduces the risk of indirect discrimination Higher candidate engagement	Cisco American Express Johnson & Johnson Nvidia Expedia Evernote	Textio Three sourcing 15Five
Targeted job advertising optimisation	Wrong message to the wrong audience through the wrong channels is a waste of resources	Using AI, ML and data insights, firms can target accurate recommendations to relevant candidates	Improves candidate experience Maximises chances of candidate engagement Minimises advertising spend	Retail sector Newton Netflix YouTube	ClickIQ PandoLogic Recruitz Appcast
Multi-database candidate sourcing	Untapped potential of suitable passive candidates and former employees reduces talent pool quality	AI-tool scans through multiple databases (e.g. LinkedIn, Glassdoor, indeed, social media profiles) much faster and more accurately than a human recruiter	Accelerates candidate sourcing rate Frees up recruiter's time to focus on more essential tasks Improves quality and quantity of talent pool	Intel eBay Hilton Verizon IBM Accenture Warner Bros	Hiretual Pro Ideal
CV Screening Software	Reviewing CVs is time-consuming and costly Human error increases as the number of CVs increases	Software instantly reviews a large volume of CVs to filter out and rank the best ones	Reduces bias and issues associated with human fatigue Improves diversity Reduces costs Allows recruiters to focus on more essential tasks	IBM LinkedIn Hilton Goldman Sachs Amazon	IBM Kenexa Ideal. CVVIZ Zoho Recruit Talent Recruit Talent Cube
AI-Powered psychometric testing	Outdated, boring and unengaging tests leads to negative candidate experience and negatively affects employer brand	Tests use AI to provide engaging tests designed to improve candidate experience while simultaneously assessing candidates	Allows recruiters to focus on more essential tasks Improves diversity in the work places Improves the candidate to hire (C2H) ratio	Unilever PwC Accenture LinkedIn Tesla	Arctic Shores Pymetrics Knack
Video screening software	Pre-screening interviews are costly, biased and time-consuming	Software analyses video interviews to assess person-organisation and person-job fit	Reduces bias and discrimination Allows recruiters to focus on other essential tasks Improves candidate experience	Vodafone Intel Urban Outfitters IBM Hilton Unilever	HireVue Montage Wepow InterviewStream
AI-Powered background checking	Background checking is time-consuming and ripe with human error Leads to problematic employee termination downstream	AI software scans through multiple databases to verify candidate details such as criminal record, credit rating and references	Allows recruiters to focus on more essential tasks Reduces costs associated with human errors	Fortune 500 firms Financial Firms Uber Axa Insurance BT McAfee	Check's Intelligo GoodHire HireRight Sterling Talent Onfido

(*continued*)

Table I

Ai tool	*Problem*	*Solution*	*Outcomes*	*Adoption*	*Vendors*
Employer branding monitoring	Reputation affects the way candidates perceive a potential employer Bad reputation leads to lower talent pool quality	Software scans through public data to assess overall sentiment and identify weak points in the hiring process	Stronger employer brand improves talent pool quality Positive image for clients Reduces T2H, staff turnover and overall costs	McKinsey & Co Oracle HP Dominos	Lexalytics Semantria Microsoft Thematic DiscoverText
Candidate engagement chatbot/CRM	Direct recruiting and relationship management are costly and time-consuming Unpredictable or high volume can lead to longer responses, dissatisfied candidates, which negatively impacts employer brand	Chatbots are tool that leverages Natural Language Processing to mimic human conversational abilities and can be used to engage candidates, provide quick responses to questions anytime	Reduces T2H Allows recruiters to focus on more essential tasks Improves candidate experience and employer brand	Sephora eBay H&M Pizza Hut Burberry	IBM Nuance NextIT Kore Inbenta Personetics Aivi Mya Beamery
Automated scheduling	Scheduling calls, tests, interviews or meetings is time-consuming and non-essential	AI system that picks up on scheduling expressions to automatically execute these admin tasks	Allows recruiters to focus on more essential tasks	AT&T Disney Coca-Cola Walmart General Electric Survey Monkey	X.ai Troops Tact Olono

Note: Reprinted from Albert (2019). Ai in talent acquisition: A review of ai-applications used in recruitment and selection. *Strategic HR Review*, *18*(5), P, 217-218.

Onboarding. Onboarding is a necessary component of the hiring process for both the organization and new employees. Academic literature on onboarding relays that the method should be approached as a change for both the employee and the organization adopting a new employee. The Society for Human Resource Management (SHRM) depicts the step in the offer process as a way to acclimate new hires to roles quickly, as well as to identify KSAs and behaviors necessary to function within the organization. Onboarding incorporates several human resources processes, beginning with feedback from the recruiting and selection stage to building the KSAs through training and coaching. Next, performance management, reward, and achievement are used (Karambelkar & Bhattacharya, 2017).

Organizational level changes, whether for one person or 1,000, can be deployed in the onboarding process. First is the awareness phase, involving communication with the new employee regarding the importance of the role and value of the organization. The introduction may include the organization's history, structure, and culture. The desire stage follows, designed to motivate new employees, and set expectations for the new role. Additionally, the new employee's manager will introduce opportunities for career and professional growth, socialization opportunities, pathways to information and resources, and assistance with coaching and mentoring. The knowledge phase builds confidence and knowledge of organizational processes, products, and resources.

Furthermore, new employees will understand policies and desired behavior compliance requirements. Another building phase, ability, occurs when the employee applies knowledge to perform the responsibilities of the role, establishes connections with the team, and gets acclimated to the culture. Lastly, reinforcement, or the sustainability phase, follows the employee accepting accountability for the role and performance management in the form of compensation or rewards for reinforcement. As every employee presents a unique background, onboarding can be customized to the employee or organizational need. A successful onboarding experience results in engaged and committed employees, developing into higher productivity employees (Karambelkar & Bhattacharya, 2017).

Data Analytics. Within (HRM) an increasing interest in human resource analytics (HRA) evolved, with disruptive technologies such as data mining and machine learning, to aid in decision-making for talent selection, employee analysis, and predicting attrition. Although moving at a slower adoption pace, future use of HRA enables organizations to perform analysis of intricate data to resolve organizational challenges. Although rapid increases in technology point to further adoption of HRA, certain challenges exist that organizations must overcome (Shet et al., 2021).

Before implementing HRA into organizational processes, several factors should be considered. First, a review of the potential use of analytics, whether capturing, organizing, or leveraging HR data. Currently, HR platforms and applications support data reporting functions; however, organizations need an understanding of how human capital contributes to the organization's success. Traditionally, workforce contribution data is limited to cost and output, missing key human capital data concerning its impact on the organization's competitive advantage. Secondly, HRA implementation can be hindered by proficiency and effectiveness in data collection and analysis. HRA requires reliable and usable data. Overcoming challenges with adopting HRA is imperative to avoid outsourcing HR tasks and issues with data privacy. Finally, an organization must have buy-in for HRA and an understanding of how to deploy AI-powered tools (Shet et al., 2021).

Business Practices

There is not much doubt a critical issue faced by most organizations includes attracting, developing, and retaining talent. Successful organizations make strong efforts to incorporate core values and business principles into the talent management process, including the selection, integration, communication with colleagues, and talent or development. Additionally, a talent or learning-inclined culture, with an importance on creativity, an open-door atmosphere, and knowledge management, creates successful attraction and retention of candidates (Gallardo-Gallardo et al., 2019).

Recent literature on talent management suggests that methods must be improved to meet the ever-changing and challenging requirements of a globalized workforce. Three approaches are recommended for future talent management practice. First, the latest research indicates a suggested shift to managing organizational competencies as opposed to managing individual job capabilities. Essentially a focus on strategic needs aligned with the organization instead of unhealthy conditions derived from compensating higher premiums for talent. The organizational competencies model moves away from collecting talent with a greater focus on integrating top talent into its capabilities (Kwon & Jang, 2021).

Secondly, with the appropriate investment in talent management, the organization’s human capital significance and distinctiveness increase, and additionally, the return on investment (ROI) of talent management processes. A structured approach to measure ROI validates talent management’s value and organizational investment. Finally, talent management’s design should benefit individual talent needs across the organization. The future needs within talent management should include the benefit of big data, machine learning, and AI to enhance human capital investment. Further, the use of technology improves the routine process of talent analytics (Kwon & Jang, 2021).

Effective management of employee motivating factors and commitment to organizations focused on employee retention directly impacts the human resources function within every organization, specifically TA and career development. A 2018 study on TA examined the relationship between technological advancements and business strategy. The research focused on three objectives: reducing time to hire through technology improvements and reducing cost per hire through internal resources versus third-party agency support. Finally, increasing the quality of hires through measurement of retention and performance. The authors state that the pool of qualified candidates can potentially decrease by 2025. Common challenges within TA include a lack of vision and applicant tracking system, less engagement, people analytics, and referral programs, to name a few (Walford-Wright & Scott-Jackson, 2018). To discover the challenges that leaders face with employee retention and candidate attraction, an understanding of the contributory factors that influence leadership's strategy is essential to human resources and TA. Leadership is vital to organizational climate resulting in a talent climate discernible by employees (Gallardo-Gallardo et al., 2019).

The Problem

Effective management of employee motivating factors and commitment to organizations focused on employee retention directly impacts the human resources function within every organization, specifically TA and career development. Pre- and post-COVID-19 pandemic, the talent market continues to evolve and present various challenges for organizations and their leaders. Specifically, the pandemic has presented conditions for employees to adapt to new work conditions, organizations, and leaders' necessity to adapt to remote staff and the elimination of certain recruitment activities (Fernandes et al., 2022). Organizations are tasked more than ever with creating strategies to solve internal employee issues related to job dissatisfaction, organizational commitment, and career advancement. Moreover, organizations are compelled to establish approaches to attract and retain top talent.

Substantial literature exists to reflect the effects of failures within leadership to address internal employee factors; however, little has been discussed to analyze passive leadership. Here leaders avoid or postpone needed actions. Several potential harms are associated with passive leadership, including role ambiguity, poor role clarity, detriment to employee well-being, and influences on job satisfaction. Further, passive leadership negatively affects organizational and personal outcomes (Barling & Frone, 2017). In addition, considerable literature exists regarding the effects of effective leadership, including task-oriented behaviors of problem-solving, planning, and monitoring, and relations-oriented behaviors, such as recognizing, supporting, and empowering employees. Also, change-oriented behaviors describing advocating and envisioning change and encouraging innovation and learning. Finally, external behaviors including networking and representation (Patel & Hamlin, 2017).

A 2017 study on common subjects within academic leadership literature identified a limitation of eight areas encompassing the study of leaders. In addition to the aforementioned factors, much of the writing centers on quantitative measures around “good” leadership concerning ethics, authenticity, and coaching, to name a few. The gaps mentioned included an idealistic versus realistic view of leadership, misleading views of leaders’ morals, leadership’s misalignment to organizational culture outcomes, and leaders who follow more than lead. Next, studies to define leadership and the language around it, analysis of leadership behaviors and outcomes, redundancy regarding the latter, and finally, perceptions of leaders (Alvesson, 2019). A gap exists in the study of effective leadership and the challenges faced when developing and implementing strategies to attract and retain talent.

General Problem Statement

The general problem to be addressed is the impact of organizational leadership’s strategic efforts to address employee job dissatisfaction, lack of organizational commitment, and lack of employee career advancement resulting in continuous efforts to acquire and retain talent. Current research outlines attraction and retention strategies; however, a gap exists in understanding the challenges leaders encounter in developing and implementing strategies. Megheirkouni (2020) relayed that many organizations are faced with a shortage of multi-skilled leaders, typically recruiting, or developing these leaders through job rotation. Inexperienced leaders are challenged with implementing enduring strategies. Ineffective strategy execution impacts the quality of services provided. Economic, population, and stakeholder influence factors affect how leaders plan and execute; therefore, clear, and thorough strategic plans are necessary ("Towards More Effective Strategy Execution: The Role of Leadership and Other Key Components," 2020). A recent study on leadership challenges determined that leaders who omit talent management strategies for engagement and role clarity decrease organizational commitment (Mey et al., 2021). Leaders are tasked with assuming several roles in managing employees and encounter challenges with communication, human relations, facilitating change, leading diverse groups, and ethical practices (Van Wart, 2013). The specific problem to be addressed is the possible impact of organizational leadership's strategic efforts within the Fintech industry in the southeastern United States to address job dissatisfaction, lack of organizational commitment, and lack of employee career development resulting in possible challenges to meeting organizational attraction and retention goals.

Concepts

Concepts guided the research process and direction of the study and are typically found in flexible designs. In detail, concepts describe less formally defined views located in the literature, which is crucial to the research questions. The outcomes seek to determine the impact of organizational leadership's strategic efforts to address employee job dissatisfaction, lack of organizational commitment, and lack of employee career advancement resulting in continuous efforts to acquire and retain talent. The concepts for the study were guided by employee engagement and the strong correlation between engaged employees and organizational outcomes. Essentially, the engaged employees are considered more effective in regard to job performance, increased efforts, and innovative behaviors, further contributing to employee commitment (Whittington et al., 2017).

Greater Job Satisfaction Results in Fewer Challenges in Acquiring and Retaining Talent. Generally, leaders seeking to implement job satisfaction strategies utilize compensation and promotions to stimulate employee motivation and performance, creating a balance between organizational leadership and employee contributions. Role overload, job performance, and job satisfaction are related, and how leaders manage each function (Park et al., 2017). Managing each function can explain how leaders address employee job dissatisfaction. Attracting and engaging employees is a strategic operation requiring an entire organizational effort. Engaged employees result in higher levels of commitment and overall job satisfaction, embracing positive amounts of attitudes and behaviors (Whittington et al., 2017).

Job Satisfaction. A successful career can be indicative of career satisfaction, with an assumption that individuals are intrinsically motivated to pursue success. Both beliefs are challenging. First, uncertainty exists within internal and external organizational conditions. Secondly, changes globally and technically are changing the nature of work, therefore prompting natural feelings of frustration for employees in career development (Wang et al., 2020). Employees may present job dissatisfaction behaviors in various ways; however, the discontent can be described as a negative or pessimistic attitude about job attributes. Employees may further exhibit decreased energy levels and self-motivation to improve their skillsets and knowledge in fulfillment of their job requirements. Essentially, an employee's motivation to learn is hindered, sparking a reluctance to learn. Although the effects of job dissatisfaction may not always adversely affect organizational effectiveness, outcomes eventually impact the organization as employee attrition. Specifically, dissatisfied employees dismiss organizational initiatives to improve the generation of new ideas and procedures. However, dissatisfied employees may decide to continue with the organization with a decreased level of effort and commitment (Wijaya, 2019).

An additional driver of job dissatisfaction occurs with feelings of overqualification. Inadequate employment appears among those employees who possess more education or experience credentials over the requirements of their roles. The effects of opinions of overqualification appear as weaker job attitudes and increases in employee turnover. A 2019 study on objective versus perceived overqualification and the correlation to job dissatisfaction determined that employees formulate perceptions about their roles that influence dissatisfaction. Specifically, the observations about extrinsic and intrinsic incentives, including salary and recognition, generate feelings of dissatisfaction if the number of incentives received falls short of desired amounts (Arvan et al., 2019).

Wang et al. (2020) determined that dissatisfied employees are able to overcome challenges by job crafting or creating work-related strategies to change role-specific or design characteristics to meet their career goals. Job crafting can be performed with a task or relational crafting. Task crafting involves the employee’s choice to complete different tasks or their normal tasks in a different way. Employees shift to relational tasking by adjusting the frequency or increasing interactions or communications with favorable or unfavorable colleagues. A third form, cognitive crafting, simply alters how employees view their jobs without producing any tangible adjustments to the job. The study ultimately determined options exist for employees to manage their careers; however, organizations are also tasked with maintaining employee commitment and career development opportunities.

Higher Employee Commitment Factors Influence Talent Acquisition and Retention. Organizational commitment describes the level of engagement of employees within the organization who display motivational energy. Transformational leadership attached to organizational commitment to employees includes influence, motivation, stimulation, and consideration (Kim & Shin, 2019). Loyalty drives organizational commitment, as a 2017 study found that merely 24 percent of employees self-describe as loyal and committed to organizational goals, in addition to committing to staying a minimum of two years. A higher percentage of employees described a feeling of being trapped, likely to stay, but not committed to the organization (Lowenstein, 2017).

Employee Commitment Factors. Loyal, talented, and committed employees are key factors in the sustainability of organizations. The model of talent management emerged in the 1990s and encompasses the planning and recruitment of people, as well as the training and development of employee resources. Based on talent shortages and candidate markets where more opportunities exist than candidates, organizations are liable for more significant efforts in talent retention and employee commitment. The job embeddedness theory explains the interconnectedness between employee retention and commitment, confirming employees that who are rooted in their organizations increase the likelihood of remaining in their roles. Human resource management and leadership style directly impact how organizations retain their workforce. In addition to creating an environment with goals to retain employees, organizations must also identify why employees leave. Exit interviews can determine why employees leave an organization and are typically conducted with an outgoing employee. Common resignation reasons include stress, overloaded staff, and reduced support and communication (Tej et al., 2021).

A 2018 study examined the correlation between the labor market and organizational needs to levels of organizational commitment. The private sector labor market includes organizations relying on human capital and employee commitment. The latter influences work, leadership, and employee relationships, as well as interactions with colleagues (Krajcsák & Kozák, 2018). Adverse outcomes from ineffective leadership further lead to a reduced commitment to the organization, job dissatisfaction, high turnover, and lower productivity (Platania et al., 2022).

Particular attention should be given to organizational recruiting efforts to increase employee commitment. Committed employees are more than just satisfied with compensation and the organizational environment; but also interested in long-term peace, takes individual responsibility for the job, and are emotionally attached to their team, organization, and future. Retention eventually relies on satisfaction and commitment; however, strategic efforts should align with each generational need, as well as HR and talent management-specific activities (Krajcsák & Kozák, 2018).

Describing employee commitment includes five measurable dimensions. First, affective commitment defines employees with an emotional connection to colleagues or the organization. An employee with affective commitment remains with the organization despite any obstacles due to their dedication to the organization. Continuance commitment describes an employee unwilling to change their employment based on any instant rewards; however, it remains open to other opportunities and leaves when there are clear rewards. Normative employee commitment aligns with employees that abide by moral decisions. Professional employee commitment spans a range from emotional and logical to normative work attitudes. Lastly, deliberate employment commitment is a unique strategy in that the employee seemingly appears to be committed but displays a facade to be seen as loyal to the organization. Eventually, as affective commitment and personal interactions decrease, and the changing landscape of a fixed work environment increases, the phenomena that generate feelings of emotional attachment to their organizations (Krajcsák & Kozák, 2018).

A 2019 study on the influence of HR practices on employee commitment through the mediating role of job satisfaction reviewed compensation, job stability, and enrichment factors. The research identified high-performance work systems (HPWS) as managerial methods designed to better employee involvement and performance, resulting in more remarkable competitive advantage outcomes for organizations. Further, HPWS creates opportunities to increase workforce commitment and efficiency by bundling practices along with structures and processes to maximize workforce factors (Mahmood et al., 2019).

Mahmood et al. (2019) examined the effects of compensation, job stability, and enrichment specifically and their linkages to employee behavior and attitudes. The researchers located evidence indicating HR practices in Asian countries and businesses influence employee behavior and attitudes, as the greater financial investment in employees improves organizational commitment. Parallel to Asian, India HR practices combined with employee commitment was found to be advantageous to employee job satisfaction. The study further aligns the notion of job satisfaction as an attachment to a job, attitudinal construct of treatment on the job, positive emotional feeling of the job, and feelings of contentment that form attitudes.

The influence of compensation on satisfaction affects employee commitment, as higher salaries encourage employees to remain with their organizations, resulting in increases in retention rates. Conversely, lesser salaries are a negative force linked to job dissatisfaction. Job stability is a perception of job continuance that contributes to job satisfaction. Motivating employees can be achieved through job enrichment methods or strategies, whereby organizations enrich roles to directly appeal to an employee's interests and to impart responsibility. Employees working enriched jobs are then able to utilize a broad range of skills and abilities, motivating themselves to perform well. Employees are further motivated by those interests and remain committed to the organization, leading to greater job performance (Mahmood et al., 2019).

Career Growth and Advancement Factors Lead to Fewer Challenges in Retaining Talent. Career growth within the organization consists of establishing career goals, developing professional skills, promotion, and compensation opportunities. Moreover, career growth can be defined by four factors: career goal advancement, professional aptitude, rate of promotions, and compensation (Son & Kim, 2019). Organizational leaders should understand how to retain resources, create employee engagement, and nurture competitive advantage. Leaders are tasked with creating retention policies for employee career development, including performance management and training (Houssein et al., 2020).

Career Growth and Development. Recent research on career development indicates a dual effort from organizations as well as individual employees to self-manage career decisions. The twofold responsibility links to sustainable careers or the work experiences that span an employee's lifespan. For attraction, retention, and motivational employee challenges, organizations can deploy career development programs. Traditional definitions of career satisfaction encompassed status changes and promotional opportunities; however, achieving the recognition does not always equate to career satisfaction (Wickramaratne, 2020).

Organizations that thrive in a development culture create an environment in which employee growth aligns with the needs of the organization. In this culture, employees are expected and supported to grow, as well as rewarded for measurable and successful contributions. Further, the culture thrives on trust, collaboration, risk-taking, and learning. Collaboration ensures that all team members provide value and achieve goals. Two strategies emerged from the cultures built around career development and leadership support. First, to link career development endeavors with business strategy, the organizational culture must be established with a foundation to increase career satisfaction. The second strategy enhances feelings of support and employee perception by creating a culture of development, as well as support from senior management. Moreover, higher career satisfaction is derived from encouraging employees to become actively involved in their own careers (Wickramaratne, 2020).

Theories

Maslow's Hierarchy of Needs. Maslow's Hierarchy of Needs aids in understanding human behavior through a pyramid divided into five levels (Benson & Dundis, 2003). The bottom or psychological level includes the basic needs, up to higher levels, including safety or security, social needs, self-esteem, and self-actualization (Benson & Dundis, 2003). The theory was utilized to understand employee motivation and human behavior factors that attract and retain employees. Leaders have the ability to affect the lives of employees, taking into consideration individual needs, training to meet those needs, and improving employee motivation and commitment. The Maslow model can be helpful in identifying needs and facilitating training for organizational leaders seeking to acquire and retain talent (Benson & Dundis, 2003).

Transformational Leadership. Employee engagement and emotional intelligence have a direct correlation to the transformational leadership style goals for engagement. Increasing research indicates an increase in emotional intelligence predicts higher degrees of engagement (Barreiro & Treglown, 2020). The transformational leader provides inspiration and intellectual stimulation. Essentially, transformative leaders who connect emotionally, inspire, and motivate comprise the background necessary to engage organizational employees (Milhem et al., 2019). Understanding motivators for employees can be achieved with the transformative leader who collaborates with employees, resulting in an understanding of organizational attitudes and behaviors. Transformative leaders influence employee engagement by designing meaningful and motivating work and through the leader's emotional intelligence (Milhem et al., 2019).

Historically, transformative leadership has garnered considerable scholarly interest since its establishment over 40 years and is the most researched paradigm. James McGregor Burns introduced the transformative theory to describe great leaders serving as an independent force driving change to the structure of a follower's motivational base. Four leadership dimensions exist within transformative leadership. First, idealized influence or emulating attributes or behaviors and inspirational motivations, or leaders providing inspiring future visions. Next, intellectual stimulation or the creation of newer ways of thinking. Finally, individualized consideration, or the attention to follower needs and matters (Siangchokyoo et al., 2020).

Transformational leadership is further defined as identifying behaviors that develop, share, and maintain a vision (Andersen et al., 2018). Transformational leaders seek to increase employees' awareness of organizational outcomes, goals, and commitment (Andersen et al., 2018). The theory further enriches organizational effectiveness, motivation, improved job performance, and a commitment to quality from its employees. Analyzing the theory within this study would help understand how leadership behaviors influence attracting and retaining employees (Andersen et al., 2018).

Constructs

Employee Motivating Factors. Extrinsic motivation describes external incentives that motivate employees, such as economic or work opportunities. Extrinsic motivating factors also affect job outcomes and performance, attitudes, and behaviors (Dang & Chou, 2019). Understanding motivating factors proved helpful to this study to determine actions for organizational leaders. Extrinsic motivation also involves opportunity and risk, whereas opportunity results in positive rewards for outstanding performance. Risk consists of the possibility of lower compensation and loss of a job due to poor performance (Dang & Chou, 2019). Both opportunity and risk factors can be helpful in this study to determine career advancement possibilities from job performance, talent attraction influences, and those that will retain employees.

Leadership Style. Gemeda and Lee (2020) describe leadership style as an influencer on organizational and employee performance and motivator for employees to achieve goals (Gemeda & Lee, 2020). A relevant dependent variable of job satisfaction can be explored to understand the factors that lead to organizational leadership's failure to address employee job dissatisfaction, lack of organizational commitment, and lack of employee career advancement. Employee motivation drives job satisfaction, decreases attrition, and retains employees. Leaders are responsible for creating job satisfaction by discovering motivating factors, resulting in not only retaining employees but also increasing morale and performance (Bagajjo, 2021).

Employee and Leader Demographics. Participants for this study incorporated a multigenerational population within an organization, including full-time leaders and staff employees. Understanding organizational demographics is essential based on changes with globalization, technology innovation, and financial failures that affect workforce demographics. Leaders hold responsibility for assessing employee attitudes regarding organizational culture, including perceptions, to better understand factors that drive commitment, attraction, and retention (Volkova & Chiker, 2020).

Related Studies

Talent Retention. Organizational activities and practices encompass strategies utilized to prevent talent departure. Leaving talent results in direct and indirect costs, including hiring, training, and the loss of specialized skills, knowledge, and networks. Employees are presented with an increasing level of newer opportunities as organizations overlook changes within the job market. In addition to finding more unique options, employees are offered fewer chances to develop skills and fewer compensation and monetary rewards. In retaining talent, organizations are challenged with uneven and less structured career development strategies, prompting employees to take charge of their own careers, as well as multi-ethnic and multigeneration workplaces that require flexibility (Ott et al., 2018).

Current literature suggests that organizational culture, brand, social and corporate accountability are increasingly of importance to employees. Solid organizational culture policies and practices are often clearly communicated to employees and ingrained in their business activities. Employees are also interested in the organization's strategy and purpose, and associate their commitment based on values that align. Moreover, dynamic training and growth opportunities. There are additional areas to consider for future research, including factors that influence some to thrive in an environment where others might be challenged, commitment from direct leaders at all levels to support, mentor, and develop opportunities for employees, and finally, optimizing performance from current employees during their tenure (Ott et al., 2018). Useful talent retention involves talent identification and development.

One of the many challenges for any successful organization is talent retention, notably at an increased level post-COVID-19 pandemic. Organizations are now executing various strategies to retain high-performing talent. Examples include rewards and recognition, supportive cultures, and leadership, as well as career management. Employer branding efforts also aid in talent retention strategies. Organizations focus on four areas, including work environment, compensation, growth options, and support. Furthermore, organizations affected financially are impacted enough by attrition to focus efforts to improve retention, decrease attrition, and locate sources of talent for backfills (Poonam Jindal & Mohsin Shaikh, 2021).

Talent Identification (TID). Talent retention or succession planning reduces recruiting and time costs to secure new talent while also improving commitment and loyalty from employees. Successful implementation also impacts employee optimism and engagement. Developing and retaining top talent aligned with organizational goals is facilitated through talent management strategies (TMS). First, Talent Identification (TID) serves as the initial step in TMS. Employees recognize the TID process as support from an organization that acknowledges their contributions and want to invest in their future growth. TID works to identify superior potential talent through the use of HR management technology. Utilizing TID as a tool for talent pooling also facilitates succession planning (Poonam Jindal & Mohsin Shaikh, 2021).

Talent Development (TD). Next, Talent Development (TD) consists of development strategies, including planning and selection to build talent pools to ensure a consistent pipeline of current and future talent. TD is also beneficial to organizations that develop high-performing talent to implement into strategic plans. Best practices in incorporating TD include coaching and 360-degree feedback (Poonam Jindal & Mohsin Shaikh, 2021).

Talent Attraction. A 2020 study on attracting and retaining talent determined the importance of employer branding, including organizational culture, strategy, reputation, and its reward systems. Uncovering the organizational factors mentioned provides clear strategies for talent attraction, retainment, and management. The attraction-selection-attrition (ASA) model offers that candidates seek organizations with shared values. The ASA model further provides that employers that focus on branding not only attract the best talent but bring awareness to current employees of the benefits of belonging to the organization and organizational pride that reinforces the culture and talent retention. Talent attraction is further essential as it seeks to appeal to candidates with the superior and desired knowledge and is beneficial with commitment from senior leadership (Monteiro et al., 2020). Specifically, a servant or transformational leader who encourages matching organizations with talented candidates that share values and respect (Gallardo-Gallardo et al., 2019).

Talent management factors include those that attract, identify, develop, engage, and retain talent. Globalization, advancements in technology, and social, political, and demographic changes increase the need to attract and recruit the right talent. Talent management research includes studies that suggest cultures focus on talent and learning, attracting creative candidates, provide open communication, and offer complimentary values such as respect and integrity (Gallardo-Gallardo et al., 2019).

Anticipated and Discovered Themes. The primary themes associated with this study included factors that influence or challenge organizational leaders in attracting or retaining talent. The first theme centered on the influence of job satisfaction in acquiring and retaining talent. Next, the impact of high commitment from employees in maintaining talent and the organizational values that attract talent. Finally, the factors that influence employee retention including career growth and advancement opportunities. The anticipated themes addressed during individual and group interviews of organizational staff move to discovering solutions for organizations and leaders seeking to overcome challenges with attracting and retaining talent.

Summary of the Literature Review. The literature included a comprehensive overview of talent management challenges, including identification, attraction, retaining, and development of leading talent. The literature documented solutions for organizations seeking talent, as well as for employees who remain committed to the organization, however interested in pursuing career growth opportunities. The literature additionally discussed employee job dissatisfaction, organizational commitment, and the importance of career advancement opportunities.

Talent management is an essential function within HR and a strategic partner to the business to drive organizational success. Talent management can be used interchangeably with talent acquisition and includes workforce planning to establish the needs of the business and employee engagement to ensure employees are connected with the business. Recruiting includes planning with TA and hiring managers to determine specific needs, preparation of the job requirements and time commitment, advertising the role, reviewing applicants, and conducting multiple interviews to determine the best candidate. Next, creating and extending an offer, followed by the background check process and onboarding with HR.

Overcoming talent attraction and retention challenges benefits any organization with objectives to thrive and succeed. The challenges exist in how to best create and maintain job and career satisfaction, including the drivers and factors that motivate employees to remain with an organization. Also, the employee commitment considerations for both the organization's leaders and employees, and how both overcome obstacles to remaining committed.

The literature review suggested several advantages to developing strategies for both. Benefits to established processes included a greater return on employee commitment, job satisfaction, plans for attracting and retaining talent, increased engagement, and alignment to organizational goals. The study sought to understand talent management and development processes, as well as the challenges organizations and leaders, face in attracting and retaining talent. Upon completion, the findings ideally help to identify strategies or modifications to organizational plans for talent management.

Summary of Section 1 and Transition

Section 1: Foundation of the Study began with an introduction and background of challenges organizations face with talent attraction and retention. The overview included an initial discussion of recent effects on the Talent Acquisition industry, including the recent pandemic and challenges to the market. Additionally, the current status of various considerations within TA, internal employee factors, passive leadership outcomes, and external behaviors. The background further described the increased need for organizations and leaders to establish successful strategies to compete in obtaining and retaining top talent. The specific problem statement identified the potential issues for organizational leaders to be addressed and discussed. In detail, the challenges leaders face is addressing employee job dissatisfaction, lack of organizational commitment, and lack of employee career advancement opportunities. The purpose of the research followed and relevant research questions to be addressed. The purpose included an explanation of the flexible design method planned to utilize in multiple case studies to discover the impact of leaders' efforts. The research questions are crafted to discover the relationship between committed employees and retention rates, retention strategies, turnover and attraction outcomes, and perceptions of employee motivating factors. The conceptual framework includes the study's concepts, theories, actors, and constructs, including a discussion of the relationship between the framework factors. The framework addressed job satisfaction strategies, impacts of employee rewards, level of engagement, and how organizations and individuals develop goals. Next, the significance of the study described the potential outcomes of the research, potential impacts on leaders and organizations, and opportunities to further utilize the data for the implementation of strategies. Specifically, influences on the Fintech industry and hiring practices for talent attraction and retention. Finally, the anticipated themes from the study encompassed job satisfaction, high commitment, and how career development opportunities influence talent attraction and retention. Ultimately the themes ideally outlined best practices for organizational human resources, talent management teams, and leaders striving to implement effective strategies.

The following section, Section 2, included a further description of the Purpose Statement and a detailed discussion of the research methodology, including the design, method, and methodology. Participants for the study included eligible organizational leaders and employees to provide real-world responses to the study. The participant analysis included population and sampling data, including participant characteristics and sampling methods. Data collection and organization followed, including the data collection and organization plans. Finally, reliability and validity characteristics ensured credibility and other factors to ensure reliability, bracketing, and additional methods to safeguard the study's validity.

Section 2: The Project

Qualitative research focuses on a social or human problem through the exploration and understanding of individuals or groups. The research involved in qualitative research, includes questions, data derived from the participant’s background, data analysis aligned with themes, and researcher interpretations of the data. The research ultimately focuses on the individual meaning and thorough coverage of the density of the situation (Creswell & Poth, 2018). Qualitative research’s focus on the participant experience is rooted in a Constructivist paradigm to gain a deeper understanding of phenomena or meanings. Participants' involvement is narrow, involving interviews detailing individual experiences through observations or focus groups as well (Farrugia, 2019). The research for this study included a Problem Statement describing the purpose, the role of the researcher, and the research methodology. The research mentioned above also considered the appropriateness of the flexible design, research, and triangulation method.

Purpose Statement

The purpose of this flexible design multiple case study was to increase the understanding of the impact of organizational leadership's strategic efforts to address job dissatisfaction, lack of organizational commitment, and lack of employee career development, and the possible challenges to meeting organizational attraction and retention goals. The research sought to outline the contributory factors affecting organization leaders' strategies to acquire and retain talent. In addition to determining challenges faced by organizational leaders, the study's research questions evaluated successful and unsuccessful retention strategies and talent management's role in influencing job and employee satisfaction factors. The study's findings can potentially provide support to existing research regarding leadership strategies and employee attraction and retention factors. The significant and current problem of attracting and retaining talent was explored through a comprehensive study of leaders within the financial services and software (Fintech) industry in the southeastern United States. Effective management of employee motivating factors and commitment to organizations focused on employee retention directly impacts the human resources function within every organization, specifically TA and career development.

Role of the Researcher

The researcher for this study completed the dissertation performing in several roles; however, the central role was to provide the reader with evidence to understand the researcher and their approaches. Understanding the research and researcher is accomplished through insight from the theoretical framework, method, research questions, and analytic process (Collins & Stockton, 2018). In consideration of the role of the researcher, qualitative research relies on the researcher to be conscious of their position in the research process, fully aware of what's visible, as well as factors that hinder their vision. Reflexivity defines the researcher's understanding of their worldview relative to the data; however, it is equally important to consider the researcher's inward view or introspection (Roger et al., 2018).

The craft of qualitative research includes a variety of skills and practices, including the collection and management of data, the creation of an understanding of the specific field, and engagement in reflexive abilities. Developing skills and practices associated with the craft of qualitative research include the process of learning and applying research methods. Essentially, understanding how to perform qualitative research and becoming a researcher involves more than gaining knowledge; the process also entails understanding what to do, as well as how (Brown, 2020).

The role of the researcher moves through seven stages. First, thematizing or defining the "what, why, and how" of the study. The outcomes from these questions build the foundation for conducting the study, analysis, and reporting. For example, qualitative interviews would describe how data collection is performed. Next, designing describes the planning and preparation of the methodological procedure, where the design involves the type of interviews to use and how many. Following the designing stage, interviewing follows outlined guidance from the researcher and the relationship between the interviewer and participants. Transcribing occurs next in the research process, with specific instructions provided based on the researcher's preferences. For example, a transcript with every noise recorded or a transcript limited to relevant sentences aligned with the study's research questions. Next, in the qualitative research process, the role of the researcher moves into analyzing or coding. The initial phase of analysis involves closely examining the data to name and categorize data. The analysis may be performed with computer-based software; however, the researcher determines how data is defined and categorized (Fink, 2000).

Researcher Actions to Conduct the Study

Researcher actions move through numerous steps, including planning, designing, preparation, collection, sharing, and analyzing data. The first step involves obtaining institutional authorization for the study's procedures and ensuring methods are established to protect participants in case studies. Secondly, training designed for studying the case studies was implemented. Third, candidate cases are screened for potential inclusion, followed by conducting pilot case studies (Yin, 2018). The researcher for this study gathered data with the use of interviews and observations, focusing on the financial services industry and organizational talent and employee challenges. Software for data gathering aids in combining large sets of data sets.

In particular, data analysis software for qualitative research provides content exploration, coding instruments, mapping, writing, and other functions. A widely utilized software tool for qualitative and mixed methods studies is NVivo, and the appropriate method for this study. The software specifically stores and sorts data, such as demographic information, questions, and answers, into one platform (Cypress, 2019).

Bracketing to Avoid Personal Bias

Often researchers are passionate or rooted deeply in study subjects, forming potential biases. Self-examination within the research process can be utilized to confront researcher bias. Bracketing and bridling are techniques for reflexive research examination. The reflexive process entails gaining an understanding of the researcher's own narrative. To this end, the bracketing process includes an acknowledgment of the researcher's knowledge, experience, and culture, as well as points of consciousness. The self-discovery uncovers hidden emotions and experiences. Experiences from a 2018 study outlined one researcher's self-analysis and movement through several steps to identify bias (Janak, 2018). The researcher began by acknowledging their background, including prior training and experience, especially those that have impacted past research conducted. Next, perceptions of the subject, including comfort levels with research topics and if those feelings affected the research process. Interpretations followed, or the role social identity plays within research subjects, and feelings are derived from the reactions. The self-analysis continued with determining the impact of the research on the researcher, how characteristics of the participants influenced perception, as well as future implications to the researcher's methodology in forthcoming studies (Janak, 2018).

The aforementioned study's steps to identify bias also included examining ethical or political issues next, with the researcher considering any issues that arose, how those were managed, and their impacts on the research. Finally, the researcher considered the unexpected, including any issues or situations that have implications for the research. Bridling defines the researcher's assumptions in addition to their research. Furthermore, bridling includes examining research as a methodology. In short, the process strips away the threads that tie individuals to the world and allows a clear vision to see phenomena and meanings clearly (Janak, 2018).

Summary

The role of the researcher in this qualitative case study was to guide, collect and conduct an analysis of the data associated with the study's findings. Researchers must effectively interpret and provide an understanding of the participant's real-world experiences and alignment with the study's theories and research questions. Through the use of interviews and observations, the researcher guided participants through the research process, including providing clear objectives of the study and utilizing various techniques to remove any potential bias, including bracketing and bridling. Additionally, the researcher used data triangulation to authenticate developing themes within the data sources.

Research Methodology

Research methodology defines the research approach incorporated within a research paradigm or the overall concept related to beliefs and agreements on how problems should be addressed and understood. Moreover, research methods define how data is collected and analyzed. Researchers should select a methodology wisely, including one of familiarity. The leading objective for a methodology includes an essential aspect, although different factors within the methodology may influence its actual implementation. The final research methodology selection should focus on matching the primary research goal, intentions on how to conduct the research and the principal goal of the research methodology. One methodology's key objective may be less important in another. Differences between research methodologies are centered on their focus and activities (Wohlin & Runeson, 2021).

Additionally, the selection of a research methodology explains how a researcher conducts their research and a plan to resolve a specific research problem. The methodology further notes the researcher's approach to reliable and valid research results and descriptions of the in what way the data is collected and analyzed (Rashid et al., 2019). Wohlin and Runeson (2021) proposed six steps to guide researchers in data collection and analysis. First, a decision must be made to establish when and how frequently to gather data. Secondly, the development and selection of variable measures for data collection. Third, identification of test populations.

Fourth, the strategy for subject outreach, followed by the data analysis plan. Finally, the presentation of the findings. Essentially research methods comprise three elements, data collection forms, analysis, and researcher proposals of the interpretations. Qualitative case studies are a widely utilized research methodology and follow a process whereby the researcher conducts an initial investigation, intensive research on a specific case, as well as research questions to guide the study (Rashid et al., 2019).

Discussion of Flexible Design

Every research study includes a research design, defined as logical steps connecting data to the study's research questions and conclusions. The research design also includes data collection and analysis steps, outlining relevant data to collect and details on how to analyze the outcomes. Case study research essentially consists of the research questions, any propositions, the case, data linked to the propositions, and the blueprint for interpreting the findings (Yin, 2018). A 2021 literature on research design and business management determined that the focus of single and multiple-case studies aims to accomplish diverse outcomes. First, to create research questions through the identification of suggestions or opportunities for future research. Patterns and relationships to build, refine, or test theories can be identified through qualitative or quantitative data. Further, the design method identifies cause-effect relationships within a specific context, collects detailed case information that may be missed by other research designs, combines data collection and analysis methods, and uncover analysis and other data before the study begins. Also, to utilize real-world situations to test perspectives and to develop participant relationships closely tied to the subject through direct observations (Hunziker & Blankenagel, 2021).

Discussion of Case Study, Multiple Case Study

Case studies are a proven research method customizable to many fields. The method is commonly found in numerous social sciences specialties and professions, including psychology, social work, and business, to name a few (Yin, 2018). A case study is defined as a method that examines a phenomenon in detail inside a real-world context. Case studies and multiple case studies are considered variations within the same research methodology. Selecting this method considers one research design, with both included. Multiple case study designs have clear advantages over a single case study. Multiple case studies often provide more compelling evidence, as well as more robust research. Single case studies are more likely to align with unusual or critical cases (Yin, 2018).

Relevant to this study, case studies can be used to facilitate a greater understanding of various controls within an organization and their overall impact on performance. The exploratory research can be combined with theory to explain observations and link multiple experiences. Interviews are understandably crucial for case studies to understand issues, incorporate research questions as a guide, and brainstorm other areas of concern to generate supplementary questions (Hunziker & Blankenagel, 2021).

Discussion of Methods for Triangulation

A case study was appropriate for this research study, as it relies on numerous sources of evidence, with data necessary to converge in a triangulation pattern (Yin, 2018). Triangulation helps research findings, providing credibility and validity. Credibility referring to trustworthiness, validity confirming the results are accurately reflecting what's being investigated. Triangulation utilizing theories and methods ensures that potential biases are overcome and helps discover complicated human behavior. The method further examines multiple datasets to explain contradictory aspects of a phenomenon, as well as to explain study results (Noble & Heale, 2019).

Multiple sources of evidence are a rational choice in that it relates to the fundamental reason for performing a case study, the in-depth examination of a real-world phenomenon. Essentially going beyond the surface level of the study's scope, resulting in the methodological practice and development of converging lines of different reference points. Four types of triangulations exist. In detail, data triangulation of data sources, investigator triangulation among diverse evaluators, theory triangulation involving perceptions of the same data set, and finally, methodological triangulation of methods (Yin, 2018).

Relevant to this study, there were two methods to consider. First, methodological triangulation utilizes numerous methods to study the phenomenon, working with multiple variations of a survey or through surveys and observations combined. The method can include qualitative and quantitative methods, completed with interviews, surveys, and records. Additionally, data triangulation collects data from multiple sources, including leaders and employees across organizations, time, and space. Methods here can also include interviews and observations. For this study, the observations and interviews consisted of the participants previously mentioned from several stakeholder groups. One group focused on participant interviews, with archival records confirming similar results. In short, participants in the same and different groups, plus numerous data collection procedures triangulate. Also, participants in the same and different groups utilizing one data collection method triangulate, whereby multiple participant interviews confirm consistent information (Campbell et al., 2020a).

Summary of Research Methodology

The researcher for this study provided a purpose statement to describe the purpose and scope of the study. Explicitly, to increase the understanding of the impact of organizational leadership's strategic efforts to address job dissatisfaction, lack of organizational commitment, and lack of employee career development, and the possible challenges to meeting organizational attraction and retention goals. Next, an outline to describe the role of the researcher, actions to be conducted within the study, in addition to the application of bracketing and bridling to overcome bias. Next, the research methodology included a background on the kinds of methods used, as well as the appropriateness of the flexible design method and case study descriptions. In summary, case studies investigate a phenomenon within a real-world context, with the understanding that it is likely to involve detailed conditions relevant to the case. Specific features of case studies include factors of interest versus data points, one result, prior theoretical outlines to guide the research process, and multiple sources of data converging in a triangulation pattern. Case studies further include single or multiple-case studies (Yin, 2018). Moreover, the appropriateness of the triangulation method was reviewed.

Participants

Participants are described as a person or persons within a case study that generate data to be collected via interviews or other sources (Yin, 2018). The selection of participants, permissions, and building rapport depends on the type of qualitative approach and type of participants desired. For example, narrative studies task researchers with obtaining permission from the participants by disclosing their motivation for the study to build rapport. For phenomenological studies, including those that have faced the phenomenon, written permission must be obtained. Participants may include vulnerable individuals, so it is essential to obtain written permission. In grounded theory studies, once participant permissions are obtained, and the researcher builds rapport, data can be collected surrounding everyday experiences amongst the participants. Ethnography studies begin with an approach to a "gatekeeper," or someone closely tied to a group, providing the initial contact and access to participants (Creswell & Poth, 2018).

Participants for this study contained multigenerational populations within an organization, including full-time leaders and staff employees. Both groups were eligible as minimal information exists within the literature to understand the challenges faced in addressing job dissatisfaction, lack of organizational commitment, and career development. Further, sufficient organizations exist within the financial services and software (Fintech) industry within the southeastern United States to sample the population. A narrow definition of the Fintech industry describes a sector within the financial services space that includes entities outside financial services that employ cutting-edge technology to create value for existing and newer customers. The sector consists of smaller companies, or start-ups, to larger technology companies with significant market positions (Harasim, 2021).

Population and Sampling

The study population for research can be described as individuals or groups with comparable experiences, characteristics, or traits of interest to the researcher. Further, subjects are depicted by similar inclusion and exclusion criteria. It is crucial to understand a study's target population to also understand how the results of the study apply to certain participants (Thomas et al., 2020). Defining the study's target population is an essential step, with the choice aligning with specific criteria and research questions of interest. Some research questions will align with a national population, while others will support more of a narrow subpopulation of participants (Stuart & Rhodes, 2017). The following section focused on the researcher's description of the population, its characteristics, and the criteria for selection and eligibility for the two groups. The subsequent sections also defined sampling and its appropriateness, sampling method selected, including access to sample frame, size, and methods to assemble sufficient data to answer the study's research questions.

Discussion of Population. A 2019 Q&A with women leaders in Fintech described the growing industry and its impact on innovation and technology (Chaleff, 2019). The sector emerged as a provider of operational or back-end support to financial institutions. Since then, the industry has progressed to incorporate investments, portfolio management, blockchain, and mobile banking technology, to name a few. The industry, its organizations, leaders, and employees are appropriate, as the fast-paced and ever-changing technical environments require flexibility to address challenges with talent attraction and retention. Additionally, one leader notes that Fintech's continuous innovation results in ongoing learning opportunities that also include overcoming challenges in the talent that supports the industry (Chaleff, 2019).

This population's characteristics included leaders progressively keen to discover approaches to become more innovative and allocate investments to innovation. Therefore, leaders within this population encourage employees to generate new concepts and ideas, boosting morale, which aids retention and a "reawakening" of current employees. The innovation strategy is employee focused, hence also a benefit to the talent acquisition efforts (Chishti & Barberis, 2016). The Global Fintech market represents a sizeable representation of the eligible population, valued in 2021 at 112.5 billion USD. Further, the North America Fintech market dominates in the United States, seeing the most significant number of solutions provided (*FinTech Market*, 2022). Jacksonville, Florida specifically, claimed an increase of 9 percent increase of talent, initially brought on by the COVID-19 pandemic; however, growing to over

62,000 employees in the financial services industry today. The city, located within the Southeastern United States, serves as one of many cities exploding with relocated organizations and talent within the industry (Wallace, 2021).

Mid-level and Senior Organizational Leaders. Mid and senior-level organizational leaders demonstrate substantial influence on organizational strategic direction, including how potential employees view the organization and why current employees remain with the organization. Leaders are responsible for creating strategies for organizational commitment and employee involvement and participation (Bratton & Gold, 2022). Communication from organizational leaders influences and establishes employee communication experiences, commitment, and performance. Employee commitment is then significant to autonomy and other processes that influence employee attitude, motivation, and loyalty to the organization (Bratton & Gold, 2022). Leaders at both levels are responsible for creating appropriate organizational structures that attract and retain employees. Leaders direct people and purpose, lead teams, and are also responsible for short and long-term planning to attract and retain employees (Mjaku, 2020). Understanding strategic direction, communication, and how leaders manage, and plan is helpful for this study.

Organizational Employees. Organizational employees provide real-time perspectives on reasons for job dissatisfaction, organizational commitment, and access to career advancement opportunities. A recent study indicated satisfied employees create peaceful organizations. Further, employee motivation directly impacts the establishment of job satisfaction within an organization (Bagajjo, 2021). Employees participating in this study also relayed outcomes of autonomy within their perspective roles. Autonomy within an organization creates a responsibility for each employee to achieve organizational goals. Consequently, less rigidity results in more efficient problem resolution, empowerment, and greater job satisfaction, as well as organizational commitment (Bagajjo, 2021). Advantages to the availability and access to career growth opportunities are abundant. Promotional decisions create crucial and long-term impacts on employees, impacting pay and prestige. Thus, promotional decisions have an evident influence on those that remain within an organization (Marineau, 2016).

Understanding organizational demographics is essential based on changes with globalization, technology innovation, and financial failures that affect workforce demographics. Leaders hold responsibility for assessing employee attitudes regarding organizational culture, including perceptions, to better understand factors that drive commitment, attraction, and retention (Volkova & Chiker, 2020).

Discussion of Sampling

Sampling selections and research methods are continuously evolving, driven by new technology, including online surveys, mobile phone communication, and other means of electronic advancement. As forms of data collection change, sampling procedures shift as well. A 2012 hardcover on sampling choices determined that there are six steps to move through the sampling selection process (Daniel, 2012). First, preparation to make sampling choices or reviewing the study's purpose, population desired, resources, research design, and ethical and legal considerations. Secondly, choosing between a selection of the complete target population, or census, or selecting a subset, or sampling. Third, a decision to choose two sampling types, nonprobability, or probability sampling. The latter includes everything within the target population, while nonprobability does not (Daniel, 2012). A nonprobability sampling method, purposive sampling, is an appropriate method for this study. The approach is best utilized to select participants most likely to generate responses and information. Further, purposive strategies incorporate objectives aligned with the study for specific individuals that hold views about the issues in question. For multiple case studies, purposive sampling includes a stratified sampling approach for specific kinds of participants, characterized by groups and assigned a number. Categories may include age and name relevant to this particular study (Campbell et al., 2020b).

A sample frame generally includes a list or other means by researchers to define populations within the study. Sample frames are categorized as list and non-list. For example, list frames may include registered voters or those listed in a directory of students registered for a course. Non-list frame examples may include a random sampling of numbers or geographic areas. Sampling ensures research is comprehensive and accurate (Lewis-Beck et al., 2004). List sample frames would be appropriate for this study, incorporating demographic organization, leader, and employee data generated from interviews and observations.

Fourth, the sampling selection process involves selecting the sample design. Example sample designs may consist of those that are telephone, web, address, or time-based, to name a few. Next, in the process, the sample size is determined. The final step finalizes the selection of the sample, which is substantially dependent upon the preparation involved in the first step (Daniel, 2012). The six steps follow in greater detail.

Objectives of the Study. The objectives of the study should be closely considered, including five objectives. Exploratory research seeks information to understand a population or issues related to a study. A descriptive objective concerns the constraints of a population, differences, or variables within relationships. A predictive objective forecasts future parameters of a population, differences, or variables within relationships. Evaluation research governs the need for an intervention and its progress, including addressing the need and overall intervention outcome. Finally, explanatory research explains patterns within-population parameters and variables within relationships (Daniel, 2012).

Definition of the Population. The target population or the aspects researchers apply to the outcomes of the study must be defined before selecting a sampling choice. A target population defined ambiguously may result in population specification bias or a bias created from an imbalance between the defined target population and the real population studied. Additionally, defining the target population should indicate inclusive and exclusive elements. Inclusive elements include minimum conditions to participate in the study. Exclusive elements may consist of health challenges, age or language barriers, or characteristics that may interfere with the study's findings. In short, the target population should include the nature of the elements, sampling units, the element's location, and time considerations (Daniel, 2012).

Nature of the Population. Several factors must be considered before sampling choices are made. First, population content, or the people, places, or things, to name a few. As samples within a population differ, generalizing samples may be unsustainable. The size of the population is critical, as additional resources and sample size may be required to study larger populations. Additionally, costs, time, errors, and other considerations may be factors. Next in consideration is the heterogeneity/homogeneity of a population. Homogeneous necessitating smaller population samples versus heterogeneous. Attention should be given to variability measures, and a pilot study is recommended. Population accessibility will vary and affect sampling choices, including the researcher's ability to execute a sample design. Some of the population may reside in remote locations, behind secured neighborhoods or buildings, or in other inaccessible areas. Further, some may sit within "hidden" communities, such as those will high-risk medical issues, homeless, or those under various addictions. The spatial distribution of the population follows as a potentially substantial impact on data collection costs to complete the study. Greatly scattered populations require more resources to connect and collect data. Finally, resource availability concerns the post-study sustainability of the population and efforts to ensure future research exists (Daniel, 2012).

Resource Availability

Sampling choice selection includes an assessment of available resources, including costs, time, facilities, and equipment, for example. The sampling frame, or target population listing name, also influences sampling choices. The listing may include names, contact information, or maps. If resources are unavailable, how to attain those should be determined before making sampling choices (Daniel, 2012).

Research Design Considerations. Defining a sampling choice should consider the study's research design, including the specific type, as well as data collection and analysis design. Relevant to this study is qualitative versus quantitative. Qualitative research requires collecting and analyzing non-numerical data to understand the elements elected for the study. The research includes in-depth inquiries and gaining knowledge of the participants' perspectives. Quantitative research, on the contrary, involves collecting and analyzing numerical data. Qualitative researchers will take on a sequential approach to sampling as a common method. In short, the researcher will continue sampling until data saturation is achieved or no new information occurs (Daniel, 2012).

Ethical and Legal Considerations. Ethical or legal considerations relating to the study should be identified before the sampling choice. Typical concerns include consent, privacy, confidentiality, and professional ethics. Ethical and legal regulations should also be considered. A comprehensive literature review and exploratory research help to gather sufficient information

(Daniel, 2012). With rising access to online or other web-based data collection methods, increased ethical concerns have prompted the need for newer requirements for participants and researchers (Creswell & Poth, 2018).

To answer research questions, data collection ignites a series of activities. Initially, it is vital to locate people or places for the study and, once discovered, build rapport with the participants to receive the appropriate data. Purposeful sampling intentionally samples people that can advise the researcher of the research problem in consideration. Once sites and people are selected, the most practical data collection approach must be determined. For example, forms of data, methods of collection, and types of interviews. Researchers will also need to create protocols to record information, contingencies to navigate data issues, and plans to store and protect data from damage or loss (Creswell & Poth, 2018).

Qualitative research sampling is common in the case study and grounded theory approaches, including shifting data sources of people, events, or organizations. Additionally, units of analysis consisting of cases to be analyzed or instances of concepts. As discussed, purposeful sampling, also known as initial sampling or a priori sampling, defines sampling decisions that are made prior to data collection. In contrast, ongoing sampling indicates sampling decisions following in retort to data collection (Gentles & Vilches, 2018). For qualitative research, purposeful sampling should include three considerations. First, decisions around participants to include. Secondly, the specific sampling strategy. Finally, the study's sample size (Creswell & Poth, 2018).

For narrative studies, researchers make decisions intentionally, selecting those that are available, fit specific criteria for status, or are perhaps ordinary individuals. Narrative study participants are able to provide examples of lived experiences. Narrow sampling strategies occur within phenomenological studies, whereby participants will need an actual experience with the phenomena to be studied. Researchers of grounded theory studies select participants capable of furthering the theory, known as theoretical sampling. First, the participants are selected and studied, followed by the development of the theory. Ethnographic researchers select the desired cultural group, as well as the participants and phenomena to be explored. The sampling method utilized casts a wide net, eventually relying on the researcher's judgment to choose participants based on the study's research questions (Creswell & Poth, 2018).

Further, in addition to culture sampling, ethnographic researchers are able to deploy several sampling methods, including opportunistic sampling and criterion sampling, to seize opportunities or establish criteria for the study. Finally, relevant to this study, case study researchers select extraordinary case studies, employing maximum variation sampling. The popular approach for qualitative studies determines criteria in advance, then selects participants that differ from the criteria. In short, the researcher amplifies differences in the beginning, increasing the likelihood of different perspectives within the research findings (Creswell & Poth, 2018).

Sampling size is another crucial consideration in sampling. The sample size should not only focus on sites or individuals but collect vast details about both. Each of the five study methods represents particular sample size factors. For narrative research, typically, one or two participants are analyzed, with the exception of larger pools, to create a collective story. In phenomenology studies, the range is vast and may include 1 to over 300 participants. Grounded theory studies are recommended to have 20 to 30 participants to generate a well-saturated theory. Ethnographic studies are focused on single groups and interviews and observations within those groups. Finally, and relevant to this study, case study research should include less than four or five cases within a single study. A theme should be developed amongst those cases through analysis (Creswell & Poth, 2018).

The proposed and appropriate sample size for this research study was estimated to include two to three case studies relevant to identifying themes and providing the level of pertinent details. The sample and size of organizational leaders and employees were appropriate as both are likely to experience the phenomena the study seeks to understand. When all pertinent concepts are identified, and additional interviews cease to reveal other concepts, data saturation occurs. For example, in a qualitative study of 35 participants, 19 concepts were revealed, achieving data saturation, with some concepts with fewer participants discovered as less important (Gugiu et al., 2020). The proposed sample size helped to reach data saturation, as interviews for the two large demographics of leaders and employees reported lived experiences conveying similar themes or concepts, prompting the researcher to conclude the study has reached saturation. Further, multiple case studies utilize the logic of replication, with the researcher replicating the procedures for each case, increasing the likelihood of data saturation with each new interview or observation (Creswell & Poth, 2018).

With the increase in technology, access to the population is possible with initial surveys, leadership and employee groups, and industry organizations. Outreach via virtual or digital communication can include questionnaires, surveys, and other documents provided directly to the proposed participants. Additionally, social media, academic, and industry certification groups are accessible to gather the initial participant and organizations involved. Further, after establishing leaders and employees from the initial outreach, internal organizational resource groups and virtual platforms provided more access to retrieving data. Finally, newer communication methods of web-based emails, message boards, or other web-based platforms provided researchers with the advantage of reduced travel and data transcription costs (Creswell & Poth, 2018).

Summary of Population and Sampling

The preceding analysis described the researcher's description of the population, characteristics, and criteria for selection and eligibility for the two groups of organizational leaders and employees. Next, sampling was defined and its appropriateness, sampling method selected, including the study's intended sample frame, size, and methods to achieve data saturation to answer the study's research questions. Participants for this study included a broad generational demographic, including leaders and employees within the Fintech or financial services and software industry. The study sought contributions from the two groups to gather data on specific experiences in understanding and addressing challenges faced in job dissatisfaction, organizational commitment, and career development, in addition to its impact on talent attraction and retention. The sampling selection process involves six steps, including preparation, analysis of the population, selection of sampling types and design, and the final selection. The sampling method, frame, and size are discussed next. The appropriateness of utilizing purposive sampling to target and categorize specific participants. Non-list sampling frames are then incorporated to define targeted demographic data within the participants. The sampling size was estimated to consider the appropriate amount of data to saturate the study's research questions.

Data Collection and Organization

Qualitative research and data collection allow researchers to develop insights by achieving holistic and rich data complimented by themes and findings emerging from meticulous analysis. Typically, qualitative research involves three fundamental approaches to data collection, various interview types, moderated or facilitator-led focus groups, and observations to provide insight. The three methods require specific skills from researchers to produce large amounts of raw data (Barrett & Twycross, 2018). Data collection and organization contributed to the success of the study and outcomes. Creswell and Poth (2018) described four data sources for qualitative data. First, interviews or data produced from direct interactions. Secondly, observations or data produced via passive interactions. Third, documents are utilized to generate data from existing resources. Finally, artifacts, or the use of audio and visual methods to produce data. The strength of qualitative research lies in extensive data collection through the use of multiple information sources (Creswell & Poth, 2018). The following narrative discusses data collection and organization, including an outline of the data to be collected, instruments, how the data is organized, data analysis, and reliability and validity.

Data Collection Plan

The case study design incorporated several sources of data collection to achieve saturation of deductions from organizational leadership and employees. The researcher utilized the study's research questions and a variety of approaches to data collection, including the individual leader and employee interviews, documents, and archival record data available, to reach pertinent findings. To elicit relevant results, the research questions were open-ended and specialized to reveal real-world experiences and perceptions. For this study's multiple case research, the data collection approaches were used to gather data from organizational leaders within the Fintech industry to understand their impact on job dissatisfaction, lack of organizational commitment, and lack of employee career development.

The proposed data to collect included information regarding the challenges organizational leaders face when addressing employee factors related to job dissatisfaction, organizational commitment, and career development and how those influence the retention of employees and attract newer employees to the organization. Specifically, the data focused on challenges leaders face when addressing job dissatisfaction, lack of organizational commitment, and lack of employee career development. Next, what leadership actions contributed to successful and unsuccessful retention strategies. The researcher utilized the study's research questions to collect data regarding the role of talent management planning and development play into addressing the factors, as well as how organizational leaders' retention processes affect employee turnover and attract top talent. Finally, data collection discovered how perception influences the organizational talent attraction and retention processes. The anticipated data collected focused on obtaining results from a smaller participant sample; however, gathering extensive information until data saturation was reached.

The proposed data collection plan included using Survey Monkey survey questionnaires and Zoom or Microsoft Team virtual interviews with organizational leaders with common titles, including manager, supervisor, director, team leader, or similar titles. Individual contributor interviews also gathered data from general employees who have lived experiences with job dissatisfaction, organizational commitment, and career development. The real-world experience from both groups was crucial to validating perspectives from the intended industry. According to Ridder (2020), interviewing operates with the assumption that the study's data can be accumulated by conversation. Researchers prepare by developing the initial structure of the interviews, followed by the selection of the interviewees. Participants were invited via a range of social media platforms, including Twitter, Facebook, and LinkedIn. Additionally, through academic and social alumni groups, word of mouth, and industry colleagues. The researcher provided each participant with a consent form in order to contribute to the study (Creswell &

Poth, 2018). Additionally, the study followed all compliance requirements from the Institutional Review Board (IRB).

Case studies are initially founded on the research questions, followed by data credibility, as well as case knowledge and context influences. Cases are studied in relation to their context in order to identify the case events. Specifically, cases can be described by two characteristics. First, specificity, whereby a case includes some specificity to reach an understanding, such as parts and purposes. Secondly, case-related content, or boundedness, describes features localized in or outside. Multiple case studies extend single case studies, with the assumption to increase the comprehension of general phenomena (Ridder, 2020).

Before data collection, the case study approach follows four general areas. First, the aims of the study. The aims seek to answer if interest exists in a single case and is representative of a phenomenon of interest past the case. Also, if the phenomenon can be replicated and if the researcher has properly declared a research question to lead the study. Second, will the case selected provide an opportunity to learn, lead to explanations beyond the case(s), and if the researcher has sufficiently declared the case's specificity and boundedness. Third, data collection decisions regarding the researcher's plans to gather data onsite or via observations and interviews.

Additionally, how to carefully record participant meanings and if the case study aligns with intrinsic or an instrumental case study. Lastly, data analysis to uncover if a coding scheme exists to include triangulation of multiple sources, if the reader can decipher the richness of the study, and if the case study provides more general aspects (Ridder, 2020). The study's research paradigm, constructivism, sought to find meaning and constructs to answer.

Member Checking. In qualitative research, Candela (2019) states that member checking is generally utilized to sustain validity and is a crucial component in creating credibility in research studies. Researchers should give consideration to member checking's impact on participants. Member checking further provides researchers an opportunity to ensure participants are portrayed accurately by confirming or denying the correctness and interpretations of the study's data, ultimately adding credibility. Conversely, member checking may present a disadvantage to the validity of the study based on the relationship between the researcher and participants, as participants may concur with the analysis to avoid disagreeing with the researcher or findings. Therefore, member checking should be removed from the research approach or implemented carefully, as it may involve research of traumatic experiences within marginalized participants. In short, member checking for qualitative researchers should strongly consider the framework of the study and the effects on participants.

Guidelines and procedures for member checking follow several approaches, dependent upon the individual researcher. One researcher suggests viewing participants as "actors" who examine a rough draft of the study and their inclusion, with the intention to check for accuracy or other viewpoints. Another refers to member checking as not only an avenue to check for accuracy but a way to review all components or aspects of the study to determine if complete and realistic descriptions exist, as well as if themes and interpretations are fair. Finally, an additional researcher finds member checking beneficial to collaborate outcomes and evidence, as well as to generate newer evidence not initially present through data collection (Candela, 2019).

In addition to member checking, several approaches are effective in increasing trustworthiness in a qualitative research study. First, audit trails to maintain notes and documentation, including interview and observation notes. Next, reflexivity, or the researcher's acknowledgment of bias, and the gathering of data records to evaluate successes and items to be modified or avoided in future research. Third, thick and rich description, or obtaining an understanding of cohesion amongst situations. Ultimately the reader is pulled into the narrative to evoke feelings and connection to study participants. The triangulation approach gathers and analyzes data via numerous avenues. Member checking, as mentioned, allowed participants to approve interpretation aspects of the data. Further, the process can be completed individually or in group settings, with feedback provided as edits, clarifications, or elaborating on additional areas (Carlson, 2010).

Follow-up Interviews. Generally, follow-up interviews are utilized to gather additional information as well as to clarify and extend initial information. Similar to the original research questions, follow-up questions are open-ended, instigated by participant responses, and designed to elicit or clarify introductory remarks before the researcher completes interviews. Interviewers or researchers seeking data from the most cooperative participants are still likely to receive incomplete or inconsistent details due to participants forgetting or unaware of details researchers will consider relevant. Providing participants with follow-up questions is broadly based on the spreading activation theory or memory representative of a group of traces that fluctuate in strength. In short, the follow-up question prompts to activate a trace that moves through the network, triggering a memory search uncovering previously hidden (Kontogianni et al., 2020).

Instruments

Survey instruments may include questionnaires or interview schedules, presented with an initial introduction. The introduction should include the subject of the survey, sponsor for the survey, establishment of the purpose, requests for assistance and benefits to respondents, as well as confidentiality or how the participants are protected. Opening questions are easy and interesting, and aligned with the study's objectives. Gradually sensitive questions are introduced, followed by classification or demographic data at the end. In short, broad questions are included; first, trust is then established, closing with narrow questions (Given, 2008). Furthermore, other instruments proposed are notebooks and audio recorders for notetaking and ensuring participant data is captured accurately.

Interview Guides. Research questions provide guidelines to further develop interview guides to add structure to the interview process, which is then associated with the general methodology, objective, and purpose of the study. In sum, the interview guide process includes the structure, research approach, and strategies utilized during the study, including how the interview and questions are proposed to be conducted. Interview guides not only include the main research questions but follow-up and probing questions, as well as topic or theme outlines related to address during the interview. There are numerous benefits to interview guides, including focused and structured interviews and participants, a richer response from participants, and a momentum boost for participants to share more freely. Additionally, the interview guides aid researchers in preparing and recognizing potential problems. Finally, the interview guide can grow over time for newer concepts or interest areas pertinent to the study or further examination (Roberts, 2020).

Individual and group interviews can also benefit from interview guides for semi-structured and in-depth interviews. By definition, semi-structured interviews stimulate the expression of ideas from participants. The implementation process then involves accurately exploring the opinions or experiences of the participants and analysis of the data (Li et al., 2019). The approach is the most common in qualitative research, guided by themes and goals toward consistent data and outcomes. The method can vary from extremely scripted to reasonably loose.

The process is a flexible, effective, and convenient way to gather information. It allows participants to provide information on their own terms and is useful for researchers seeking data regarding real-world experiences (Qu & Dumay, 2011).

For this study, semi-structured interviews were proposed to understand how leaders describe and create meanings for organizational roles and motivations. The interviews uncovered leadership and employee opinions on organizational culture, opportunities, and challenges. Scheduled and unscheduled probes can also be utilized within the semi-structured interviews to draw out additional narratives from the participants. A scheduled probe would task the participants with elaborating on a recent answer (Qu & Dumay, 2011).

Six steps were proposed for semi-structured interviews for this study. First, the narrowing or identification of topics or themes to pose to participants. The first step included an initial statement of the intent of the study to elicit the opening conversation. Secondly, establishing ethical guidelines to protect the ethical and moral issues of the participants. Third, the creation of the interview protocol, including how the researcher introduces themselves to the participants. The introduction should include confidentiality and consent statements, as well as opportunities to withdraw and use the results. Here questions and probes are developed, in addition to solidifying the study's central focus. Fourth, performing and recording the interviews, accomplished through written notes during or after live interviews, audio, or video recordings. Step five involves the analysis and summarization of the interviews, aided by prior and established organization plans. Finally, reporting of the findings occurs (Rabionet, 2016). Appendix A displays elimination, demographic, organizational commitment, attrition, and attraction survey questions for employees.

Part I interview guide questions confirmed the intended participants meet the established criteria to contribute to the study. The initial questions acknowledged review and receipt of the consent form, questions or explanations needed, as well as an explanation of the study and its purpose. Next, demographic data to confirm the minimum age requirement, alignment to the intended industry, leadership status, and other inquiries associated with the participant group. Part II interview guide questions were designed to elicit direct experiences from organizational employees regarding job satisfaction, organizational commitment, and career development as it relates to remaining with an organization.

Surveys. Surveys for this study purported to utilize Survey Monkey. The Internet application and host site aid researchers in developing surveys for use via the Internet, which is useful for performing various forms of research. The survey options are customizable and flexible to include an introduction on the purposes of the research, a statement addressing the use of personal information, plans for the data, in addition to a progress bar, exit, and thank you page. Also customizable are the topics and response options. The questionnaire can be created to include open-ended questions, which is necessary for this study to gather the appropriate data (Waclawski, 2012). Appendix B displays elimination, demographic, organizational commitment, attrition, and attraction survey questions for employees.

Archive Data. Archival data serves as a form of documentation commonly found within case study research and a viable source to utilize with our sources of evidence. Typically used for quantitative studies, the data is stable, specific to include name or event details, and broad to cover ranges of time and settings. A disadvantage exists in that accessibility limitations may exist due to privacy concerns. Example archival data records may include data files within the U.S. Census or other public files, including statistical data. Additionally, geographic records, organizational clients, budgeting and personnel data, and other data on organizational employee participation. The usefulness of archival records varies with each case study and must be verified for accuracy (Yin, 2018). As archival data is utilized for specific purposes and audiences, its appropriateness for this study focused on verifiable organizational data. In detail, the archival data relevant to this study focused on geographic-specific data for organizations, including the available leader and employee demographic data, as well as attrition and retention data by organization and location.

Data Organization Plan

Data gathering for qualitative research aids researchers in understanding more in-depth information on specific phenomena or the words behind numerical data. Extensive time may be required in the collection, transcription, and organization of data, with additional time throughout data analysis. Organizing the data necessitates utilizing the appropriate tools to accomplish each task. Outside of the benefits of organizing the data, reducing, and analyzing the data occurs. The proposed approach involved the use of Word and spreadsheet software, specifically Microsoft Word and Excel, to organize the data. The approach employed the (RADaR) technique, commonly utilized in qualitative and mixed-method studies. The technique is rigorous and accelerated, as it reduces data stages and quickens the process faster than other qualitative techniques (Watkins, 2017).

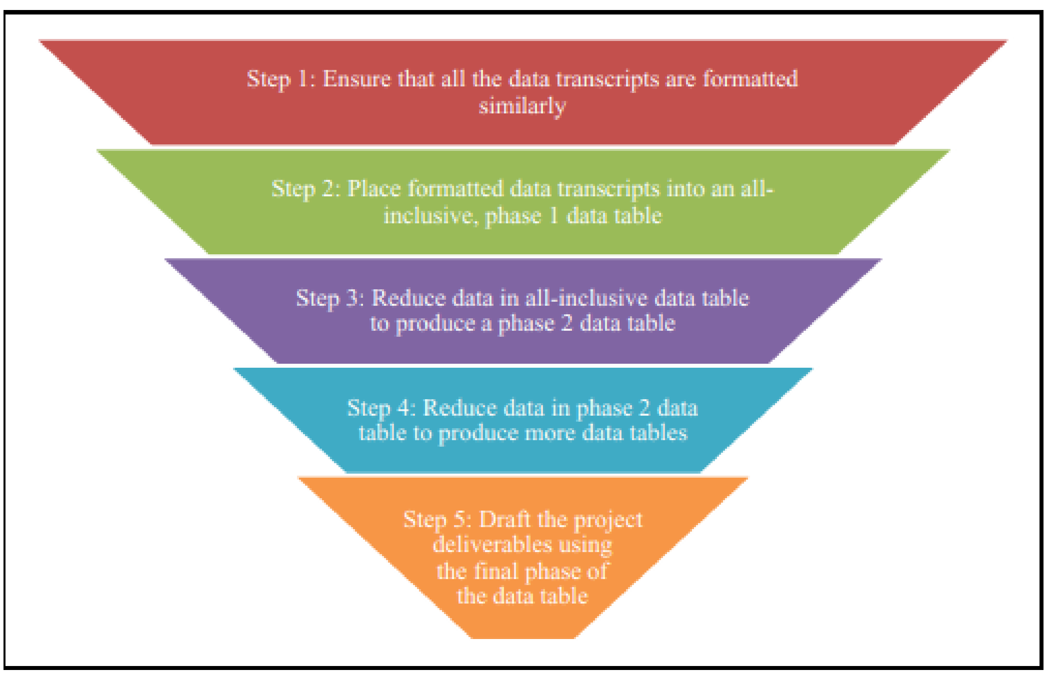
The RADaR technique begins with a raw transcript, or case records data, transitioned into tangible products. Moreover, the use of Microsoft Word and Excel likewise facilities the ease of remotely sharing files and meeting with qualitative project teams, only increasing with the collaborative nature of the Internet. Additional shared meeting platforms include Skype and

GoTo-Meeting. Finally, researchers can utilize web-based document services, including Google Docs or Drive, as well as Dropbox (Watkins, 2017).

The RADaR technique moves through five steps, as indicated below in Figure 1. The first step involves ensuring the correct formatting exists for all data transcripts. The second step includes positioning the formatted data transcripts into a data table. Essentially the large amounts of data are presented as a table or spreadsheet. After the data is entered, researchers then review and enter notes for commonalities, differences, or other points of interest. Stage 3 involves the reduction of the data table to generate a Phase 2 data table. In short, a bulkier Phase 1 data table transitions into a condensed Phase 2 data table, consisting then of only content relevant to the researcher. Researchers accomplish this by concentrating on the results of the research questions (Watkins, 2017).

Figure 5

Rigorous and Accelerated Data Reduction Technique



Note: Reprinted from Watkins (2017). Rapid and rigorous qualitative data analysis: The radar technique for applied research. International Journal of Qualitative Methods, 16(1),160940691771213.

Stage 4 follows a similar format, reducing Phase 2 data to generate more data tables, facilitating a smaller presentation of the data. Reducing the data further shifts the team from Phase 1 to Phase 3 and so on. The amount of data tables required for the RADaR will vary by study; however, the process completes with sufficient data to address research questions, and opinions of the data are considered by the research team. In the final stage, project deliverables are drafted to create the remaining phase of the data table. The format can include presentations, dissertations, or manuscripts, to name a few (Watkins, 2017).

Utilizing the RADaR technique is an appropriate approach, as it simplifies the data organization, transcription, reduction, and analysis of qualitative research data. Besides this technique, the researcher can use a journal for documentation during the course of the research. Creswell and Poth (2018) describe several approaches to data analysis and organization based on three methods. First, identifying and reducing codes to themes, utilizing abstract or concrete coding. In addition, creating points of view, display, and reporting for audiences. Secondly, a more detailed approach including the composition of marginal notes and field note summaries, writing codes, themes, and similarities amongst variables and contrasts. The final approach includes identifying patterned regularities, contextualizing the literature's framework, as well as displaying data via tables, charts, figures, and comparison of cases. This approach begins with establishing an initial description of the data (Creswell & Poth, 2018).

Summary of Data Collection & Organization

Crucial to case study outcomes are data collection and organization. A qualitative case study requires careful organization and awareness of the correct procedure. Successful qualitative researchers will focus on building patterns, classifications, and themes. Creswell and Poth (2018) describe the data collection plan as a process moving through significant steps, including initial permission to gain participants, use of a practical sampling and recording strategy, responsiveness to unplanned events during research, and secure storage of the data. Researchers will determine the appropriate research design and methodology, the purpose of the study, and research questions. After establishing the questions, data collection occurs. The process involves the management and organization of the data, reading and documenting emergent ideas, categorizing codes and interpretations, and representing the data.

Data Analysis

Data analysis can be a complicated and challenging process, involving the analysis of text and multiple other forms of data required of qualitative researchers. Decisions for representing the data through tables and other forms present an additional challenge. The data analysis process involves more than the analysis of text and images, requiring data organization, preliminary readings of the data, representation, and interpretation. The data analysis steps are interconnected and assisted by various technology (Creswell & Poth, 2018). The subsequent section presents three analysis strategies for qualitative research, including management and organization of the data, the process for memoing emergent ideas, and the representation and interpretation of the data.

Ethical considerations exist for data analysis and encompass two areas, protection for potential harm to participants and the disclosure of findings. Researchers must protect participants by masking names and creating composite profiles to prevent reporting any identifiable information. Researchers should also embed member-checking strategies during the disclosure of findings. Other strategies to address ethical issues include presenting numerous perspectives for a complete picture and assigning aliases to participant names (Creswell & Poth, 2018).

Before data collection, researchers must pursue and obtain authorization from institutional review boards (IRB). The purpose of the permission is to provide proof to the review boards that the study design follows their standards for performing ethical research. Qualitative reviews are generally exempted from extensive reviews; however, those involving minors or other high-risk populations or groups require a much more thorough review. The submittal procedure includes providing a proposal detailing project details regarding selecting, accessing, and obtaining permissions for sites and individuals. Additionally, the sampling and data collection strategies (Creswell & Poth, 2018).

Emergent Ideas

The building of themes develops through synchronized and iterative data collection, evaluation, and the memoing process. During the memoing process, researchers are able to brainstorm theory ideas throughout the data process to uncover patterns. Memoing is an essential component of theory development. Further, memoing begins with the first analytical phase and lasts through the research process. Memos ultimately start as representations of thought that grow intricately as the research progresses. After data organization, understanding the whole database should be approached by researchers, who are tasked with thoroughly reviewing the transcripts, deeply getting into the details, and understanding the interview as a whole. (Creswell & Poth, 2018).

Taking notes or memos within the margins or other areas guides the process of delving into the database. The memoing method moves through three parts. First, high importance should be given to memoing throughout the analysis procedure. Researchers should initiate memoing at the initial reading of the data through writing conclusions. The next phase works to organize memos individually to avoid a cumbersome outcome. Organization through analysis can be completed in three levels:

- Segment memos that capture thoughts from phrases in the data. The segment level of memos is useful for identifying codes.
- Document memos that describe concepts developed from examining files or documentation from different ideas. The document memo is practical for recapping and identifying code classifications for themes or comparisons.
- Project memos are integrated ideas across one idea to document how multiple ideas join across the study.

The final phase involves the embedding of classifying strategies for memo retrieval. Memos should be retrievable and sortable across various factors, including participants (Creswell & Poth, 2018).

Coding Themes

Coding themes follow the reading and memoing of the data to defining, classifying, and interpreting the data. Codes or categories represent the essence of qualitative data analysis. Researchers create comprehensive descriptions, attach codes, develop themes, and offer their interpretations or those of other perspectives. Comprehensive descriptions include the details researchers see or within the framework of the setting. Descriptions further exist as a great starting position in qualitative studies (Creswell & Poth, 2018).

The coding procedure is crucial to qualitative studies and outcomes gathered from multiple sources. Combining text or visual data into categories, gaining evidence from separate databases, and assigning code to a label encompasses coding. A codebook can be developed to include a final list of codes and descriptions. The codebook further outlines the boundaries for each code and helps to validate inter-rater reliability with multiple coders. A codebook should include three characteristics. First, a name for the code and a shortened version if needed to condense within a margin. Next, a description of the code to include limitations for inclusion and exclusion conditions. Lastly, utilizing code examples from the study's data to illustrate (Creswell & Poth, 2018).

Careful consideration should be taken during the coding process. Specifically, a decision by the researcher to count codes. Additionally, taking advantage of preexisting codes to guide the coding process. The concern here relates to limitations in the analysis of the preexisting codes. As code labels evolve from several sources, another situation involves the origin of the code names. In short, code names originate from participants or those drawn from researcher ideas or metaphors associated with the codes. A final consideration includes the variety of information researcher's code. The range of information may originate from stories originating from narrative research, individual experiences detailed in phenomenology research, processes or interactions within grounded theory studies, cultural themes or specific cultural experiences described in ethnography research, and detailed descriptions found within case study research (Creswell & Poth, 2018).

Creswell and Poth (2018) define several data analysis methods qualitative researchers can deploy to focus on the necessary data to analyze:

- Disassembling a dichotomy, revealing it as an untrue distinction

- Considering silences, noting what is said and unsaid.
- Managing disruptions and contradictions; areas with unclear or discontinued text
- Identifying foreign elements to help distinguish what is plausible vs. acceptable.
- Incorporating the use of metaphors to create multiple meanings.
- Analyzing double meanings that allude to unconscious subtext.
- Distinguishing group-specific or general sources of bias with the reconstruction of the text

Finally, moving from coding to generating themes utilize specific strategies. First is the initial memoing to capture thematic ideas, followed by bookmarking notable quotes during coding, including the reason and label for faster later retrieval. Next, the development of diagrams to denote codes and emerging concept relationships. Summary statements can be created to reflect reoccurring or interesting aspects of the data. Finally, before interpretation, consideration must be taken of thematic analysis as an option for coding (Creswell & Poth, 2018). Relevant to this study, the researcher downloaded participant data from the interviews and recordings, transcribed and examined it for accuracy. The responses were then organized, grouped, and affiliated with the research questions. Themes were then generated, followed by summarizing the findings of the study.

Interpretations

For researchers, interpretation of the data entails understanding the facts and lessons learned in the process. The interpretative process relies on creative and critical capabilities to make careful judgments on influential factors generated by the data. As discussed, code and theme development occur, followed by the organization of the data (Creswell & Poth, 2018). Interviews introduce new meanings, contributing to the researcher's interpretation of the data.

Interpretive events with qualitative research include activities that help researchers draw meaning from thematic patterns. The tools further aid in developing connections and inconsistencies across thematic categories. Graphic displays and writing further assist in examining relationships and associations. Throughout this phase, it is crucial to communicate where the connections are most robust as opposed to where slippage may occur. The reliability of the researcher's interpretation requires a continuous process to assess the associations across thematic categories for cohesion (Galletta & Cross, 2013).

Data Representation

Representation and visualization of the data comprise the final phase of data analysis. The final phase includes the presentation of the data by the researcher in the text, tabular, or figure form. Deciding on the appropriate display can be challenging for researchers. Creswell and Poth (2018) provided guidance on creating and using matrix displays, incorporating five strategies:

- Searching data and selecting the level and kind of data to be displayed
- Sketching and soliciting feedback on initial formatting ideas
- Assessing comprehensiveness and readability, revising as required
- Documenting patterns, comparisons, and clusters in the display
- Reexamining associated text and validating conclusions, including the richness of the explanations and conclusions

A well-defined research approach is consensual qualitative research (CQR). The method has an emphasis on researcher consensus regarding the construction of findings. CQR requires consistent data collected from participants via semi-structured interviews that multiple researchers then analyze to reach an agreement about the meaning of data. The process is carried out in three steps. First, participant responses to open-ended interview questions are separated into domains or topic areas. Next, core ideas or brief summaries of the data are created for each case. Finally, categories are developed by cross-case analysis to define common themes in core ideas amongst cases (Leavy, 2020).

Representations of participant interviews can include thematic descriptions, documentaries, stories, and essays, to name a few. Goals for representation include presenting in traditional or nontraditional formats. For case studies, data analysis involves the development of detailed descriptions of the cases and their settings. Case studies can be approached methodologically or by representation. In representation, researchers present cases individually with comprehensive details and through a cross-case analysis for presenting multiple case studies. Researchers have the option to include numerous representations of data analysis, as appropriate and necessary. Outside of typical qualitative forms, tables, drawings, maps, and models also exist as options (Bhattacharya, 2017).

Creswell and Poth (2018) relay four methods of data analysis and interpretation utilized in case study research. First is categorical aggregation, the researcher's attempts to generate a collection of instances from the data to generate relevant meanings. Conversely, direct interpretation, researchers are focused on one idea and associate meaning from there, without seeking additional information. The following technique, cross-case synthesis, describes a method to research two or more cases, to identify parallels and differences. Finally, naturalistic generalizations are produced by examining the data, identifying information the researcher learns, as well as applying the learning to other cases (Creswell & Poth, 2018).

Analysis for Triangulation

A case study was appropriate for this research study as it relies on numerous sources of evidence, with data necessary to converge in a triangulation pattern (Yin, 2018). Triangulation helps research findings, providing credibility and validity. Credibility refers to trustworthiness and validity, confirming the results accurately reflect what's being investigated. Triangulation utilizing theories and methods ensures that potential biases are overcome and helps discover complicated human behavior. The method further examines multiple datasets to explain contradictory aspects of a phenomenon, as well as to explain study results (Noble & Heale, 2019).

Triangulation with qualitative research means extending the activities of the researcher's process beyond what is typically done. In short, triangulation allows for multiple methods of understanding issues in qualitative research compared to single-method studies (Flick, 2018). The numerous methods may include data sources, theories, and other investigators to establish credibility and provide conclusions to a theme or perspective (Creswell & Poth, 2018). Triangulation for this study included data gathering utilizing multiple sources, including public data and specific industry and organizational information, including observations, interviews, questionnaires, and surveys. Additionally, individual interviews to ascertain patterns in organizational leadership behavior. One statistical method, descriptive statistics, also helped to indicate similarities and differences within various measures (Mood et al., 2019). Triangulation sought to ideally obtain reliable data to validate participant realities.

Multiple sources of evidence are a rational choice in that it relates to the fundamental reason for performing a case study, the in-depth examination of a real-world phenomenon. Essentially going beyond the surface level of the study's scope, resulting in the methodological practice and development of converging lines of different reference points. Four types of triangulations exist. In detail, data triangulation of data sources, investigator triangulation among diverse evaluators, theory triangulation involving perceptions of the same data set, and finally, methodological triangulation of methods (Yin, 2018).

Relevant to this study, there are two methods to consider. First, methodological triangulation utilizes numerous methods to study the phenomenon, working with multiple variations of a survey or through surveys and observations combined. The method can include qualitative and quantitative methods, completed with interviews, surveys, and records. Additionally, data triangulation collects data from multiple sources, including leaders and employees across organizations, time, and space. Methods here can also include interviews and observations. For this study, the observations and interviews consisted of the participants previously mentioned from several stakeholder groups. One group may focus on participant interviews, with archival records confirming similar results. In short, participants in the same and different groups, plus numerous data collection procedures triangulate. Also, participants in the same and different groups utilizing one data collection method triangulate, whereby multiple participant interviews confirm consistent information (Campbell et al., 2020a).

Many software computer programs exist for analysis, both for individual and commercial use. Four commercial programs are popular, widely used, and frequently updated by developers. First, MAXQDA, a program to aid researchers in evaluating and interpreting qualitative texts. The program works within a vast range of data formats, including text documents, Microsoft Excel tables, Adobe Acrobat files, images, audio or video recordings, and others. The program further provides organization, transcription, and analysis of data. Additional features include notes and summarization capabilities, with the option to further develop into a coding system and visualization techniques to aid the researcher in understanding how things connect. Publication options are also available to easily generate, customize, and share research (*MAXQDA*, 2022). Creswell and Poth (2018) also relay that the software includes a mobile companion, MAXApp, allowing researchers to utilize mobile technology to gather data and code.

The ATLAS.ti program enables researchers to organize files, code, and memos and move findings into a project. The software can annotate and assess segments of information. Researchers can drag and drop codes, rapidly search, and retrieve data. The software includes a data export function to various programs, including SPSS, HTML, CSV, and others. Groups of researchers can also collaborate on the same project and compare coding results. The NVivo software helps to analyze and manage qualitative data. The interface is user-friendly, and the data can be securely stored and easily manipulated. The software is relevant to today's technology and includes a function to support social media data from leading social media platforms, including Facebook and others (Creswell & Poth, 2018).

Lastly, HyperRESEARCH is an easy-to-use qualitative program for coding, retrieval, theory development, and data analysis. The program also works with text and graphics, audio, and video sources. The researcher can furthermore draw diagrams and transfer audio and video data (Creswell & Poth, 2018). The appropriate software for this study was the NVivo software to aid this researcher in organizing the data, uploading audio recordings of interviews, transcription of participant interviews. NVivo also helped to transfer data from various sources, provide storage options, and facilitate obtaining data from social media sources.

Summary of Data Analysis

Data analysis describes the examination and organization of data, in addition to coding, theme generation, representation, and interpretation of the data. The preceding section focused on emergent ideas, coding themes, interpretations, data representation, and analysis for triangulation. In detail, the generation of emergent ideas through data collection, evaluation, and memoing. Here researchers move thoughts into ideas, ultimately arriving at themes aligned with the study. Three levels of memoing were discussed segment, document, and project memos. Next, the section focused on the coding process and themes, including several techniques available to qualitative researchers to analyze the appropriate data. Interpretations and data representation describe understanding the data and appropriately representing the data through the use of five strategies. Triangulation focused on how to conduct analysis for the triangulation of the study's interview data.

Reliability and Validity

The study's design is grounded in Maslow's Hierarchy of Needs and Transformational Leadership theories. Qualitative research seeks to analyze observers in the world, those participants able to report phenomena in their natural settings and assign meanings to them. The method begins with assumptions, followed by the collection of data to produce themes or outcomes (Creswell & Poth, 2018). As such, the research must be credible through reliability and validity. Researchers are tasked with considering reliability and validity when creating research questionnaires. The following discussion reviewed reliability and validity. Specifically, ways to ensure reliability, including credibility, transferability, dependability, and confirmability. Next, methods to ensure validity including bracketing, triangulation, and saturation.

Reliability

Reliability within research studies centers on two common approaches. First, appropriate, and thorough collection, analysis, and interpretation of the data. Following the researcher' s responsiveness, other ability to verify findings and analysis early on. Finally, audit trails outlining research procedures and studies (Given, 2008). The following section examined how to ensure reliability through the use of credibility, transferability, dependability, and conformability. Additionally, bracketing techniques and their use in addressing bias in the study.

Credibility

Credibility is described as operational procedures, and sources implemented to establish a cohesiveness amongst participants and researcher interpretations. The research design must make sense to both the researcher and participant (Given, 2008). Credibility for this study is established in a few ways. First, confirming if the appropriate participants and data collection method were used for the selected topic. Secondly, verifying if the participants were open and providing complete responses. Third, for a study involving both leaders and employees, both groups would require responses to provide credibility. Fourth, an open-ended survey would give credibility, as the questions would prompt complete responses to enhance the data collection. Further, creating sufficient contact with participants, viewing data from various perspectives, seeking multiple sources of data, and member checks would be helpful to increase credibility.

Transferability

Transferability within qualitative studies centers on how tightly the participants are related to context studies, as well as the contextual boundaries of the findings. Essentially, participants should have relevancy to those within the community of the participants. Additionally, the researcher should ensure the conclusions are general to the main context and participants (Given, 2008). For this study, ensuring both conditions were met increased the transferability of the study.

Dependability

Dependability within qualitative studies acknowledges that research evolves and is not easy to understand in a single moment. Essentially dependability supports the notion that the research context is flexible to change and vary (Given, 2008). Appropriate for this study, the researcher remained mindful of and tracked nuances that vary from design to proposal. Tracking changes can include those regarding the interview structure and observations from the spoken word.

Confirmability

Confirmability within qualitative research verifies two basic goals, including providing a means to understand a phenomenon based on assessments from research participants and understanding implications participants align to their experiences. Confirmability essentially supplies evidence that the researcher's interpretation of participant data can be verified or validated as accurate. In short, confirmability describes how much of the study is based on the research's purpose and not influenced by any researcher bias (Given, 2008). Relevant to this study, conformability was utilized to make certain the research process is transparent as possible, clearly defining plans to collect and analyze the data. Additionally, selected participants were asked to review some of the processes around meanings to ensure alignment with the researcher's interpretation.

Validity

Reliability describes consistent and repeatable results over time. Conversely, validity describes confidence factors pulled from analysis. The importance of validity describes the importance of quality results based on the truth, as well as locating objectivity within the structure of knowledge. Additionally, validity can be identified through five types. First, descriptive validity defines the accuracy and objectivity of data gathered and further provides a checkpoint to ensure statements were accurately recorded or transcribed, for example. Secondly, interpretive validity indicates the researcher's sensitivity and mental procedures to reach the intended outcomes of the phenomenon studied (Hayashi et al., 2019).

Typical factors included participants' values, concepts, and beliefs. Next, theoretical validity encompasses how theories are developed and consistent with the data. Essentially, theories are defined by how concepts and categories relate, with the flexibility to utilize more than one theory. Fourth, validity generalization expands the explanation to other situations, people, or places or the extent to which evidence from one sample can be generalized to another. Finally, valuation validity, or the researcher's ability to critically view results and the research as an avenue for learning and expanding understanding (Hayashi et al., 2019). The following section on validity discusses bracketing, triangulation, and saturation.

Bracketing. Often researchers are passionate or rooted deeply in study subjects, forming potential biases. Self-examination within the research process can be utilized to confront researcher bias. Bracketing and bridling are techniques for reflexive research examination. The reflexive process entails gaining an understanding of the researcher's own narrative. To this end, the bracketing process includes an acknowledgment of the researcher's knowledge, experience, and culture, as well as points of consciousness. The self-discovery uncovers hidden emotions and experiences. Experiences from a 2018 study outlined one researcher's self-analysis and movement through several steps to identify bias and the appropriate steps for this study to address bias (Janak, 2018). The researcher began by acknowledging their background, including prior training and experience, especially those that have impacted past research conducted. Next, perceptions of the subject, including comfort levels with research topics and if those feelings affected the research process. Interpretations followed, or the role social identity plays within research subjects, and feelings are derived from the reactions. The self-analysis continued with determining the impact of the research on the researcher, how characteristics of the participants influenced perception, as well as future implications to the researcher's methodology in forthcoming studies (Janak, 2018).

Ethical or political issues occurred next, with the researcher considering any issues that arose, how those were managed, and their impacts on the research. Finally, the researcher considered the unexpected, including any issues or situations that have implications for the research. Bridling defines the researcher's assumptions in addition to their research. Furthermore, bridling includes examining research as a methodology. In short, the process strips away the threads that tie individuals to the world and allows a clear vision to see phenomena and meanings clearly (Janak, 2018).

Triangulation. A form of validity criteria, triangulation, describes a well-known measure for qualitative researchers. The method includes the interrelationship amongst evidence obtained from the data collected from numerous sources to boost understanding of the study's research questions, therefore expanding the reliability of the results. There are several benefits to triangulation and efforts to ensure validity. The approach allows researchers to achieve denser descriptions, comparisons, and cross-check of data, resulting in greater consistency within the data arriving from different sources and times (Hayashi et al., 2019).

Triangulation is often the most utilized method to guarantee validity in research, permitting the researcher to discover several facets of the researched phenomenon (Hayashi et al., 2019). As a method that allows for data collection from multiple sources, triangulation facilitates the strengthening of findings by decreasing bias and enhancing reliability with the increase in trustworthiness and participant understanding. The research around triangulation as a research approach operates on two assumptions. First, there are inherent biases in all data sources, resulting from different methods or data sources. Secondly, researchers are able to move towards a convergence of the truth within a phenomenon utilizing triangulation. Triangulation then provides a clearer picture of the phenomenon and probable phenomenon explanations to ensure data validity (Jentoft & Olsen, 2019).

Saturation. Qualitative researchers will take on a sequential approach to sampling as a common method. In short, the researcher will continue sampling until data saturation is achieved or no new information occurs (Daniel, 2012). When all pertinent concepts are identified and additional interviews cease to reveal additional concepts, data saturation occurs. For example, in a qualitative study of 35 participants, 19 concepts were revealed, achieving data saturation, with some concepts with fewer participants discovered as less important (Gugiu et al., 2020). The proposed sample size helped to reach data saturation, as interviews for the two large demographics of leaders and employees reported lived experiences and similar themes or concepts, prompting the researcher to conclude the study has reached saturation. Further, multiple case studies utilize the logic of replication, with the researcher replicating the procedures for each case, increasing the likelihood of data saturation with each new interview or observation (Creswell & Poth, 2018).

Summary of Reliability and Validity. Reliability is a necessary component of qualitative research study, requiring the researcher to simultaneously conduct research while accurately documenting processes. Reliability defines evidence that the inner workings of a study, including data collection procedures, can be replicated with the same results. Reliability within case studies utilizes case study protocol, builds a case study database, and retains a chain of evidence. The fundamental goal of reliability is to reduce study errors and biases (Yin, 2018).

Validity generally refers to the goodness or trustworthiness of a study. Validity is increased by the researcher's alignment with established procedures and strategies (Given, 2008). Bracketing techniques are implemented to address and mitigate bias within a study and require the correct use of qualitative research methods.

Summary of Section 2 and Transition

Many organizations are faced with challenges around talent acquisition and retention. Acquisition is the ability to maintain consistent candidate pipelines, access to talent, and implement sufficient branding efforts to attract the talent. Conversely, retention focuses on the factors that retain current employees, including employee commitment and career development opportunities. The purpose of this flexible design multiple case study was to increase the understanding of the impact of organizational leadership's strategic efforts to address job dissatisfaction, lack of organizational commitment, and lack of employee career development, and the possible challenges to meeting organizational attraction and retention goals. Case study methods guided the study to understand the real-world experience of the phenomena. The proposed research highlighted challenges experienced by organizational leaders and employees. The proposed outcomes focused on the organizational considerations that influence potential candidates to interview and remain with the organization once employed. The study included many components, all crucial to obtaining the desired outcomes of the study. First, the role of the researcher, or the core responsibilities, who first began by securing approval for the necessary from the Institutional Review Board to begin research. The identification of the participants occurred next to determine the appropriate participants, including organizational leaders and employees. Participants are proposed to understand organizational leaders and employees within the Fintech industry to understand outcomes of job dissatisfaction, lack of organizational commitment, and lack of employee career development. Next, a discussion on the study's research methodology occurs, including the appropriateness of flexible design and the case study method. After outlining the participants proposed for the study, the population appropriateness followed, as well as an outline of the sampling method, frame, and size. The population and sampling criteria aided the study in reaching data saturation to complete the study. An additional crucial component of the study occurred next, data collection and analysis. The data collection and organization for the study included the overall plan, including what data to collect and how, in addition to how follow-up interviews and new interview questions were managed. The organization plan included crucial data regarding how to not only organize that data but its appropriateness. Additionally, the study's plan to represent and visualize the data and how this researcher managed the reliability and credibility of the data.

The final section, Section 3, focused on the study's findings. Specifically, themes discovered and the interpretation of the themes. The Representation and Visualization of the data occurs next, followed by a comprehensive discussion of the relationship between the findings. The relationship concerned how the findings relate to critical areas of the research proposal, specifically the research questions, conceptual framework, anticipated themes, the literature, and the problem studied. A further crucial component of the study included supporting material. The researcher's supporting material comprised a comprehensive overview of the research, how the study potentially impacts general business practices, and how those may be applied. Finally, how the study impacted the researcher's personal and professional growth and integration with a Christian worldview.

Section 3: Application to Professional Practice and Implications for Change

Overview of the Study

The purpose of this qualitative research study was to assess how organizational leadership's efforts in addressing job satisfaction, organizational commitment, and career development present or ease organizational goals around talent attraction and retention. The study focused on organizational leaders and employees within the Fintech industry and the Southeastern United States. The importance of talent management, including attraction and retention factors, lies within an organization's ability to drive competitive advantage. Organizational and employee performance are closely tied together, as well as effective talent acquisition and organizational strategy. The magnitude of talent management in identifying better talent results in a change to the business and enhanced employee engagement, leading to higher employee productivity (Hongal & Kinange, 2020).

Talent management practices allow organizations to achieve sustainable organizational performance. Organizations are now tasked with managing their human capital to achieve their goals and objectives, resulting in lasting organizational performance. In addition to acquiring more substantial goals, attracting, and retaining talented employees is a significant success factor in employees who are more committed to the organization and motivated to complete tasks. In short, the organization benefits from increases in profitability and productivity (Al Aina & Atan, 2020). The study's findings will not only contribute to the literature for Fintech and other organizations but provide tangible feedback for best practices in attracting and retaining talent.

Findings from this study were gathered through leader and employee participation, conducted using interviews and surveys. Participants were verified as current or former Fintech employees, agreeable to share real-world experiences relating to job satisfaction, organizational commitment, and career development. Responses were then transcribed and coded to reveal themes. Further data derived from industry and organizational public data revealed compelling population information within the region and local participant area for job markets, openings, hires, and changes within the industry space. The research questions were answered based on themes derived from participant data. The first theme focused on attraction and retention challenges in relation to job satisfaction, with respondents summarizing that organizational reputation and branding heavily factor in how employees are attained and retained.

The second theme centered on employee commitment levels relative to attraction and retention, specifically the role leaders play in influencing team goals and activities that drive employee commitment. The participants additionally included context around how consequences of maintaining employees not aligned or committed to organizational or team goals. Finally, the last theme highlighted motivations around employee retention. In detail, participants uncovered the importance of achieving work-life balance, the outcomes of leaders' adverse effect on employee retention, as well as the bearings of organizations or leaders not invested in employee career development. Lastly, the implication of how employees are retained through recognition, rewards, and flexibility. The research questions, findings, and themes apply to professional practice and provide solutions for organizations seeking to diversify their talent attraction and retention strategies.

Presentation of the Findings

The survey audience included 18 and older male and female participants. The contributors were presented with open-ended and closed-ended questions regarding job dissatisfaction, organizational commitment, and career development related to organizational strategies to attract and retain employee talent. Leader participants were asked 12 questions, and employee participants were asked 11. Interview participants comprised five organizational leaders and five employees who were asked to provide real-world examples within each area and suggestions for organizational leaders to overcome talent attraction and retention challenges. The interview participant pool included those identifying as leaders, i.e., Managers, Supervisors, Directors, etc., and individual contributor employees for data triangulation of employees across organizations. All survey participants confirmed prior or current work experience within the Fintech industry in the Southeastern United States.

The interview participants were confirmed to have prior or current work experience within the Fintech industry, precisely various areas within Jacksonville, FL., the largest city in the Southeast. The strategy to connect with all interview participants via Microsoft Teams allowed for scheduling flexibility between the researcher and interviewees and the creation of a recording and transcript of each interview. The interviews ranged from twenty to thirty minutes. The researcher began each discussion by verifying the signing of the consent form and a review and confirmation of the eligibility criteria for each participant. For member checking, the researcher read aloud each question, repeated it, and clarified upon request. All survey and interview participant responses were saved and stored on the researcher’s personal computer.

Survey participant demographic data included anonymous age, gender, region, and household income. Confidential interview demographic data included job title and confirmation of current or prior employment within the Southeastern United States. The six leader-level interviewed participants were tenured corporate professionals. In detail, three Vice-President or executive level leaders, one Director, and one management or Supervisor level interview participants. The six interviewed employees were also established professionals meeting the same criteria.

Participant perspectives and individual experiences were studied to illustrate the benefits of strategic leadership efforts aligning with organizational attractiveness and appeals to candidates on the market seeking newer opportunities. Additionally, the advantages of strategic leadership efforts also align with organizational effectiveness in furthering employee commitment to the organization, strengthening its retention efforts. The findings addressed the problem, answered three research and successive questions, and uncovered themes based on participant responses via surveys and interviews. Table 2 describes interview participant demographics, including leader or employee status, professional focus areas, gender, and years of experience.

Table 2

Participant Demographics

Participant	Leader or Employee	Professional Areas of Focus	Gender	Years of Experience
1	Leader	Client and Employee Training and Development	Female	41
2	Leader	Training and Professional Services	Female	35
3	Leader	Information Technology	Male	26
4	Leader	Collections	Female	33
5	Leader	Client Success	Female	33
6	Employee	Finance	Female	24
7	Employee	Client Engagement and Professional Services	Male	41
8	Employee	Client Reporting	Female	24
9	Employee	Purchasing/Procurement	Female	31
10	Employee	Client Support	Male	40

Themes Discovered

Creswell (2020) writes that themes serve as evidence of key phenomena within a study, originating from data to more considerable evidence, collapsing further into smaller pieces of information, or data analysis. The primary and anticipated themes related to this study centered on considerations that impact or prompt organizational leaders' efforts in attracting or retaining talent. Further, the themes outlined suggested best practices for organizational people teams, including Human Resources, Talent Acquisition, and leaders seeking to execute valuable strategies.

- The first anticipated theme centered on the power of job satisfaction in acquiring and retaining talent.
- Secondly, the effect of higher or lower employee commitment levels in sustaining talent and the organizational principles that appeal to talent.
- Finally, the characteristics that impact employee retention include career growth, employee development, and leadership traits.

The anticipated and discovered themes were addressed during individual survey responses. Grouping interviews of organizational employees and leaders inspired the discovery of solutions for organizations and leaders striving to prevail over challenges with attracting and retaining talent. Once wholly analyzed, the themes can contribute to the body of research regarding talent acquisition and retention solutions within the Southeastern United States in the Fintech industry space.

Interpretation of the Themes

Throughout the data analysis process, the researcher analyzed data, highlighting significant words relevant to the research questions, including words, phrases, and ideas frequently mentioned by the participants, and moved then into themes. The themes are a direct representation of the lived experiences of the participants aligned with the research questions.

Emerging themes developed from the analysis process were translated by the researcher through the thematic analysis method.

By definition, themes can be described as something that captures essential elements from the data, patterned response, or meaning. Coding represents how researchers define themes, prevalence, or instances within the data. The thematic process involves six phases. Phase one includes an initial review of the data to familiarize, read, transcribe, and notate initial ideas. Phase two begins code generation and moves throughout the entire dataset gathering data aligned to each code. Next, phase three involves the search for themes and collating codes with possible themes (Braun & Clarke, 2006).

The fourth phase, or reviewing themes, generates a thematic 'map' of the study. Refining characteristics of each theme, name, and definition identification comprises the fifth phase. The final and sixth phase involves reporting. Specifically completing the remaining analysis and correlation against the research questions and literature (Braun & Clarke, 2006). Next, the study examined the three themes in detail, including the relationship to how the factors influence talent attraction and retention, including a look at the effect on organizational leadership strategy.

The initial examination consists of data directly from participant surveys and interviews. Data saturation was reached after reaching over 60 surveys and ten interviews. The remaining data did not reveal any newer or unique themes. Triangulation for this study included data gathering utilizing multiple sources, including public data, specific industry, and organizational information, including interviews and surveys. Additionally, individual interviews were helpful in ascertaining patterns in successful organizational leadership traits.

Power of Job Satisfaction in Talent Attraction and Retention. The first theme uncovered during the interview process is how organizations can address and plan strategies around job satisfaction challenges to attract talent and retain their current employees. In this space, talent attraction factors were identified, including role-specific job satisfaction, as well as employee retention suggestions and considerations that may negatively impact teams and organizations. Job satisfaction describes if an employee likes or dislikes a job, with effects on work-related behaviors and performance. Job satisfaction can vary by individual job assignment, in addition to the individual's set of skills. A recent study determined that organizational leaders focusing on employee satisfaction while performing a job and enhancing their particular area tend to achieve wins for the organization and specific tasks assigned to the individual (Goetz & Wald, 2022).

Participant 8, an employee within the Fintech industry, described role gratification factors accountable for their job satisfaction. In detail, when asked about job satisfaction factors and their influence on attracting and retaining talent,

> "Having been with [current company] for so long, it has grown so much. There's always a new team, features, product, and version of the platform. We have releases every six weeks, so it keeps things different and exciting. Every day is different; every kind of case that you get from a client or issue, you're researching something new and different with a unique set of configurations. So that's kind of always fun. And then I think of just the option to structure your day and have that flexibility within your day. And that's just dependent on whatever team you work on. But just the ability to learn new things and work on different products" (personal communication, February 23, 2023).

Conversely, Participant 2, a leader within the Fintech industry, offered best practices from their current company on how its organizational leaders retain dissatisfied employees,

> “A lot of times, employee job dissatisfaction is addressed with us finding a better fit for the team member. When we have team members who have strong skills, who we are really happy to have in the business, and they expressed that they don't like that job anymore. They might be tired of doing the same thing; they might feel like their job is more stressful than other jobs. And that's true, or they might not like the strict hours of their job, or in some cases, they don't want to travel, there's any number of reasons that they decide that a job isn't the right thing for them. I think our business does a very good job of allowing people to find something that's a better fit within our business. So that's one of the primary ways we address job dissatisfaction. I think you actually have to address it head-on and figure out if there's a better job fit or if the person would be better looking outside”. (personal communication, March 3, 2023)

Participant Leader 4 also offered additional methods for retaining dissatisfied employees and ways in which to motivate employees to view opportunities within the organization,

> “What we what we've been doing lately, with the current state of affairs, is we try to find a role that or that's a better fit for the person…we do have a mentoring program. Employees have an opportunity to see other rounds and talk to other leadership about their management. We also have a six-month rotation program, where we post positions. Our employees can apply for those positions, just like they're applying for a new job and possibly going and working in another area. We look at it more like networking, so you have an opportunity to meet other employees, work in other areas, meet other leadership, and see if you find something that's a better fit than where you're at right now” (personal communication, February 15, 2023).

Participant Leader 5 expressed similar thoughts, with a focus on looking deeper into individual concerns around role dissatisfaction and determining if the organization is truly a long-term fit,

> "I know in my experience; I have really tried to dig in and get to the root of the dissatisfaction. If it always stops with the dollar, and I am worth more than the money and not being paid, I can't do much about that. And I encourage you to find something that meets your financial goals, and that may be outside of my organization. But when you really dig in with an individual, and you really start peeling back those layers, a lot of times, it's something very different than the surface level; you just assume they want more recognition or more money or something like that. It's a dissatisfaction with a very specific part of their role. And you can either impact that and take that away, and they can enjoy their job a lot more, or you can guide them to a different role" (personal communication, February 9, 2023).

Finally, Participant Employee 6 outlined the potential origins of job dissatisfaction and suggestions on how to move toward obtaining satisfaction,

> "When you have dissatisfaction within the company, I think it stems from your immediate team. So, if you and your colleagues or maybe your manager don't get along, that's going to affect the overall feeling that you have for the company. I think having clear expectations, a clear, precise involvement in your team, and knowing what's expected versus being sidetracked; those were our goals. I think just being transparent with your team and making sure the team involvement is in line with the company's goals and aspirations" (personal communication, February 11, 2023).

A 2023 study relayed the benefits of achieving resiliency in challenging professional relationships and other stressors in increasing job satisfaction. In detail, the study focused on healthcare professionals. It determined that individuals with the ability to recover from adversity, cope with considerable stress and perseverance, are likely to consider new experiences, adjust to change and ultimately increase levels of job satisfaction. Job performance then contributes to overall organizational effectiveness (Weiss et al., 2023).

Effect of Higher or Lower Employee Commitment Levels in Talent Attraction and Retention. The second theme uncovered during the interview process is how organizations can address and plan strategies around job commitment obstacles in order to attract talent and also retain their current employees. Organizational employees were asked about organizational and job commitment relating to how their organization retains and attracts talent. Participant 10 determined that leadership plays an essential element in job and organizational commitment,

> ” I do think leadership's a big thing for me. I trust my leaders. I know they have my back. That's a big thing. I've worked at companies where that didn't always happen. So that's been a big thing. As far as that goes, I hope that never goes away. I can only speak personally for me; it's a job that I'm learning something new every day. There's a lot of great relationships built. This is like my second family. There's a lot of people here that I would consider friends. There's a lot of factors. The significant factor is the trust that I have in leadership” (personal communication, March 3, 2023).

Participant Employee 8, on the contrary, felt the commitment derived from more role and team-specific factors, explaining that “the collaboration we have between teams, if you are seen and heard, what impact you have, is there an alignment of skill sets, you're working together, and skills complement each other…. appreciation, flexibility, work-life balance” (personal communication, February 23, 2023). Participant Employee 6 also aligns commitment to the specific role and organization,

> “I would go back to work-life balance, and how you feel about the company? Is it something that is an industry that you're in and that you wholeheartedly want to be a part of? I think that once you have good people around you, your teams are transparent, you have clear expectations; and you have the tools, meaning the training, the onboarding, the additional ability to provide feedback in a constructive way, and your voice is heard. I’ve noticed some companies will ask for feedback; what can we do? However, fail to say what they've done with your feedback. I think a company needs to, on its end, be responsible for getting that feedback to the employees in a timely manner. And just making sure that they are applying their perspective to the talent of retaining their employees” (personal communication, February 11, 2023).

Participant Leader 2 described the influence of employees that lack organizational commitment and alignment with organizational goals,

> “That has a huge impact. I think when we don't address that, then it just derails the ability for us to kind of grow and maintain a culture of working toward a common goal. I think that's important to people…people like to feel like they're part of a bigger picture. And when they're on a team, where their team members have varying levels of commitment to that bigger picture, I think it's just, that's a really bad place to be. I think when those situations exist, if leaders don't act on them and try to find the right fit for that person who's not engaged, or if it's really because, in most cases, that's going to come out in the form of a performance problem, they're not actually addressing that performance” (personal communication, March 3, 2023).

Participant Leader 1 expressed similar thoughts regarding the impact of non-committed employees; however, Leader 1 relayed the consequences of not addressing commitment and a potential snowball effect in other areas. Leader 1 described the process of attracting or acquiring talent; however, losing focus on how to keep talent engaged and committed. In detail, the interviewee expressed,

> "The lack of organizational commitment would be the beginning of the quality of work to retain employees. And so, if they're not committed to retaining employees, and they're not committed to professional development, it starts to get watered down, and it doesn't really get traction. I think it's just a continuum where it started, which is they don't do those things to retain employees. They don't necessarily look at it as two different things; they're more focused on acquiring, and then once they acquire, they're there, and then they kind of shuffle them off to a manager. Or if they're doing a good job, they don't mess with them. And that's kind of it" (personal communication, February 8, 2023).

Participant Leader 5 defined the harmful influence of employees that lack organizational commitment as unfavorable to teams and organizations overall, stating,

> "I think it's hard because those individuals are toxic to the people on the team who are aligned with the company. And so, a lot of times, it's a matter of sort of isolating that person and making sure you have a little more control over their influence on the rest of the team" (personal communication, February 9, 2023).

Participant Employee 7 described a contributor to their organizational commitment and its influence on remaining with the organization long-term,

> "One main factor that influenced my commitment to the organization was that the company seemed to have a talent in itself of hiring and retaining people that knew how to

work well with each other. And that made interacting with other teams a very pleasurable experience; I think having that ability to recognize during the hiring process that these individuals would fit and blend into the mix. That would be the culture that I reckon I remember from [company redacted]. They made me feel like it was a place that I wanted to stay at. And conversely, felt that if I moved on from that company, even if I was potentially dissatisfied with certain aspects, that I would lose that component. I wouldn't necessarily find that very easily in another company" (personal communication, March 3, 2023).

Factors that Impact Employee Retention. The third theme revealed during the interview process is how organizations can overcome factors that impact talent retention and incorporate strategies to retain employees while also influencing employee morale to influence potential talent to join the organization. The data gleaned from organizational leaders and employees expressed several factors that positively or negatively impact employee retention. A few of the factors include work/life balance, organizational reputation, employee surveys, training and career development programs, branding, and more.

First, Participant Leader 4 believed that a work-life balance and organizational reputation factored heavily into tenure within their organization, stating,

"People tend to stay long…we have employees that have been there 40 plus years that choose to retire from the company. I personally have been there for 15 years. And it's a great company to work for. They make it easy when it comes to work-life balance. When you think about work-life balance, it also takes into account which department you actually work in. Some departments are a little bit more stringent when it comes to that work-life balance, especially if you work in the collections or the customer care space, where we need our people in the seat and on the phone. So, we take that into consideration. As far as retaining talent to the organization, you feel it's really around the company's reputation and environment that employees tend to retire from the organization, but also the work-life balance" (personal communication, February 15, 2023).

Participant Employee 9 described factors aligning with organizational leaders, describing the impact of leaders unaware of their negative impact on retaining employees, as well as invested in their future growth, stating,

> "If you have a leader that's not engaged or not considered that they might be an impediment to an employee engagement that can have a good high retention to these employees that will look for an employer that actually is concerned with retaining them and for them to be invested in their overall work" (personal communication, February 12, 2023).

Additionally, the importance of leadership awareness and efforts to develop employees and present opportunities for advancement would be beneficial. Participant Employee 8 expressed that,

> "I think retention, it would also be nice for managers to maybe have a more involved role and also keep a check on which opportunities are available for their employees where they could see them growing and where they think they have a good skill set match. It would be just nice to have more transparency or conversations around available career paths, openings, things like that" (personal communication, February 23, 2023).

Next, employee recognition beyond monetary rewards figured into successful retention factors. One leader described a personal initiative to strategize other ways to recompense employees to retain employees who may look outside the organization. In detail, Participant Leader 5 relayed,

> "My personal management philosophy is finding ways to reward employees outside of compensation. I think that's very important. Not everything has to be in an employee's paycheck for them to feel heard, seen, and recognized. But I do feel like the ability of leaders to provide monetary compensation when performance is warranted is very important, whether ad hoc or going above and beyond on a scheduled monetary compensation schedule. In the organization I'm in now, there are definitely some underpaid individuals, and there's no opportunity to reward them financially. And so, we do our best to do things culturally, making things fun and engaging for the employee that's outside of their paycheck. I think recognition goes a long way, just general recognition. We have found success in providing organic opportunities for peer-to-peer recognition, as well as leadership to employee recognition. We've instituted a process where every Monday morning, at the larger company stand-up meeting, a leader recognizes an individual. In our case, it's with a very fancy football, and we recognize an individual who has gone above and beyond in the prior week. We and the team level stand up with an opportunity to recognize an individual who's just been very helpful to you recently. And, of course, Slack channels for recognition. So just kind of making sure that we're always creating an environment of recognition, and that allows employees to do that, as well as leaders. And that's just something that's outside of the paycheck but makes somebody feel really good. And feel like they want to be here and do this job and be with these people every day" (personal communication, February 9, 2023).

From the employees' perspective, other factors influenced their commitment and tenure with an organization. Opportunities to develop a career while also sustaining a family impacted Participant Employee 7, who stated,

> "The kind of open prospect of being able to change and adapt your role within the company, both to grow your own personal experience at a professional level. I thought at [company redacted] that family was also an important factor as well. To give you an example from my own personal experience, I worked for a number of years as a consultant, which was a role that I had gone into, been wanting; so very pleased and excited to be accepted into the company at that level and in that role. But as my family life grew and developed and I had my first child, I didn't want to travel as much, and there were options open for me. Both in remote work within the consulting role and also avenues where I could move into more planning and project management roles. And leverage the experience set that I had, but also opening up those avenues in a timely way so that I could make family adjustments in a relatively short timeframe that would then reflect back and enable me to be able to stay within the company and meet my internal family goals". (personal communication, March 3, 2023)

Representation and Visualization of the Data

A study on visualization and analysis of qualitative data relayed that researchers in the past have struggled to symbolize their findings visually; however, it is a crucial obstacle to overcome. After coding, identifying, and theorizing themes, the researcher is tasked with providing more details or transparency around the coding and analysis process. On the contrary, quantitative researchers are able to create a hypothesis and later utilize test-driven analysis to arrive at outcomes. The visualization of the data aids in discovering, understanding, and communicating data (Pokorny et al., 2018).

The creation of visual displays, including flowcharts and graphics, to examine the data is an effective component of beginning an analytic strategy (Yin, 2018). Coding may be completed manually or via qualitative data analysis (QDA) software, i.e., NVivo, MAXQDA, and others (Pokorny et al., 2018). The researcher utilized Nvivo for coding, theme generation, and visualization of the data. The computer-assisted qualitative data analysis software (CAQDAS) is a beneficial tool for qualitative researchers seeking a solution to not only report their data but aid in the collection, organization, and analysis of the data (Dhakal, 2022).

Figure 6 below includes a visualization example derived from the participant leader and employee interviews. Specifically, a word cloud depicting the recurrence rate of keywords mentioned by participants of their experience working within the Fintech industry and challenges encountered attracting and retaining talent. The bulk of the words represents frequent talent attraction and retention factors, challenges, and suggestions cited by the participants. The factors include compensation, flexibility, feedback, tenure, training, and development, to name a few.

Figure 6

Word Cloud of Talent Attraction and Retention Factors

The next visualization, Figure 7, displays a chart generated from 33 surveyed organizational Fintech leaders, describing talent attraction factors that influence potential talent to select their organization. The leader survey demographics include respondents aged 18-60, including 37.04% male and 62.96% female. Figure 8 results indicate a major impact on training and career growth opportunities. In detail, 36.36% of respondents felt training and career growth opportunities were impactful, 24.24% organizational culture, 24.24% interviewing and onboarding experience, 9.09% transparent role expectations, and compensation 6.06%:

Figure 7

Talent Attraction Factors, Leader Survey Respondents

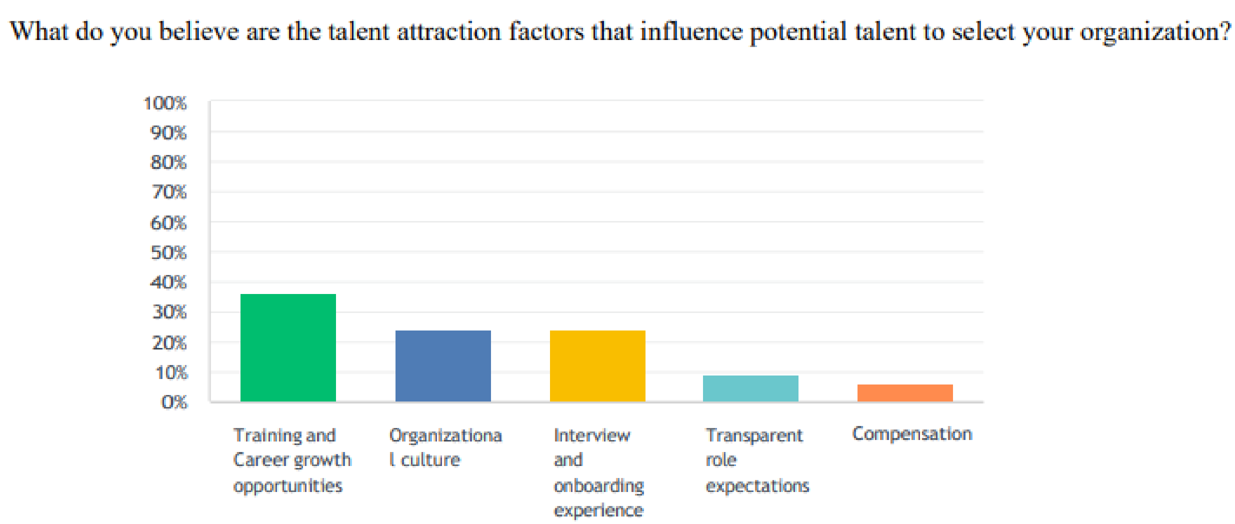
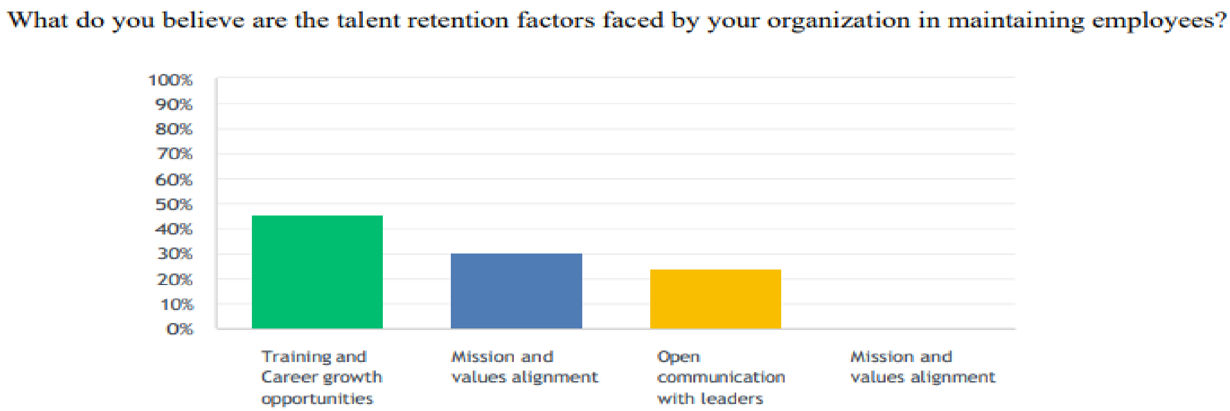


Figure 8 displays a graphic generated by 33 organizational Fintech leaders, describing talent retention factors faced by their organization in maintaining employees. The results indicate a similarly strong impact on training and career growth opportunities. In detail, 45.45% of respondents felt training and career growth opportunities were substantial, 30.30% mission and values alignment, and 24.24% open communication with leaders:

Figure 8

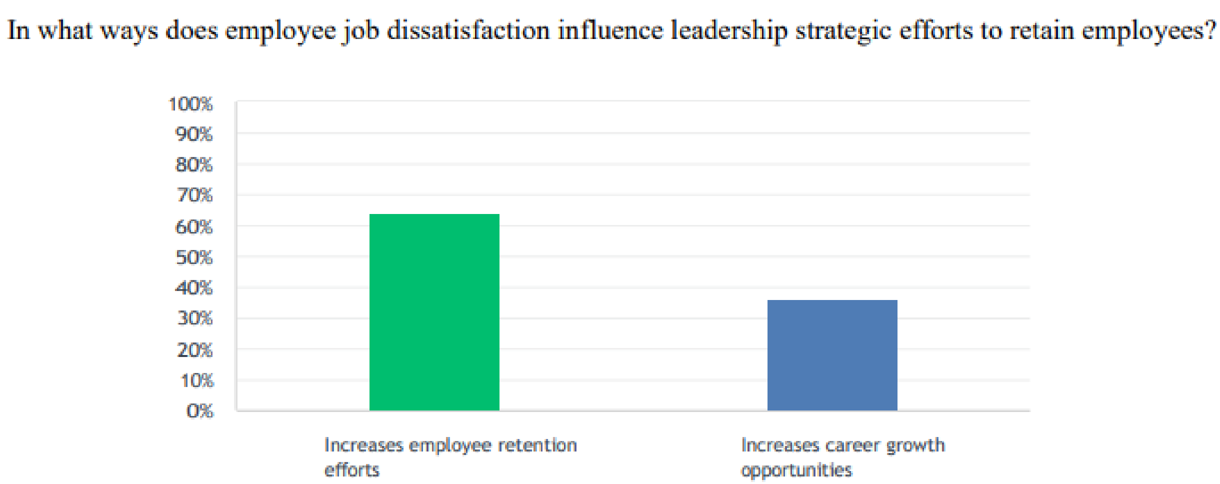
Talent Retention Factors, Leader Survey Respondents



Next, organizational leaders were queried the influence of job dissatisfaction's influence on leadership's strategic efforts to retain employees, detailed in Figure 10. The data shows 63.64% of respondents felt this increased employee retention efforts, and 36.36% experienced an increase in career growth opportunities:

Figure 9

Employee Job Dissatisfaction; Leadership Strategic Efforts, Leader Survey Respondents



Next, organizational leaders were queried the influence of organizational commitment's influence on leadership's strategic efforts to retain employees. The data shows 36.36% of respondents felt this would drive career growth initiatives, while 63.64% selected this would encourage open communication regarding career interests and employee motivation:

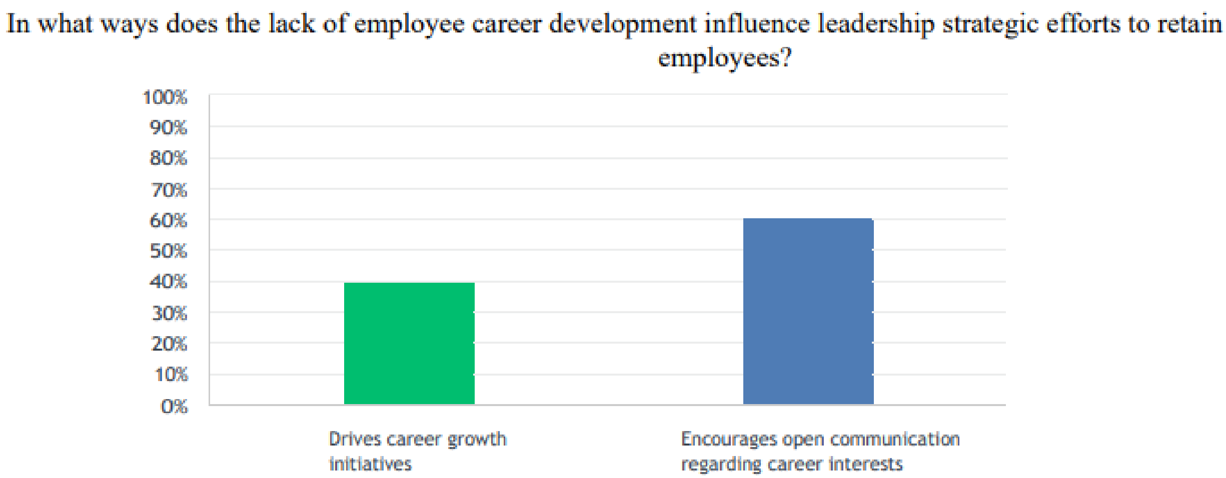
Figure 10

Employee Organizational Commitment; Leadership Strategic Efforts, Leader Survey Respondents

The next graphical representation of the data includes feedback from organizational leaders who were asked about the lack of employee career development and leadership's strategic efforts to retain employees. The data shows 39.96% of respondents felt this would drive career growth initiatives, while 60.61% selected this would encourage open communication regarding career interests:

Figure 11

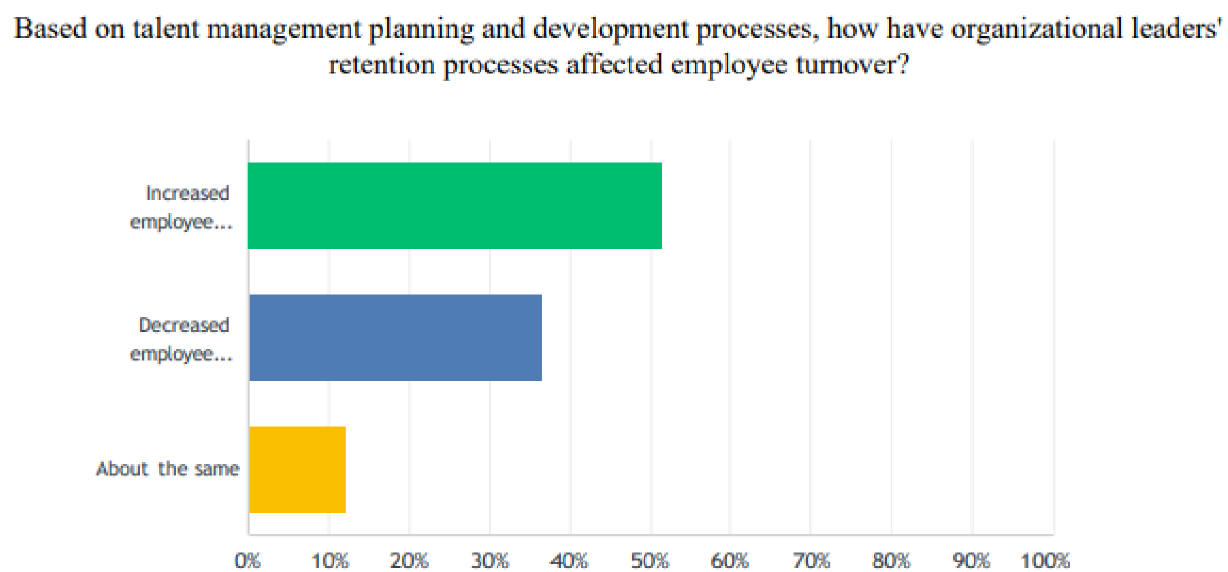
Employee Career Development; Leadership Strategic Efforts, Leader Survey Respondents



The next two questions questioned organizational leaders about their talent management planning and development processes, specifically their attraction and retention processes, and the impact on employee turnover. Figure 12 shows that 51.52% of respondents felt retention processes increased turnover, 36.36% responded to a decrease, and 12.12% felt the results were about the same:

Figure 12

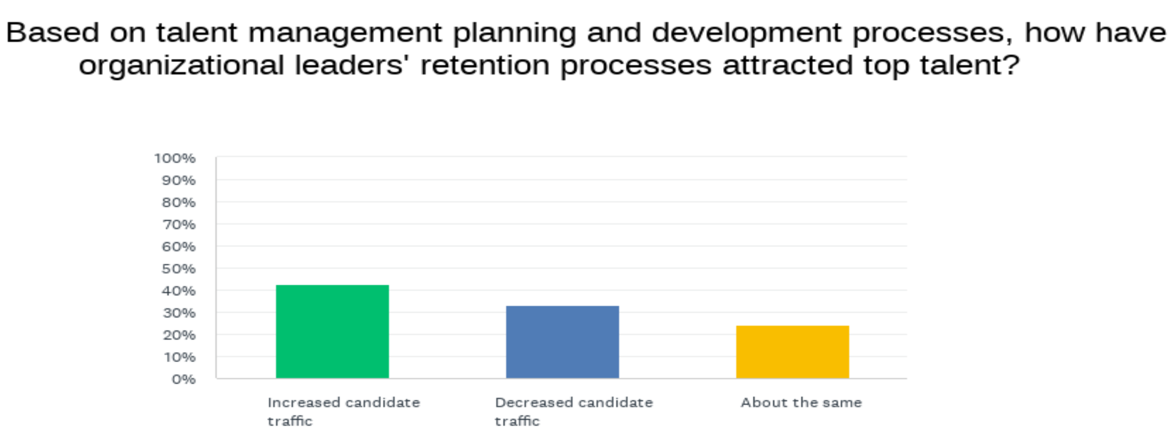
Talent Retention Processes and Employee Turnover, Leader Survey Respondents



Regarding attracting top talent, Figure 13 shows that 42.42% of respondents felt retention processes increased candidate traffic, 33.33% responded to a decrease in candidate traffic, and 24.24% felt the results were about the same:

Figure 13

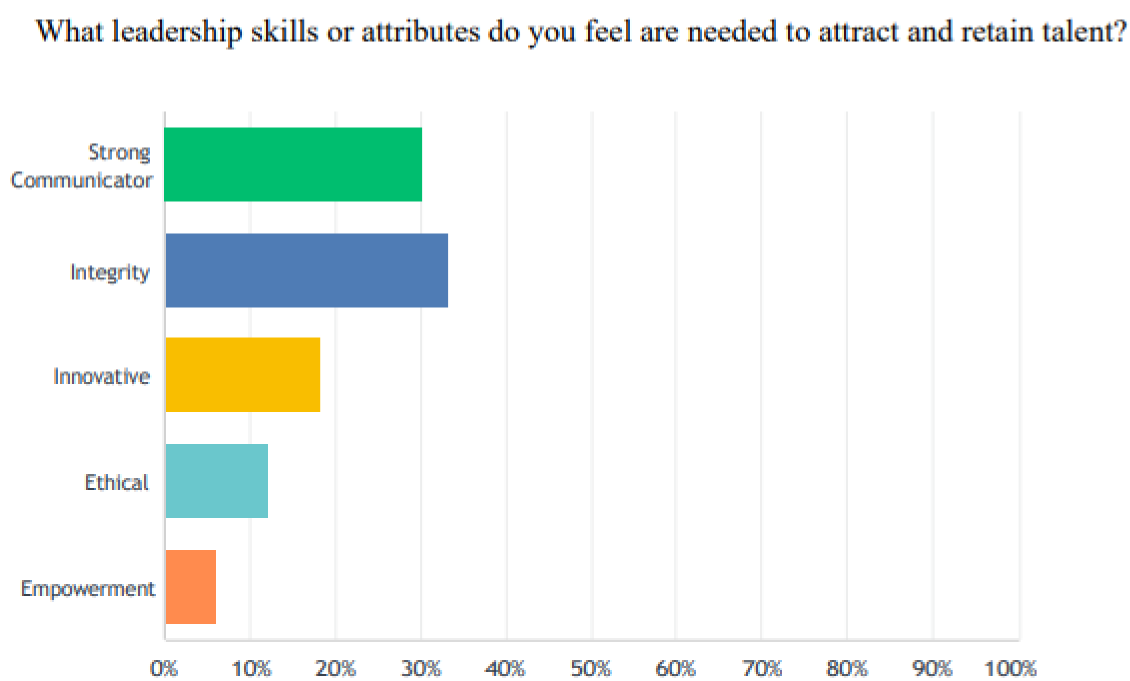
Talent Retention Processes and Attracting Top Talent, Leader Survey Respondents



The leader survey respondents were further assessed to determine the top leadership skills or attributes necessary to attract and retain talent. The respondents were provided five options, including 30.30% who selected a strong communicator, 33.33% integrity, 18.18% innovative, 12.12% ethical, and 6.06% empowerment:

Figure 14

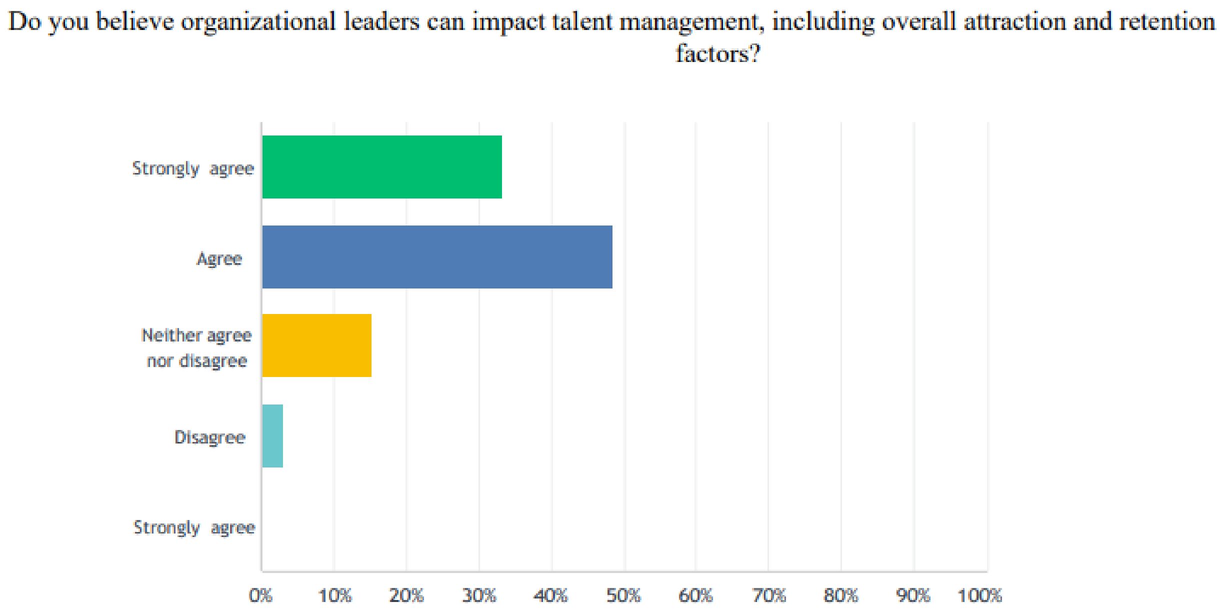
Key Leadership Attributes for Talent Attraction and Retention, Leader Survey Respondents



Organizational leaders felt strongly about their impact on talent management, including overall attraction and retention factors, with 33.33% responding as strongly agree, 48.48% agree, 15.15% as neutral or neither agree nor disagree, and 3.03% disagree:

Figure 15

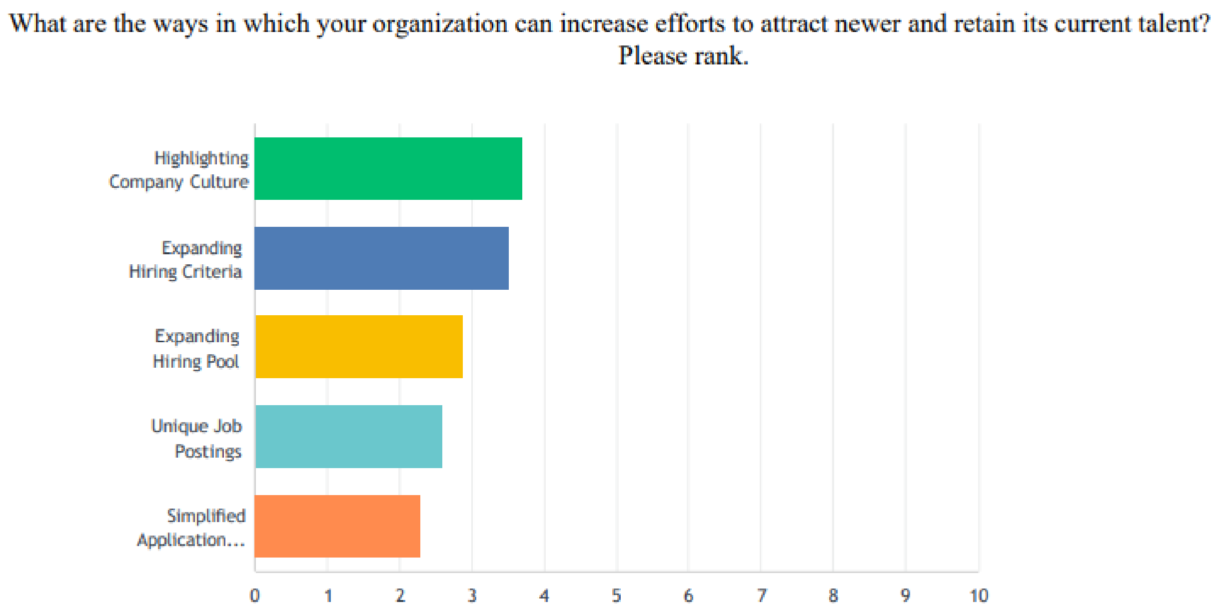
Leadership Impact on Talent Attraction and Retention, Leader Survey Respondents



Finally, leader participants were asked to rank factors or ways in which their organizations could increase efforts to attract newer and retain their current talent. The factors included 48.48% responding to highlighting company culture, 15.15% expanding hiring criteria, 12.12% expanding the hiring pool, 12.12% creating unique job postings, and 12.12% suggesting simplifying the application process:

Figure 16

Ranking of Ways to Attract and Retain Talent, Leader Survey Respondents



Employee Survey Respondents were examined next. Figure 17 begins with data derived from 40 organizational Fintech employees, describing talent attraction factors that influence potential talent to select their organization. The employee survey demographics included respondents aged 18>60, including 30.00% male and 70.00% female. Figure 18 results indicate a significant impact of compensation; in detail, 55.26%, in addition to 26.32% of respondents, felt training and career growth opportunities were impactful, 10.53% attractive benefits and other incentives, and 7.89% indicated organizational reputation factors:

Figure 17

Talent Attraction Factors, Employee Survey Respondents

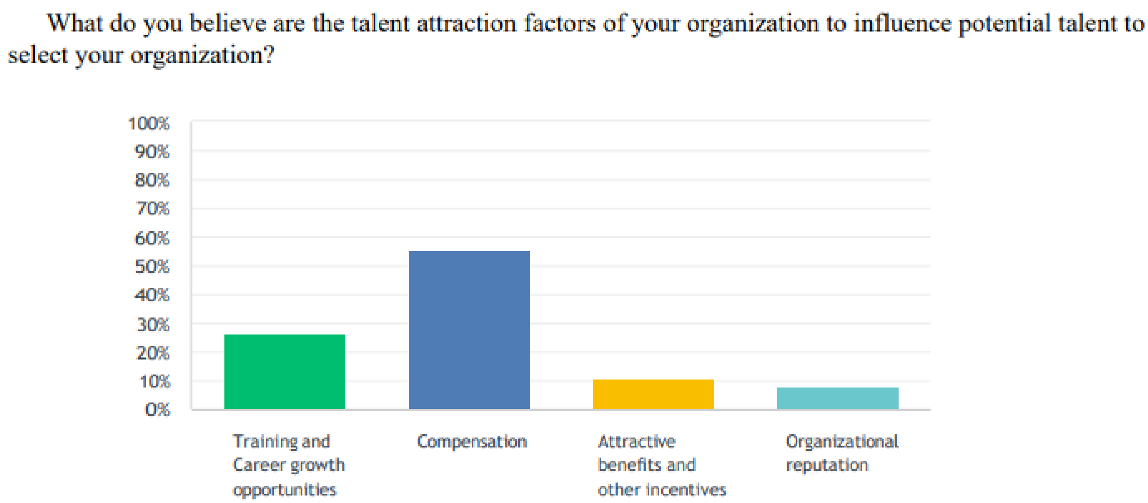
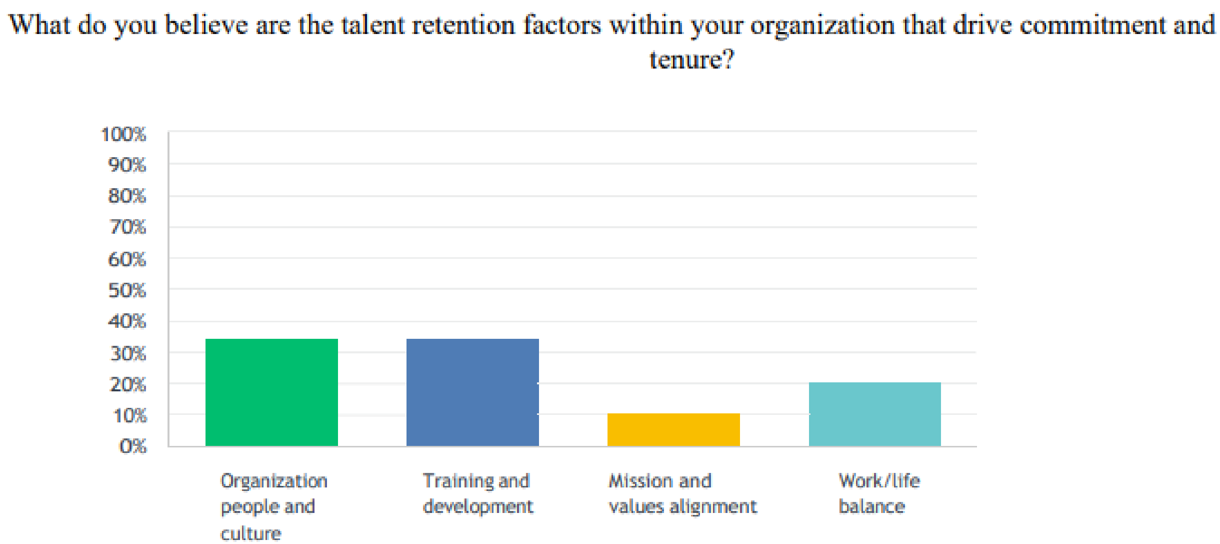


Figure 18 displays a graphic generated from 40 organizational Fintech employees, describing talent retention factors faced by their organization in maintaining employees. The respondents described factors within their organizations that drive commitment and tenure. The results indicate a tied 34.21% impact of training and development and organization people and culture, 10.53% mission and values alignment, and 21.05% citing work/life balance:

Figure 18

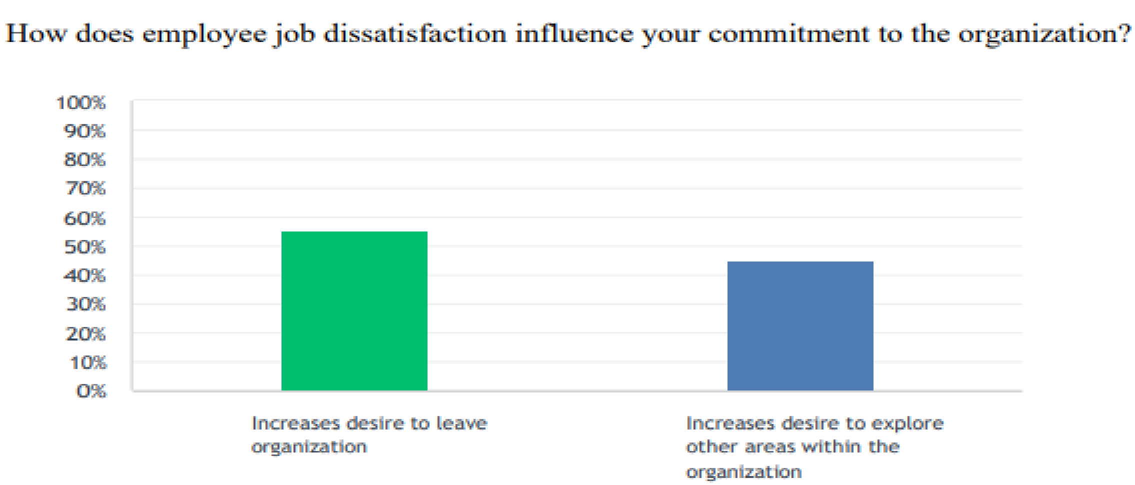
Talent Retention Factors, Employee Survey Respondents



Next, organizational employees were queried regarding how job satisfaction factors into their commitment to their organization. The data shows 55.26% of respondents felt an increase in desire to leave the organization, while 44.74% felt an increase in the desire to explore other areas within the organization:

Figure 19

Employee Job Dissatisfaction; Leadership Strategic Efforts, Employee Survey Respondents



The subsequent graphical representation of the data includes feedback from organizational employees who were asked about the influence of career development and their commitment to their organization. The data shows 31.58% of respondents felt this would increase commitment to remain with the organization, 36.84% selected this would clarify the match between organizational and individual employee goals, 22.68% motivation to perform effectively, and 7.89% indicated the influence facts into a desire to contribute to organizational success:

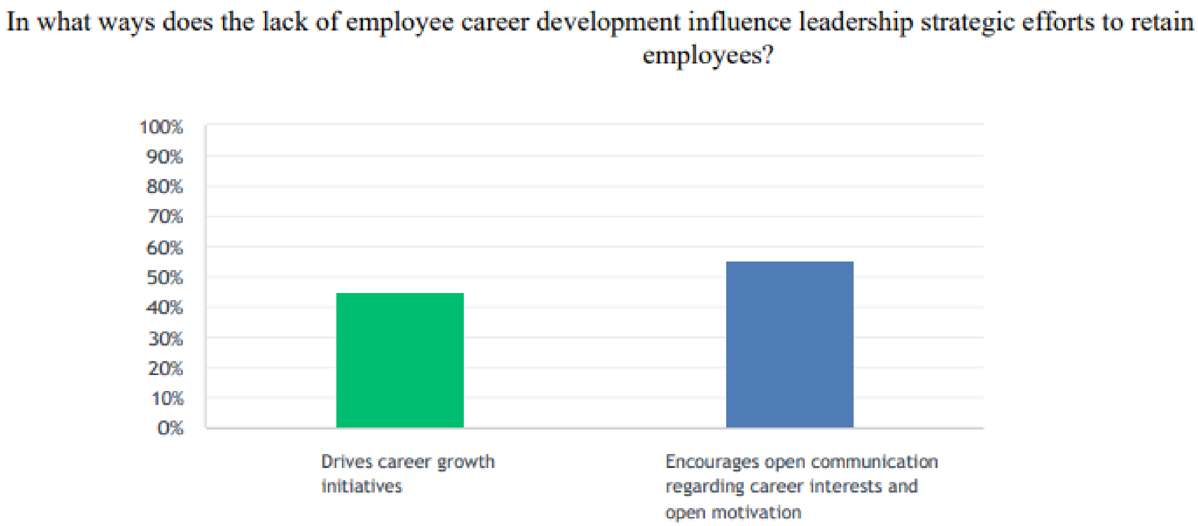
Figure 20

Employee Career Development; Leadership Strategic Efforts, Employee Survey Respondents

The succeeding graphical representation of the data includes feedback from organizational employees who were asked about the lack of employee career development and leadership's strategic efforts to retain employees. The data shows 44.74% of respondents felt this would drive career growth initiatives, while 55.26% selected this would encourage open communication regarding career interests and open motivation:

Figure 21

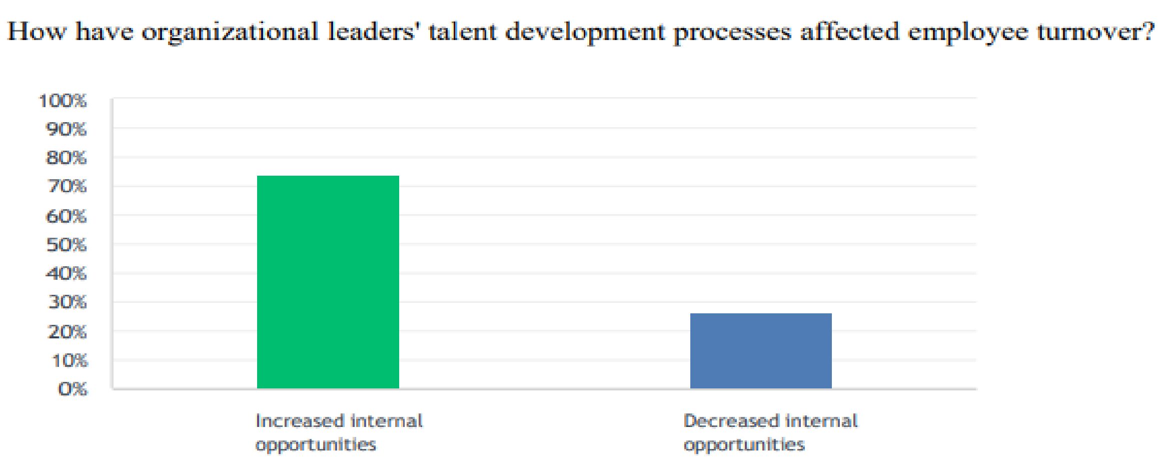
Employee Career Development; Leadership Strategic Efforts, Employee Survey Respondents



The following two questions queried organizational leaders about their talent management planning and development processes, specifically their attraction and retention processes, and the impact on employee turnover. Figure 22 shows that 73.68% of respondents felt talent development processes increased turnover, and 26.32% responded to a decrease:

Figure 22

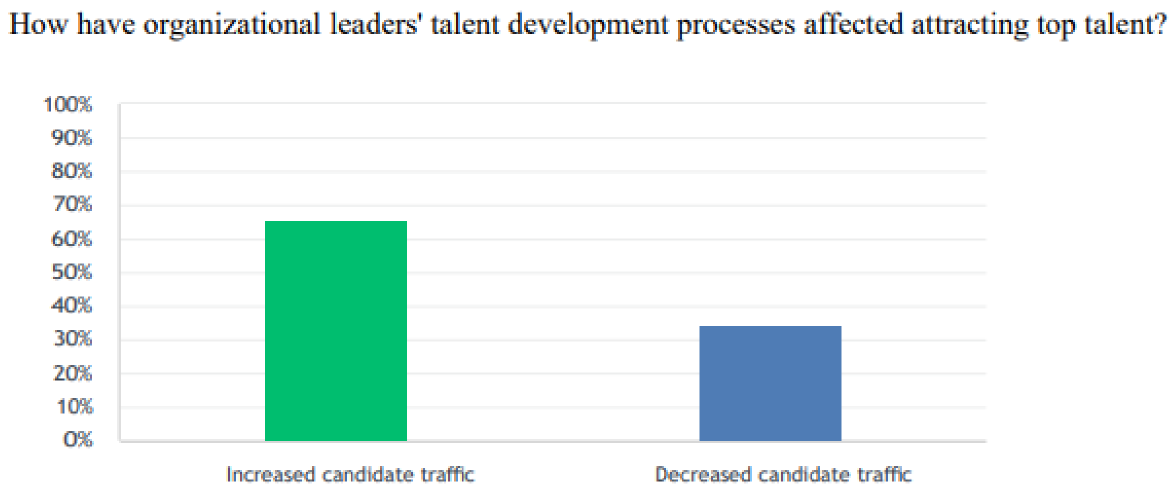
Talent Retention Processes and Employee Turnover, Employee Survey Respondents



Regarding attracting top talent, Figure 23 shows that 65.79% of respondents felt talent development processes increased candidate traffic, and 34.21% relayed a decrease:

Figure 23

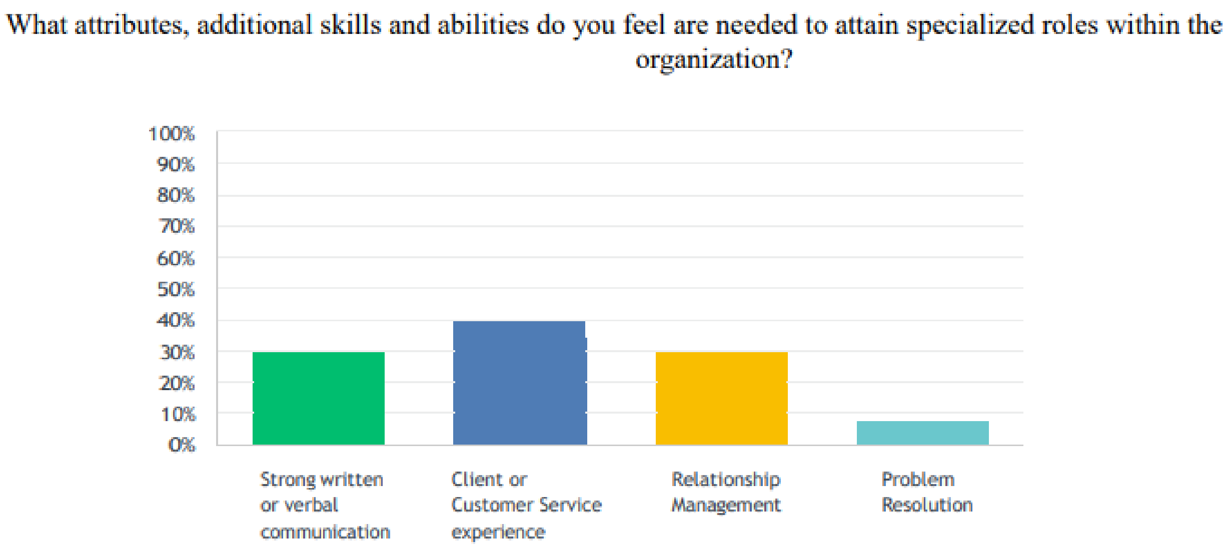
Talent Retention Processes and Attracting Top Talent, Employee Survey Respondents



The employee respondents were further assessed to determine the top attributes, skills, and abilities crucial for specialized roles within their organizations. The primary factor, client, or customer service experience, led at 34.21%; strong written or verbal communication and relationship management were equally tied at 28.95%, with problem resolution last at 7.89%:

Figure 24

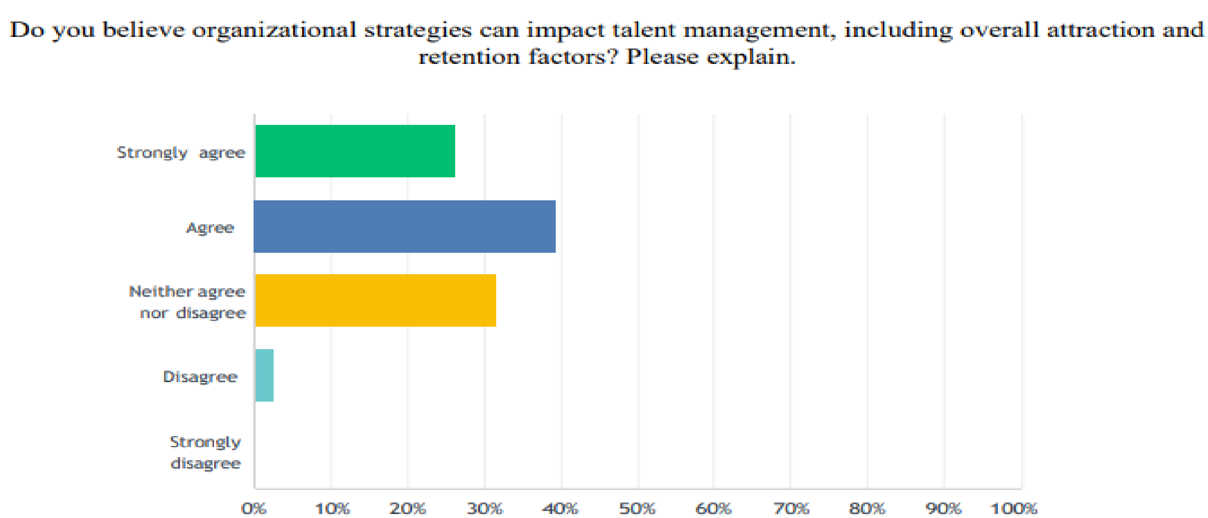
Key Attributes, Skills, and Abilities for Specialized Roles, Employee Survey Respondents



Organizational employees felt strongly about the impact of organizational strategies, including overall attraction and retention factors, with 26.32% responding as strongly agree, 39.47% agree, 31.58% as neutral or neither agree nor disagree, and 2.63% disagree:

Figure 25

Leadership Impact on Talent Attraction and Retention, Employee Survey Respondents



Finally, employee participants were asked to rank factors or ways in which their organizations could increase branding efforts to attract newer and retain their current talent. The factors included 26.32% suggesting an active social media presence, another 26.32% for product and services innovation, 21.05% highlighting incentivizing referrals, 23.68% factoring in hosting or sponsoring career-related events, and 2.63% suggesting creating organizational brand ambassadors:

Figure 26

Ranking of Ways to Attract and Retain Talent via Branding, Employee Survey Respondents

Relationship of the Findings

The research problem and questions for this study stemmed from a thorough review of academic literature, revealing limited research on talent attraction and retention factors, specifically the influence of job satisfaction, organizational commitment, and career development against organizational leadership strategy. The ten employee and leader interviews and over 70 survey respondents confirm interconnected themes across the findings. Many of the real-world experiences, ideas, concepts, and suggestions have similarities and overlap in some areas. The interview and survey questions were structurally aligned with the research questions, and themes aligned with the bulk of the research questions.

The themes closely related to the literature on talent attraction and retention were discussed and associated with areas within the research questions. As previously mentioned, significant literature lives to suggest the outcomes of failures leaders face when alluding to tackling internal employee factors; however, little has been discussed to examine unreceptive leaders who react reactively versus passively. The findings link to the research problem and add content to the topic literature. The factors closely aligned with the themes leading to passive leadership include role ambiguity, poor role clarity, damage to employee well-being, and influences on job satisfaction and organizational and personal outcomes (Barling & Frone, 2017).

The Research Questions

The following section describes research questions in detail, including the associated interview question aligned with each question. Tables 3 through 9 include the linked data collection questions, sample survey, and interview responses from RQ1 through RQ3. The research questions linked with this study include:

RQ1. What challenges do leaders face when addressing job dissatisfaction, lack of organizational commitment, and lack of employee career development?

Table 3

Sample Interview Responses Associated with Research Question 1 from Organizational Fintech Leaders

RQ1 Participant	Quote
1, Leader	It has appeared to me in my previous experiences that there are times when leaders feel that their job is kind of done in nurturing that employee and expanding the employee experience just by hiring, so not a lot of effort and thought is put into how I develop this person.
2, Leader	I think that in the Fintech industry, we actually can attract talent pretty well. More and more people are starting to understand this industry and lean towards it a little bit because it can speak to multiple areas of study. When people have come out of college, if they have a business, finance, or tech background, either can apply in this industry. People like that about it and are starting to learn more about what exists. When I started in this industry, I would say that attracting talent was probably harder because there wasn't quite that level of understanding. But from my perspective, now I think that there are more people interested in applying for jobs. I would say retaining talent, and I think we have some challenges with retention. I think if people are joining the company from that technological background, there are other technology businesses out there that can be more inviting. So once people get a certain amount of experience with us if their interest is the technology side versus that financial services component, it's hard to retain them.
3, Leader	It goes in phases and waves, right? Attracting talent, people are looking for different things, and it has changed over the years. More recently, with COVID, everyone's realized you might not have tomorrow. So, a lot of people are looking for more flexibility in time at home and time with family and just time to do other things and not just work nine to five. A lot of people are looking for flexibility these days.
4, Leader	I believe that within my current organization, we have a hard time retaining talent simply because we have a hiring freeze. So, when you think about a hiring freeze, you also run into situations where people feel there's no room for growth. And if people don't feel that there's room for growth, they tend to go somewhere else where they know that they're going to expand and grow.
5, Leader	I think that the majority of it comes down to compensation, in my experience, and additional outside benefits. Other things like flexibility from working from home and the change in the landscape over the last few years have made it very difficult. Definitely, compensation challenges and being able to pay for previous experience have limited the pool that we can pull from.

Table 4

Sample Interview Responses Associated with Research Question 1a from Organizational Fintech Employees

RQ1a Participant	Quote
6, Employee	With company satisfaction, just having a well-known presence in the industry. I'm sure employees have access to surveys so that they can provide information or feedback as to what's working, what's not working, and what they would like to have implemented. And, within a company with current employees, they can provide great leadership, opportunities, and training to retain the current employees.
7, Employee	I think in order to attract and retain, it's very important to share with potential employees and current employees possible career paths and areas for growth. Also, areas where they can bring their perspective, either within the current way or leveraging prior roles, both within the industry and from other industries, can lead to growth. And maybe potentially new directions for the company.
9, Employee	I feel like this company actually does a really good job as far as recognizing employees' contributions in prioritizing the work-life balance with each employee, so it's not so rigorous for an employee to clock in and clock out. They are able to have that nice balance of work and life balance, and it allows them to feel like it's a good balance for both of us. And as well as creating pathways for growth for them to expand on their skill sets with the company and an overall good organizational culture that the company provides as well.
10, Employee	I think middle management is tough right now. A lot of our leaders they're trying to keep employees happy, but they also have to do it within the guidelines of those that are over them. While I do think that there are things that can be done a lot of times, it's at the discretion of the leaders above them. Things have really tightened up at our company. It shows a great deal of appreciation, and that goes a long way that means more to me than financial rewards. Don't get me wrong, financial rewards are great, but a simple thank you is simple. A survey goes a long way, a simple check-in. And also, my leaders have taken our team out to a movie on their dime and dinner, so it's stuff like that where it's great to be taken out, and it just shows that they care. I think the biggest thing, unfortunately, is all the Fintech companies are tightening up. There are a lot of layoffs and things happening. One of the things that I would say is it's simple if a leader can show they care, that's free, it doesn't cost anything. And that's something that they can do for me personally, for my job satisfaction is to care about me.

Table 5

Sample Interview Responses associated with Research Question 1b from Organizational Fintech Leaders

RQ1b Participant	Quote
1, Leader	There was not a lot of professional development that was necessarily offered nor supported on an ongoing basis. And I think people were looking for what is the next place for me to go; and that there was not a progression path for lots of individual contributors, as well as leaders in - where's my next step?
2, Leader	The primary one that surfaces when people have left any of my teams is compensation. People feel like they could earn more at other technology companies, and that may very well be the case because other companies may grow faster. They may also offer higher starting salaries than we do. I would say compensation, in our particular business, is the number one issue for people that leave.
3, Leader	That's also hard because now that a lot of places are more flexible, it kind of becomes a competition between someone saying hey, I've heard or have a friend or someone that has x level of flexibility here. Can we match that? And, of course, as a leader, there are some things that you can do and some things that you may not be able to do without working with the rest of the organization, which might take time. And that's the challenge, trying to meet everyone's needs and to meet them in a timely fashion.

RQ2. What role does talent management planning and development factor into addressing job dissatisfaction, lack of organizational commitment, and lack of employee career development?

Table 6

Sample Interview Responses Associated with Research Question 2 from Organizational Fintech Leaders

RQ2 Participant	Quote
1, Leader	I think that if you don't offer employees career and professional development, the employee eventually sees the forest through the trees and realizes there's no place for them to go here.
2, Leader	I have to speak about it from my perspective, the teams I manage, and the part of the organization I roll into because I think it is different in our company, depending on where people are. A lot of times, employee job dissatisfaction is addressed by us finding a better fit for the team member. We may have team members who have strong skills and are really happy to have them in the business, and they express that they don't like that job anymore. They might be tired of doing the same thing or feel like their job is more stressful than other jobs. And that's true, or they might not like the strict hours of their job, or in some cases, they don't want to travel. There are a number of reasons that they decide that a job isn't the right thing for them. I think our business does a very good job of allowing people to find something that's a better fit within our business. So that's one of the primary ways we address job dissatisfaction. I think there are other initiatives around trying to make work fun or trying to make people happy with things that are outside of the actual day-to-day job. I haven't ever found that to be a successful way to address job dissatisfaction. I think you actually have to address it head-on and figure out if there's a better job fit or if the person would be better looking outside.
3, Leader	I think it depends on what they're looking for. I think the first thing that I asked them, if they say that there is no path - of course, I want to evaluate and make sure that okay, are they saying something that makes complete sense. And we never really defined or carved out a path of development on this; we were just so focused on moving forward. I want to evaluate that and make sure that there is a path to go forward. At the same time, I also asked the employee what are you looking for and what's the next thing for you. Coming from the tech side, some people just want to write code all day, not really have a hand in the architecture or how it's built. They just want to get the directions and instructions and say, "Hey, build it like this." It has to look this way, and they just want to sit down and build it. There are others that want to move more to management, working more with people, and then there are some that want to have that individual contributor but still move up the ranks more towards more of a C suite, whether it's a CTO or some kind of higher-level engineer. You need to understand what the employee is looking for. And from there, you want to try to make a development plan on how we can get that person there, whether they're switching teams or departments or it's just a new track for them. Most of the time, you can make that work. I haven't seen an area where an employee wanted something completely different that we could not provide.
4, Leader	We try our best to retain, and we're not always successful. When you consider a disgruntled employee, a lot of times, there's nothing that you can do that's going to make them stay. In the past, we have offered incentives to stay, whether it be through a pay raise or something like that, but again, we do try to do our best to make a good fit for them. And within the company, we do our due diligence when it comes to training to ensure that our employees know exactly the ask of them. We make sure they get adequate training. We're like any other employer; we don't want to lose our people, so we do everything that we can to try to retain them. Along with that, we do have tuition assistance where we help employees if they're going to college or anything like that. That's an incentive to at least stay for a little while.
5, Leader	I think sort of digging in and figuring it out has been very helpful for me, and not sort of just making those surface-level assumptions as to why they're dissatisfied. I do think there are sometimes where you're like, I can't make you happy here. And so, I'm not going to sort of go above and beyond for you if you're not going to enjoy this job either.

Table 7

Sample Interview Responses Associated with Research Question 2a from Organizational Fintech Leaders

RQ2a Participant	Quote
1, Leader	Hugely. I think that where I came from, it didn't happen frequently, but prior to my leaving. I think it was more prevalent, where people came on board, and then they kind of looked around and were like, this isn't really the company that I was told that it was and what I was expecting. So, the amount of employees that left was substantially larger by the time I left and when I entered the organization.
2, Leader	I would say the biggest action we take as leaders in my organization is that we help people find roles in different spaces in the company. So that ability for career mobility. We don't do a lot of that; I know active retention efforts in the form of benefits or compensation. If there's anything else that we're doing that is successfully helping our retention, I think the biggest thing is just trying to help people find that they could use their talents somewhere else in the organization. We at least don't lose their input and the time invested in growing their skills, even if an individual manager loses them on a team.
3, Leader	I've seen both sides. It really depends on a lot of things, but in the end, it boils down to the smaller you are, usually the bigger complaint is that there's no process or a minimal level of process. And then the bigger you get; the problem starts to become there's too much process. And so, I think, ultimately, it's trying to find that happy medium. You want the right level of process; you want the right level of control. But you also want to allow your employees to have as much freedom as possible. So, they can be creative in their space as well.
4, Leader	We do have job fairs right within our own facility itself, but we also go out to the job fairs in town. Talent management will go there, but we'll also have some of our supervisors to go out there as well to be able to talk to people. And that's really been a good way for us to bring people in. We're basically doing a job fair just for us and not citywide.
5, Leader	I feel like we put great emphasis on the interview and training process. We're very strategic about the type of people we're looking for. Both from skills, personality, everything, and then we were constantly evolving our training program for the new hires. We wanted them to be so well equipped that they felt great at their job as quickly as possible. Because there is no worse feeling than when you are floundering and you aren't quite sure what you're doing, especially as a new individual on a team. And so, we wanted it to feel very structured, very thoughtful. And constantly as leaders, we were evaluating the output of every single new hire and sort of saying, where were the misses? Where were the wins? In their training program and onboarding experience - what can we constantly change and evolve in order to create a better employee experience, as well as, frankly and selfishly, a better output of employees faster. How can we get an employee to make an impact on the team and our client as quickly as possible? Being very thoughtful through our hiring program, we absolutely turned down more people than we hired, and we were pretty ruthless about it. And then we just never let the training program go stale.

Table 8

Sample Interview Responses associated with Research Question 2b from Organizational Fintech Leaders

RQ2b Participant	Quote
1, Leader	Money. For whom they believed were the most instrumental and important for the organization.
2, Leader	Our organization has a lot of different types of roles. I think the fact that it has roles that are customer focused versus roles that are development or technical support allows us to attract a wide range of talent.
3, Leader	Well, when you get it right, other people want to be a part of that. Word of mouth, people start to hear it. Other friends, other employees, whoever may be involved, start to get the word out, and others are saying I want to be involved in that. Typically, you never really get good feedback or good reviews. You typically only hear something when it's bad. When the world, companies, and employees are saying things about the company that they're working for, and it's positive, it usually piques people's interest, gets them involved, and wanting to be just a part of that in general.
4, Leader	We don't have a problem with it when it comes to attracting talent. And it's simply because of the reputation of the company itself. So that kind of helps when it comes to the attraction of talent. Also, word of mouth. We do have employees that tend to bring on their families, so that makes it a little bit easier as well.
5, Leader	We were big on word of mouth and referrals, which went a long way. We recruit from large financial institutions in town. And so, it was a very quick word-of-mouth turnaround when talent would come over and then report back to their previous team their experience. We relied heavily on having engaging job descriptions that felt a little different than everything else you're seeing out there.

Table 9

Sample Interview Responses Associated with Research Question 3 from Organizational Fintech Employees

RQ3 Participant	Quote
7, Employees	I think a company that focuses on strategies to retain and develop their employees is going to be key to that talent. I think there's a direct correlation there. You'll get some attrition, but I think when a company puts effort, energy, time, and money into how they can foster talent within an organization and then retain it. I think those companies do retain talent to a much greater extent than those that really don't look at that or see it as a very secondary component to what they should be doing.
8, Employees	I think it's important to always gauge and kind of do a temperature check for what employers are looking for. What is the market offering, where we kind of fall in there? Or how can we incorporate those things that are important to job seekers into the company goals and growth? We also have companies to kind of allocate for marketing, training, and compensation packages. I think it's part of the overall goals and growth, and we're kind of in tune and doing a temperature check. It's impactful.
9, Employees	I know our talent management does a really good job with development and a more comprehensive understanding of each employee. They’re really engaged with employee surveys to make sure that they're doing a good job. As well as every quarter, they’ll do a performance review of each employee just to be consistent, gain feedback from each employee’s experience, and see ways to improve. They never want to wait until the end of the year to know things they could have been working on at the beginning of the year. I think the organization does a really good job listening, understanding their employees, and doing self-evaluations with other coworkers. If you ever see someone in another area doing a really good job, you can actually give that feedback with these self-evaluations as well.
10, Employees	One of the things that I've seen organizations do is their IT systems. Technically, like right now, we have Workday, where everything is done. If my manager wants to promote me, they must do it on Workday. My rating and bonus go into Workday, and I understand it's a way for the organization to manage that, but if it's done right, it should have like a personal touch to it, not a systematic touch. And we understand the organization is going to have to be systematic. If you really want that stuff to work good, the systematic stuff should be the macro, and the manager to the employee should be the micro. And that should be two different things. And I think the company needs to get away from the macro and go more on the micro. The organization, I understand, needs a systematic approach, but I think there needs to be the best of both worlds. I think sometimes people think we can't be friends with people. My boss is my friend, and maybe you're not going to be friends with everybody, but there should be a personal touch to it. That's how organizations promote that personal touch.

The challenges organizational leaders face, with specific regard to job dissatisfaction, employee commitment, and career development, were analyzed to understand gaps within organizations seeking to counter a decrease in applicant traffic and employee turnover. Determining organizational best practices in thwarting a loss of talent attraction or retention can be advantageous to overall organizational strength, growth, stability, and achieving strategic goals.

Leader and employee respondents reported various professional experiences and perceptions around talent attraction and retention factors. The first research question focused on challenges leaders face when addressing job dissatisfaction, employee commitment, and career development. The impact of effective leadership lies in strategy, as effective leadership strategies become ineffective without the organization and its people's implementation and commitment to the strategy. The communication and clarification of strategy are recommended to sit with middle and lower-level managers to provide visionary leadership around the organization's vision and the employee's contribution to that vision (Ateş et al., 2020).

A study on effective leadership behavior noted that task-oriented behaviors are necessary to warrant that people and resources are aligned with the organization's mission (Yukl, 2012). The work for task-oriented behaviors includes planning or the decision-making process for objectives, priorities, organization, and responsibilities. Next, clarifying or what, how, and outcomes of leaders ensuring employees' understanding of their responsibilities. Clarifying can also include reviewing work tasks and communication around objectives, deadlines, and stand procedures (Yukl, 2012).

Leaders can also use monitoring to assess the accuracy of tasks carried out by employees, followed by recognition for positive performance. Problem-solving can be used to manage disruptions, crises, or disturbances. The process for leaders involves determining the root of the problem, followed by firm direction for employees to navigate. Leaders are also able to utilize relations-oriented behaviors, including support to provide encouragement, development to coach and increase skills, recognition to provide praise and appreciation for performance and meeting goals, and empowerment to fully equip employees with autonomy around decision-making (Yukl, 2012).

One leader respondent mentioned occasions where employees enter the organization are initially developed; however, not much thought in further developing the employee follows. Another leader relayed fewer challenges around attracting talent, however difficulty in retaining some employees as they're able to gain more skills and eventually develop other interests. A senior leader of technical teams determined that with the renewed focus on family, work-life balance, and flexibility, the landscape of attracting talent has changed; employees are motivated by different factors. A hiring freeze affected another leader, who reported an increase in turnover, as feelings of limited career growth emerged, prompting employees to seek other opportunities to grow and expand. Next, compensation and other benefits, including limitations around the offered salary, are factored into overall job satisfaction, commitment to the organization, and career development opportunities.

Thereafter, employee respondents were queried about leadership actions that directly impact successful retention strategies. The first employee mentioned that widely recognized organizations with access to employee survey data directly gleaned from employee feedback, as well as those with great leadership teams, were effective. Another expressed a more significant impact on sharing with potential and current employees career growth areas, in addition to potential or non-developed areas to contribute their talents. A contemporary organization that not only recognized employee contributions but prioritized work-life balance, creation of growth pathways, and maintenance of a solid organizational culture influenced another. Lastly, an additional employee revealed that while budgets may not allow the recognition experienced in the past, its leaders focus on other ways to provide recognition to employees, directly impacting job satisfaction.

Research question 1b moved into leadership experiences with actions that led to unsuccessful retention strategies. The first leader expressed a lack of ongoing professional development or a logical path for employees to move into. Similar to the employee feedback, another leader described turnover as aligned with employees seeking higher compensation outside of the organization. Finally, another described the challenge in meeting some requests; however, others that may take longer or require deeper levels of approvals. So, in this instance, leaders are ready to retain employees; however, may not have the resources or approvals to facilitate this.

Research question 2 examined how talent management planning and development influence talent attraction and retention factors. Here, leaders expressed that employees do not require substantial time to notice the lack of strategic efforts or opportunities to grow. Two leaders expressed strategies around addressing job dissatisfaction early on by determining a better fit for the employee. Dissatisfaction may sit more with the actual role or fatigue within the fundamental role; therefore, another area of the business may fit better, or in some circumstances, another organization. A different leader expressed that establishing a career path for employees, including input directly from employees, helps the organization develop and implement clear strategies. Another expressed that although there are certain employees where the organization no longer fits, strategies are in place around training to ensure employees receive adequate training and understand what is required of them.

Similarly, research question 2a reviewed talent retention processes and the effects on turnover and learned one leader experienced a significant impact on their organization's turnover, with another leader described trying to balance employee flexibility with establishing a level of the process. Additional methods mentioned included an internal career fair, which has proven successful at countering retention challenges. Comparable to processes and strategies other leaders mentioned around training, leaders furthermore implemented training and interview strategies. The process included a strategic hiring process for soft and technical skills, in addition to a training process that ensures new hires are able to make an immediate impact on their roles and the organization. The next steps in the strategic hiring process included evaluating each hire for successes and failures and ways in which new hires might be able to make an impact faster. In summary, the process involved a constant evaluation of the interview and training processes.

Research question 2b reviewed talent retention processes and the effects on attracting top talent, with one leader conveying that money plays a factor, as well as the type of roles aligned to specific organizations. Additionally, a few leaders mentioned a word of mouth, referrals, or reviews influence potential talent to join the organization, in addition to reviews and the reputation of the organization and engaging job descriptions. Referrals and word of mouth are particularly key and directly related to employees performing at a higher level, retention, and job attitudes. A study on employee referrals revealed that motivated employees relay job information to potential referrals, who then evaluate rewards, internal motivating factors, and personal relationships. Word of mouth for recruiting involves communication between employees and candidates outside of internal recruitment teams about the organization and its roles (Yukl, 2012).

Finally, research question 3 asked employees how their perception of the organization influences talent attraction and retention. The first employee found a direct correlation between organizations that focus on retention and development strategies and those that successfully drive talent to the organization. Focusing on consistent efforts to retain and develop employees and maintaining that as a primary component of talent strategies became a consistent theme. Additionally, one employee suggested that talent strategies should involve looking at the competition or market and their offerings, where the organization competes in that space, and ways to incorporate that into its goals and growth strategies. Two other areas of focus included gaining a deeper understanding of employees via the use of employee engagement surveys, performance reviews, self-evaluations, and other check-ins to ensure consistent efforts to address employee satisfaction and commitment. Lastly, one employee expressed the benefits of a personal touch to managing employees and moving away from a more systematic approach to interacting with employees. Research indicates that motivated employees demonstrate more significant levels of loyalty, associate more with the organization, retain more commitment, and display better work satisfaction points. As loyalty continues to wane, organizations must systematically improve their strategies (Ahmic & Cizmic, 2021).

The Conceptual Framework

The Conceptual Framework diagram included in Figure 1 describes the research paradigm, design, and topic. Additionally, the research concept and questions, in addition to the study’s problem statement, methodology, and constructs. To begin, the research paradigm of constructivism described the study best, as the worldview is best designed for practitioners concerned with understanding participant experiences and views while considering participants as authorities on the major themes of the study. The organizational leader and participant interviews and surveys explored were the focus of outcomes of job satisfaction in acquiring and retaining talent, the effect of higher or lower employee commitment levels in sustaining talent, and the organizational principles that appeal to talent. Additionally, the characteristics that impact employee retention included career growth, employee development, and leadership traits.

Anticipated Themes

The primary themes associated with this qualitative research study involved factors that directly impacted organizational leaders in attracting or retaining talent. The first theme centered on the influence of job satisfaction in acquiring and retaining talent. Next, the impact of high commitment from employees in maintaining talent and the organizational values that attract talent. Finally, the factors influencing employee retention include career growth and advancement opportunities. The anticipated themes addressed during surveys and individual interviews of organizational staff were designed to uncover solutions or suggested best practices for organizations and leaders seeking to overcome attraction and retention challenges.

The study's interview process effectively facilitated the finalization of concept and theme creation for potential adaptation into organizations and leaders' strategic plans toward talent attraction and retention. The concepts designed for the study included three central topics.

Greater Job Satisfaction Results in Fewer Challenges in Acquiring and Retaining Talent. The first concept aligned with the initial theme of the power of job satisfaction in acquiring and retaining talent. Throughout the leader participant interviews, several leaders mentioned strategies around determining other roles or career paths for dissatisfied employees, including creating strategies for potential talent joining the organization. Specifically, concluding if there are employees better suited for other roles within the organization versus retaining employees that may adversely affect the morale of the organization and team. As stated, in general, leaders seeking to implement job satisfaction tactics apply changes to compensation and promotions to accelerate employee motivation and performance, generating a balance linking organizational leadership and employee contributions. Role overload, job performance, and job satisfaction are connected, and how leaders manage each function (Park et al., 2017).

Higher Employee Commitment Factors Influence Talent Acquisition and Retention. The second concept aligned with the effect of higher or lower employee commitment levels in sustaining talent and the organizational principles that appeal to talent. Organizational commitment describes the level of engagement of employees within the organization who display motivational energy. Transformational leadership attached to organizational commitment to employees includes influence, motivation, stimulation, and consideration (Kim & Shin, 2019). The participant interviews and surveys confirmed the importance of trust in leaders, consistent learning opportunities, collaboration, and building of relationships, as well as work-life factors, established expectations, faith in organizational decisions, and management of those that are less than committed and their effects on the individual team.

Career Growth and Advancement Factors Lead to Fewer Challenges in Retaining Talent. Career growth within the organization consists of establishing career goals, developing professional skills, promotion, and compensation opportunities. Moreover, career growth can be defined by four factors: career goal progression, professional aptitude, rate of promotions, and compensation (Son & Kim, 2019). Organizational leaders should recognize how to retain resources, create employee engagement, and nurture competitive advantage. Leaders are tasked with designing retention policies for employee career growth, containing performance management and training (Houssein et al., 2020).

A subtheme emerged from both the participant leader interviews. Organizational leaders were asked to describe the leadership skills or attributes needed to attract and retain talent. Organizational Leader 2 expressed that,

> "I think the biggest thing that is really important to team members is knowing that their manager is genuinely interested in their personal growth versus their performance and commitment to one team. I think that I've just found that by incorporating in kind of a quarterly touch point with team members, but that touch point to say how are you feeling about this role? What are you curious about for other roles and sometimes, too, as you start to get to know the person, you start to see skills in them that would be a really good fit for other roles. And so, over time, two years, three years in, you can start talking to them about if you want to move into anything else, have you ever thought about this, so that they know that you genuinely care about developing their own career and their own kind of career journey. That, to me, has been one of the biggest factors of retention within my teams" (personal communication, March 3, 2023).

Organizational Leader 3 expressed the importance of an unassuming nature and openness to hearing comments from employees, stating,

> "I think humility is a big one. You want to be open to feedback from others, and you want to be talented in that area. Where there are others that look at you and say, okay, well, at least the leader in this area knows a decent amount of what he's doing. It's not that he's underqualified. But at the same time, you want to make sure that they also feel comfortable around you, right? Where they can share their ideas and not just think that,

hey, if I share an idea, he or she will frown down on it and just will not approve of it. So, I think flexibility, the humility of being knowledgeable in your area, and then also charisma. If you're a leader without charisma, no one's really going to follow. You want to be able to effectively lead but also know when to step back and let your team kind of take the reins and push forward" (personal communication, March 2, 2023).

Organizational Leader 5 described traits that create trust in leadership and create relationships that are strengthened to allow for talent attraction and retention,

"Empathy. I personally feel like when a leader's loyalty is to their team and the people that report to them, and they have a stronger relationship with their team. I know there's that out there about, like, the number one reason an employee leaves a company is because of their boss. So, I feel like the leaders whose loyalty is focused up instead of down, those are people who are experiencing a ton of turnover because they're just not focused on the right" (personal communication, February 9, 2023).

Leader skills and attributes were described by Organizational Leader 1 as factors that generate trust in employees, that their leaders are trustworthy and will do the right things,

"I think integrity and honesty are a willingness to listen to people and be open to feedback. And be willing to admit that an error was made or that there was a better way that things could be done. And to do what you say when you say something" (personal communication, February 8, 2023).

The Literature

The study's interview and survey findings related to the literature in a few ways. First, participants confirmed the value of determining other avenues to retain talent by seeking roles or teams that may fit or better align with the employee's talent. Specifically, avenues to retain and attract talent and drive organizational commitment. A perspective on the future of work states that by 2030 the work landscape will change, with workers wanting to upgrade their skills, creating an even shorter supply of skilled professionals. The authors relayed that many organizations are grasping the value of looking internally for the required skills for quicker and more financially beneficial results. Additionally, the benefits to morale and attractiveness to potential talent interested in an organization. Newer strategies involve reskilling and preparing employees, thereby closing skill gaps (Hancock et al., 2020).

Moving organizational employees to other roles involves a three-phased approach. First is scouting, whereby goals are established, gaps are identified, and the organization's readiness is accessed. To analyze the skills gap, a competitive analysis can be helpful. Secondly, shaping involves the design of roles and infrastructure creation for upskilling and reskilling employees. The latter exercise can take the form of newer recruiting tactics, targeting specific talent and retraining internal employees. Lastly, shifting results in changes to the workforce, development of skills, and leveling up the transitions for employees (Hancock et al., 2020).

Secondly, talent attraction factors were mentioned by several participants as crucial influences on talent attraction and retention. Participant responses ranged from compensation to work/life balance to career development opportunities and benefit offerings. A recent study identified several contributory factors for potential Gen-X and Millennial talent and organizational employees. The study further identified influential factors across generations and arrived at several similarities. In detail, the job characteristics or qualities can be categorized into three distinct categories. In particular, work values, including organizational commitment and loyalty, relationships with others, and psychological or personality factors, including achievement and power motivators. Additionally, organizational commitment factors include development opportunities and job security. Finally, work-life factored, including a personal and professional balance of time (Dutta & Mishra, 2021).

Attractiveness to an organization describes prospective talent's perceptions of the expected benefits, positivity, and desirable traits of an organization. Essentially, attractiveness includes the perceived benefits for applicants and the appeal of the gains as an employee. The type of work is proven to be an important factor in attractiveness, as negative experiences lead to employee job dissatisfaction, poor performance, and turnover. Compensation and benefit offerings also factored into attraction, retention, and organizational value factors, including innovation, perks, branding, and reputation (Dutta & Mishra, 2021).

The Problem

The problem to be addressed in this qualitative research study was the impact of organizational leadership's strategic efforts to address employee job dissatisfaction, lack of organizational commitment, and lack of employee career advancement resulting in unremitting labor to acquire and retain talent. Strategies around talent management must include a process combining attraction, development, and retention. Branding efforts are also linked to talent attraction and retention, as an organization's popularity and value increase. For talent attraction, organizations are recommended to focus on themes, including reputation, calculated vision, company culture, and identity, as well as its social responsibility and presence within communities. The themes are further associated with factors potential talent considers when looking at an organization to join (Ahmic & Cizmic, 2021).

Conversely, motivational factors align with talent retention and decreasing employee attrition. Retention allows organizations to avoid direct and indirect costs, including recruiting efforts and losing the talent knowledge base. Additionally, employee satisfaction results from positive expectations and experience regarding their own work, the work environment, and other factors regarding happiness within the role (Ahmic & Cizmic, 2021).

The study's population focused on a key area within the United States, the Southeastern region, based on explosive job markets and openings. The Bureau of Labor Statistics describes the region as "Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee" (*Southeast Information Office*, n.d.). Further review of the Florida market where the interview participants reside reveals interesting talent attraction, job openings, and retention or turnover data. Specifically, job openings increased from 647,000 to 7066,00 from December 2022 to January 2023. Additionally, January averaged 378,000 hires and 401,000 employee separations, compared to 371,000 and 373,000, respectively. With many of the interview participants inhabiting Jacksonville, Florida, a look at employment data for 2022 and 2023 shows an increase in employment, detailed in Figure 27 below. The numbers indicate a change in the financial services space from 2022 to February 2023 (*Jacksonville, FL, Area Economic Summary*, 2023).

Figure 27

Jacksonville Area Employment Data

Jacksonville area employment (number in thousands)	Feb. 2023	Change from Feb. 2022 to Feb. 2023	
		Number	Percent
Total nonfarm	801.1	42.8	5.6
Mining and logging	0.4	0.0	0.0
Construction	52.4	3.3	6.7
Manufacturing	35.7	2.0	5.9
Trade, transportation, and utilities	171.7	4.4	2.6
Information	13.6	1.0	7.9
Financial activities	75.5	3.5	4.9
Professional and business services	131.8	10.7	8.8
Education and health services	123.1	7.9	6.9
Leisure and hospitality	91.0	7.7	9.2
Other services	26.8	0.6	2.3
Government	79.1	1.7	2.2

Note: Reprinted from Jacksonville, FL, area economic summary [PDF]. Bureau of Labor Statistics (2023).

Summary of the Findings

The qualitative study's problem and purpose were designed to solve the research questions supplied in Section One. The researcher for this study conducted ten interviews via Microsoft Teams and over 60 surveys via SurveyMonkey. Participant requirements included an age demographic of 18 years or older, identification as an organization employee within the Fintech industry, and current or previous work history in the Fintech industry in the Southeast region of the United States. Additionally, confirmation the participant agreed to share real-world views and experience with job satisfaction, organizational commitment, and career development wholly and factually. Interview and survey participants answered a number of questions regarding their experience through a series of the same questions and follow-up questions where appropriate. After completing the interviews and surveys, the researcher transcribed and coded the study's data to arrive at themes. The saturation of the data and findings was upheld with the number of surveys and interviews, with no additional unique themes discovered. Triangulation for this study included data gathering utilizing multiple sources, including public data, specific industry and organizational information, and individual interviews to ascertain patterns in successful organizational leadership traits.

The themes derived from the interview and survey data aided in answering the study's research questions. The themes first included how organizations can address and plan strategies around job satisfaction challenges in order to attract talent and also retain their current employees. Many of the respondents shared similar views around organizational reputation and branding, in addition to determining other options for dissatisfied employees. Next, the effect of higher or lower employee commitment levels on talent attraction and retention. Here, study participants contributed by describing the impact and role leaders play in job and organizational commitment, role and team-specific influence factors, and the outcomes from employees with a lack of organizational commitment and alignment with its goals. Additionally, the negative implications of non-committed employees to team morale and snowball effect to other areas.

The last theme centered around factors that impact employee retention. Study participants relayed the importance of creating an environment of work-life balance and the consequences of leaders' negative influence on employee retention or lack of investment in employee growth. Additionally, the effectiveness of employee retention practices surrounding recognition, including providing incentives outside of monetary rewards and options to provide flexibility for personal obligations.

Application to Professional Practice

The subject matter of this study facilitated an opportunity to better grasp the challenges within an organization, specifically those faced by leaders acquiring and retaining talent. Additionally, the literature review and qualitative employee and leader studies prompted recommendations that can be used for further research, including best practices for Fintech or other organizations seeking to consistently attract and retain their internal talent. Throughout the case studies, best practices, strategies and solutions for attraction and retention were discovered. The surveys and interviews completed the research's goals to examine how job satisfaction, organizational commitment, and career development influence organizational and leader strategy in attracting and retaining talent. The existing literature on the study's subject revealed partial research on talent attraction and retention factors, precisely how job satisfaction, organizational commitment, and career development oftentimes present challenges for organizational leadership strategy; however, limited details on strategies to overcome the challenges. Talent acquisition or attraction expanded into greater value and a key differentiator as organizations seek quality over quantity, identify stronger candidates, and ally with overall organizational plans. Today, organizations are focused more than ever on future plans and streamlining talent attraction to better identify, select, and onboard candidates (Hongal & Kinange, 2020).

Talent retention provides an avenue for organizations to demonstrate commitment to employees, driving engagement and lower turnover. Employee engagement directly correlates to productivity improvements and talent retention. Engaged employees contribute to organizations in many ways, including job satisfaction, creating innovation, ownership of individual responsibility, and alignment with organizational objectives, mission, and vision. A link between engaged employees and profitability exists, in addition to passion and commitment from organizational employees. The magnitude of managing employees is imperative considering the knowledge shift in the current economy and job market, as well as to sustain competitive advantage, loyalty, and shareholder value (Hongal & Kinange, 2020).

Improving General Business Practice

This study's findings found that job satisfaction challenges can be appropriately addressed by focusing on organizational reputation and branding. Secondly, employee commitment levels are heavily influenced by leadership's role in driving goals and employee commitment. Significant consequences of non-committed employees were related by participants. Finally, employee retention motivations were uncovered by the participants, including the advantages of reaching a work-life balance and the disadvantages of leaders overlooking employee retention and career development opportunities. Lastly, opportunities exist to provide employee recognition, including rewards and flexibility. Organizational leaders can succeed by focusing on strategies supporting job satisfaction, organizational commitment, and career development.

Job Satisfaction. The significance of job satisfaction can be aligned with the impact on employees' personal and professional lives. Job satisfaction can be described as the amount of fondness and attitude employees have concerning their job, along a continuum from positive to negative, in addition to motivation and demotivation sources. Factors that motivate employees similarly contribute to organizational work satisfaction; therefore, motivation establishes itself in attitudinal job satisfaction and behavioral performance (Roos & Van Eeden, 2008). To improve general business practice, the recommendation is to take distinctive actions to improve job satisfaction. Leaders who focus on employee preferences during job performance and enhancing the specific job function can achieve quick wins for the organization (Goetz & Wald, 2022). Focusing on employee preferences influences not only talent attraction but also efforts to retain employees. Participant 10 relayed,

> "While I do think that there are things that can be done a lot of times, it's at the discretion of the leaders above them. I know for me and my leader, things have really tightened up at our company. So, something that my leader does is it shows a great deal of appreciation, and that goes a long way that means more to me than financial rewards. I mean, don't get me wrong, financial rewards are great, but a simple thank you is simple. A survey goes a long way; a simple check-in - how are you doing? And then also, my leader has taken our team out to a movie on his dime and then dinner, so it's kind of stuff like that, where it's great to be taken out, but I think it means more when it's on their dime, just shows that they care. I think the biggest thing, unfortunately, is all the Fintech companies are tightening up, and there's a lot of layoffs, a lot of things happening. One of

> the factors that I would say is it's simply if a leader can show they care, that's free, it doesn't cost anything. And that's something that they can do for me personally, for my job satisfaction is to care about me". (personal communication, March 3, 2023)

Moreover, organizations may benefit from determining other opportunities for their employees, a common theme for many of the study's participants. Leader Participant 2 stated,

> "I think our business does a very good job of allowing people to find something that's a better fit within our business. So that's one of the primary ways we address job dissatisfaction. I think there are other initiatives around trying to make work fun or trying to make people happy with things that are outside of the actual day-to-day job. I haven't ever found that to be a successful way to address job dissatisfaction. I think you actually have to address it head-on and figure out if there's a better job fit or if the person would be better looking outside". (personal communication, March 3, 2023)

Organizational Commitment. There are many factors within human resource management that drive employee organizational commitment, one factor being job satisfaction or the level of attachment for each employee, working conditions, or treatment on the job. A satisfied workforce within an organization provides a securable competitive advantage (Mahmood et al., 2019). The current literature offers that adopting strategic human resources processes can lead to better employee contentment and commitment. Profoundly monetary compensation ensures commitment, while non-monetary factors such as development and stability align with job satisfaction. Compensation tactics may have an immediate impact; however, they may be short-lived and have less of an impact on overall employee motivation and commitment; therefore, organizations may benefit from a more profound commitment through non-monetary methods (Mahmood et al., 2019).

Additionally, organizations may also do well to provide employees with opportunities to grow and develop by experiencing newer opportunities to drive commitment. Employee Participant 8 stated,

> "Having been with [current company] for so long, it has grown so much. There's always a new team, features, product, and version of the platform. We have releases every six weeks, so it keeps things different and exciting. Every day is different; every kind of case that you get from a client or issue, you're researching something new and different with a unique set of configurations. So that's kind of always fun. And then I think of just the option to structure your day and have that flexibility within your day. And that's just dependent on whatever team you work on. But just the ability to learn new things and work on different products". (personal communication, February 23, 2023)

Career Development. There are many practical solutions organizations are able to implement to ensure employees are continuously engaged, committed, and developed. After successful talent attraction, organizational leaders can initiate and create a space for open and honest communication, passion, and engagement within their teams, robust frameworks, consistent reviews, and career discussions, as well as access and capital for training and development. In addition, career development should be considered an integral component of management, who comprehend and appreciate its importance, thereby ensuring employees feel valued (Holmes, 2020). Employee Participant 7 offered,

> "I think to attract and retain, it's very important to share with potential employees and current employees possible career paths and areas for growth. Also, areas where they can bring maybe their perspective, either within the current way within their current role or

leveraging prior roles, both within the industry and from other industries that can lead to growth and maybe potentially new directions for the company" (personal communication, March 3, 2023).

Potential Application Strategies

Past literature on talent attraction and retention challenges is limited, particularly within organizations inside the Fintech industry. Recent literature confirms a new era of talent management for organizations to understand and move strategically regarding their employees and internal talent to achieve their business goals. The completed qualitative study provided findings for organizations experiencing challenges attracting and retaining key talent. Fintech or other firms utilizing the outcomes from this study will be able to identify gaps in leadership development, in addition to how its leaders strategize for talent acquisition and management. The demand for effective talent management strategies derives from certain difficulties in replicating or reengineering how people work and create ideas. Talent management's impact on sustaining competitive advantage is evident in organizations that are able to locate the right talent and build thriving environments for tenured employees (Wilcox, 2016).

Leadership Development. Potential application strategies initially involve identifying leadership gaps and providing distinctive leadership training to sharpen talent management skills. Currently, leadership qualities within successful organizations are commonly linked with transformational leadership. Four components within transformational leadership include,

1. Inspirational motivation – stirring others to action by communicating one's vision vividly, with optimism and enthusiasm.
2. Idealized influence – modeling behaviors that place the group's good over one's personal needs and reflect high ethical standards.

3. Individualized consideration – supporting, coaching, and encouraging constituents.
4. Intellectual stimulation – problem-solving with constituents in collaborative and innovative ways (Chin, 2008, p. 249)

Increasing skills for leaders creates an opportunity to achieve success in talent attraction and retention. A 2019 study examined the potential of career success as a consideration for talent joining a particular organization and the impact on organizations to ensure their employees achieve career success (Peng et al., 2019). Coaching leadership incorporates encouragement and guidance for leaders to equip employees with tools to identify their individual needs and establish work goals to realize promotion and development opportunities. Leaders can be considered coaches that offer support to accomplish the team's work, in addition to managing the day-to-day relationships among the team members. Another study mentioned that leaders should focus on task and employee-related behaviors (Wen et al., 2017). Leaders that focus on task behaviors are able to focus on goal setting and task completion. In contrast, leaders who concentrate on employee-related concerns focus on feelings and the creation of trust.

Employer Branding. A recent study on employer branding expounded on the factors that attract candidates and retain current employees and the benefits of establishing and sustaining a compelling employer brand that caters to these factors (Tembulkar et al., 2022). The benefits of organizational branding include creating tenure amongst its employee base, increased growth and profitability, and establishment of competent behavior within the workforce. Further, employees active within an organization with successful branding perceive the organization as one that provides reasonable compensation, work culture, career growth opportunities, work-life balance, and recognition aligned with work performance. Participant Employee 8 offered additional thoughts on employer branding,

> "I would say newer talent may be using social media more, maybe not just LinkedIn, but engaging on Instagram, Tik Tok, and just having highlights of these are the roles we're hiring for. There are maybe networking events, mentorship opportunities, and sharing career highlights. So, these employees have been with us; this is where they started, where they're at now, and this is their advice. I think that would be really cool. And with retention, it would also be nice for managers to maybe have a more involved role and also to keep a check on which opportunities are available for their employees where they could see themselves growing and where they think they'd have a good skill set match. It would be just nice to have more transparency or conversations around available career paths, openings, things like that". (personal communication, February 23, 2023)

Competitive Compensation or Non-Monetary Benefits. Compensation describes an organization's monetary and non-monetary reward for employees for work performed. Compensation can also include anything an employee perceives in recognition of their contribution. Monetary compensation includes enticements in the form of wages, bonuses, and other economic benefits. Non-monetary compensation provides benefits in the form of benefit programs, leave programs, flexibility, and other work-life benefits. Practical compensation is proven to be a key component of work satisfaction, commitment, and retention (Bao et al., 2021). Organizational Leader 2 provided insight into challenges around consistent methods to compensate its workforce adequately,

> "I think if I look at the whole company, not just my area of responsibility, one of the challenges is I don't think we have a consistent methodology for how we compensate people. I think there are teams that, I just don't even understand how they're compensating people because they are constantly losing people based on compensation.

> And so, I think that there should be a more concerted effort to make sure that teams are consistently following an approach to be sure we actually are getting people at market compensation and not just throwing our finger up and seeing which way the wind blows. So, I think that's definitely an area that we could get better at because it's inconsistent. I think some groups are doing fine at it; others are not. I think that inconsistency overall is dragging us down as a business" (personal communication, March 3, 2023).

Furthermore, Organizational Leader 2 relayed that compensation challenges have increased to include non-monetary compensation asks from potential talent and current employees, stating that,

> "I think that the majority of it comes down to compensation in my experience and additional outside benefits. Other things like flexibility from working from home, and just the change in the landscape over the last few years, have made it very difficult. Definitely, compensation challenges and being able to pay for previous experience has limited the pool that we can pull from". (personal communication, February 9, 2023)

A study on perceived compensation structures and their influence on retention and job performance noted that compensation structures are a vital strategy for organizations interested in stimulating workforce-related outcomes (Ohunakin & Olugbade, 2022). The authors further relayed that compensation aids employees to function effectively, accomplish goals, and have positive well-being. The study additionally examined participant compensation factors, including satisfaction around communicating performance, satisfactory completion of assigned tasks, and intentions around turnover or leaving the organization. The findings revealed positive attitudes towards organizations that openly share compensation intentions, performance feedback, and fair compensation for the work performed.

Summary of Application to Professional Practice

Throughout this case study, strategies and best practices were identified and suggested around how organizations and leaders can successfully attract potential talent, in addition to implementing strategies to retain talent. The general problem concerned understanding the challenges around addressing job satisfaction, organizational commitment, and career development related to talent attraction and retention. General business for organizations can be improved by implementing leader-specific strategies for developing employees and executing tactics to ensure employees are committed to the organization, satisfied in their roles, and armed with training, development, and knowledge to achieve career growth. Leaders who focus on strengthening their skills around talent attraction and retention will benefit from employees that feel valued and appreciated. Further, coaching leaders on managing individual needs and creating spaces for achieving goals will benefit not only the leader's skillset but the organization as a whole and its goals. Additionally, effective strategies around employer branding and sustainable compensation approaches to attraction to the organization and tenured employees.

Recommendations for Further Study

Several significant findings were discovered through this study that will ideally inspire organizations to develop appropriate strategies to increase talent attraction and foster more vigorous retention efforts. The results detailed, shared themes, and experiences encountered by participants, contributing to the literature on how organizations attract and retain talent. The researcher discovered existing literature for leaders detailing reactive versus proactive approaches to employee retention factors. Leaders interviewed for this study emphasized the importance of continuous employee development; therefore, one area for further research is to examine compensation structures within organizations, opportunities for career growth and development, including training, workshops, and other areas, as well as how organizations foster strong work cultures, work-life balance, evaluate performance and recognition programs. Researchers should examine if leadership challenges continue to exist after the implementation of the initiatives. Measuring and solidifying proven strategies contributes to the existing literature.

The researcher located existing literature for employees and job satisfaction, employee commitment, and career development, including data on the current talent acquisition landscape, finding organizations are challenged with successfully conveying a commitment to the factors mentioned above to attract and retain talent. Similar motivations exist for potential as well as active talent, including compensation, learning and growth opportunities, work culture, and benefits (Hongal & Kinange, 2020). Employees interviewed for this study emphasized the importance of outside views of an organization to potential applicants or how branding and reputation influence talent attraction, the influence of valuable leaders who are able to encourage and develop employees, as well as the consequences of retaining non-committed talent that negatively impacts individual teams and organizations.

Next, as talent management evolves and continues to establish a presence within human resources, researchers can examine areas that may benefit organizations in talent attraction and retention. First, exploring employer branding in relation to talent attraction will provide an understanding of how successful organizations attract talent, including factors that attract versus lessen interest and candidness around expectations of a successful hire and employee (Wilcox, 2016).

As technology continues to advance and impact most industries, opportunities arise to enhance talent attraction and retention strategies. Specifically for talent attraction, researchers can explore effective technological options to attract and manage talent. In detail, software exists not only to track applicants but also to conduct interviews and analyze metrics. Additionally, future researchers can explore and measure how social media can be wholly utilized to target specific talent, including Facebook, Twitter, and LinkedIn, to name a few. The platforms can be beneficial in vetting initial applications, in addition to the integration with mobile applications to provide talent with increased options to apply (Wilcox, 2016).

Reflections

The purpose of this study involved identifying gaps in existing academic literature in the Fintech space, specifically within talent acquisition. Previously limited literature existed on the subject. The findings were arrived at by investigating the experiences of leaders and employees with hands-practical expertise within the industry. The researcher sought to offer Fintech or other organizational teams with strategies to overcome common challenges within talent acquisition. Performing this research study and reaching the findings benefited the researcher equally personally and professionally. The researcher experienced personal challenges while conducting the research that required adaptation and persistence to move toward completion. The researcher navigated and adjusted to a worldwide pandemic, constant change, and uncertainty throughout this process. The research process has underlined the importance of considering the challenges faced by both organizational leaders and employees, as well as how organizations can move toward change in attracting and retaining talent.

Personal and Professional Growth

Before initiating the research study, an expectation existed, assuming a challenge in locating a sufficient amount of study participants. The Fintech market can be considered a cohesive community with many similar direct competitors. Fortunately, the interview participants were confident in the study's goals and felt secure in providing honest and real-world experiences. Further, the participants were willing to offer additional participants open to sharing their views. The study culminated in ten employee and leader interviews, over 70 survey respondents, and data saturation after reaching over 60 surveys and ten interviews.

With almost 20 years of practice in talent acquisition, the researcher anticipated results from leaders describing organizational challenges in greenlighting strategies; however, the common theme centered around first determining the proper resources needed for each specific organization. For example, while one organization's leaders excelled at attracting talent through referrals, word-of-mouth, and branding efforts, another faced challenges around post-pandemic motivations for talent, including greater work-life balance, flexibility to work anywhere, and higher salary expectations. As a tenured leader in the talent acquisition space, the researcher appreciated the interest and passion of leaders seeking to master talent attraction, as well as to implement authentic strategies to consistently develop talent once onboarded to the organization.

Furthermore, the employee feedback on best practices organizations can focus on providing valuable insight into the motivations specific to individual employees and knowledge to take into daily work. The research uncovered valuable insights into the Southeastern region and current issues in attracting and retaining talent, followed by identifying further areas of study, problems distinctive within the markets, and best practices for organizations facing the same challenges. In consideration of continuing education and mastering crafts designed by God, the researcher gained extensive insight for continued work within talent acquisition.

Biblical Perspective

The researcher began this study with guidance from The Bible to perform the study from a Biblical perspective by first considering how to go about the study, "Be strong and of good courage, and do it" (King James Bible 1769, 2017, 1 Chronicles 28:20). The instruction includes guides on the interaction with others, specifically conduct for researchers and how to relate to and treat others. In relation to conduct with others, the Bible states, "Be kind and compassionate to one another, forgiving each other, just as in Christ God forgave you" (Ephesians 4:32). In our works, we are also directed to follow the appropriate paths to reach desired outcomes. The process of reaching conclusions should be guided by our faith. In detail, "Trust in the Lord with all your heart, and do not lean on your own understanding. In all your ways acknowledge him, and he will make straight your paths" (Proverbs 3:5-6).

The Bible also provided direction for this study on ethical matters, including confidentiality and truthfulness, critical components for the research phase. First, ethical responsibility as it relates to treatment and trust for others is outlined as "So in everything, do to others what you would have them do to you, for this sums up the Law and the Prophets" (Matthew 7:12). Also, "Show yourself in all respects to be a model of good works, and in your teaching show integrity, dignity" (Titus 2:7). Secondly, researchers must certify study findings that are credible and dependable, reaching truthful and reliable conclusions for future reference. The Bible provides instruction on performing work truthfully, "But whoever practices the truth comes into the Light, so that it may be seen clearly that what he has done has been accomplished in God" (John 3:21).

This study focused on the real-world experiences of leaders and employees. Leaders play a significant role in moving organizations through strategy, implementation, and execution of goals. Leaders are further able to create change and sustainable organizations. The Bible provides a wealth of leadership applications and outcomes. First, the importance of leaders is outlined as "Where there is no guidance, a people falls, but in an abundance of counselors there is safety" (Proverbs 11:14). Next, leaders serve as an example to organizations professionally, however also personally through their faith, "Remember your leaders, those who spoke to you the word of God. Consider the outcome of their way of life and imitate their faith" (Hebrews 13:7).

Strong and effective leaders are able to empower organizational employees to own their individual roles and careers. Additionally, leaders are able to take command of the workforce, managing the employee population to improve its skillset to better the employee and future career development. Successful leadership examples can be found in the scripture, relaying "The one who exhorts, in his exhortation; the one who contributes, in generosity; the one who leads, with zeal; the one who does acts of mercy, with cheerfulness" (Romans 12:8). In short, leaders are blessed with a gift to encourage others and lead, therefore must take the responsibility seriously and eagerly.

In consideration of the experiences related by organizational employees, the consensus of the participants centered around the appreciation of organizations that provide career growth opportunities, professional and personal balance, recognition opportunities, and broader retention efforts. From a biblical perspective, we learn that as workers, we are provided direction on how we should serve leaders, communicating how to obey and submit to leaders "For they are keeping watch over your souls, as those who will have to give an account. Let them do" (Hebrews 13:17). Additionally, our work is aligned on service to others, including the work performed, rewards and opportunities to exercise our talents. Through work, employees can contribute to an organization's well-being. The Bible provides direction to "Do nothing from selfish ambition or conceit, but in humility regard others as better than yourselves. Let each of you look not to your own interests, but to the interest of others" (Philippians 2:3-4). Lastly, as our work includes God's work in us, the work performed should be worthy. We learn our worthiness and way of life should be aligned with "the gospel of Christ. Then, whether I come and see you or only hear about you in my absence, I will know that you stand firm in the one Spirit, striving together as one for the faith of the gospel" (Philippians 1:27).

Summary of Reflections

The research study's reflections included ways in which the researcher grew personally and professionally. Prior to the completion of the study, the researcher held an understanding of challenges within talent acquisition; however, the study revealed a real-world perspective outside of the professional day-to-day experience. The findings further allowed the researcher to apply feedback professionally and through continued education. Finally, the Biblical perspective aligned with the study's findings provided relevant applications to the current professional landscape and personal significance to a Christian worldview. The participant responses offered significant information for the researcher to support the identified themes and enhance the existing body of literature on talent attraction and retention. The findings confirmed that leaders, while aware of the current organizational challenges and committed to change, sometimes face challenges in implementing strategies to attract and retain talent.

Summary of Section 3

Section three comprised the presentation of the findings and professional application portion of the study. The purpose of this flexible design multiple case study was to increase the understanding of the impact of organizational leadership's strategic efforts to address job dissatisfaction, lack of organizational commitment, and lack of employee career development, and the possible challenges to meeting organizational attraction and retention goals. Case study methods guided the study to elicit real-world experience and responses of the phenomena.

The qualitative study's problem and purpose were designed to solve the research questions supplied in Section One and included data from ten interviews and over 60 surveys. A planned set of questions were asked to interview and survey participants, examining their experiences and challenges within talent attraction and retention. Following interviews and surveys, the study's data was transcribed and coded into themes. Triangulation included data gathering utilizing multiple sources, including public data, specific industry and organizational information, and individual interviews to ascertain patterns in successful organizational leadership traits.

The themes first included how organizations can address and plan strategies around job satisfaction challenges in order to attract talent and also retain their current employees, with common views confirming the importance organizational reputation and branding, in addition to defining other options for dissatisfied employees. The next theme examined the effect of higher or lower employee commitment levels on talent attraction and retention. Respondents for this theme relayed the position leaders play in job and organizational commitment, role and team-specific influence factors, and the outcomes from employees with a lack of organizational commitment and alignment with its goals. Moreover, how non-committed employees negatively impact the organization. Finally, the last theme centered around employee retention factors, with a common agreement to create spaces that encourage a work-life balance and the outcomes of leaders' negative influence on employee retention or lack of investment in employee growth. Additionally, best retention practices around rewards and recognition and further options to provide flexible options for employees.

The Application to Professional Practice section not only focused on the study's findings from the research, including themes discovered and the interpretation of the themes but the

Representation and Visualization of the data occurred next and a wide-ranging discussion of the relationship between the findings. Next, the researcher included supporting material, including an overview of the research, how the study potentially impacts general business practices, recommendations for future research, suggested strategies, and best practices. Finally, a reflective discussion on the impacts on the researcher's personal and professional growth and Biblical perspective.

Summary and Study Conclusions

The research study discovered the significance of gathering feedback from organizational leaders and employees with direct hands-on experience in attracting and retaining talent. This study focused on specific challenges organizations and leaders face when attracting and retaining talent and implementing strategies. Further, the intention was to advance research and understanding of talent challenges, specifically around job satisfaction, organizational commitment, and career development. The researcher explored this topic through prior research, leader and employee participant interviews, and surveys. Countless opportunities exist to aid organizations in their talent management efforts. Many of the participants mentioned ways to compensate employees outside of monetary means, increasing work-life balance, and implementing strategies to drive internal commitment and an increase in career development efforts. Although talent attraction and retention include broad elements, organizations can utilize this study to understand leader and employee feedback and strategize their organizational goals and objectives to succeed.

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Appendix A: Interview Guide Organizational Fintech Leaders

Date

Interview Start Time

Interview End Time

Interviewer Name

Interviewee

Interviewee Title

Brief Description of the Research Study

Part I - Participant Authentication and Criteria

1. Please verify the following information as a prerequisite of the interview protocol:

a. Have you reviewed, completed, and submitted the consent document?

b. Are there any questions before the interview commences?

c. Do you understand the purpose of this study?

2. Please verify eligibility to participate in this study by answering the following:

a. Are you at least 18 years or older?

b. Do you identify as an organizational leader within the Fintech industry?

c. Are you currently working or previously worked in the Fintech industry in the Southeast region of the United States as an organizational leader?

d. Do you consent to share your views on your experience with talent attraction and retention challenges wholly and factually?

Part II - Interview Questions

1. Do you believe leaders face challenges in attracting and retaining talent? Please describe.

2. What do you believe are the talent attraction factors that influence potential talent to select your organization?

3. What do you believe are the talent retention factors faced by your organization in maintaining employees?

4. In what ways does employee job dissatisfaction influence leadership strategic efforts to retain employees?

5. How does the lack of organizational commitment influence strategic leadership efforts to retain employees?

6. In what ways does the lack of employee career development influence leadership strategic efforts to retain employees?

7. Based on talent management planning and development processes, how have organizational leaders' retention processes affected employee turnover?

8. Based on talent management planning and development processes, how have organizational leaders' retention processes attracted top talent?

9. What leadership skills or attributes do you feel are needed to attract and retain talent?

10. Do you believe organizational leaders can impact talent management, including overall attraction and retention factors? Please explain.

11. What are the ways in which your organization can increase efforts to attract newer and retain its current talent?

Appendix B: Interview Guide Organizational Fintech Employees

Date

Interview Start Time

Interview End Time

Interviewer Name

Interviewee

Interviewee Title

Brief Description of the Research Study

Part I - Participant Authentication and Criteria

1. Please verify the following information as a prerequisite of the interview protocol:

a. Have you reviewed, completed, and submitted the consent document?

b. Are there any questions before the interview commences?

c. Do you understand the purpose of this research?

2. Please verify eligibility to participate in this study by answering the following:

a. Are you at least 18 years or older?

b. Do you identify as an organizational employee within the Fintech industry?

c. Are you currently working or previously worked in the Fintech industry in the Southeast region of the United States?

d. Do you consent to share your views on your experience with job satisfaction, organizational commitment, and career development wholly and factually?

Part II - Interview Questions

1. Do you believe there are options leaders can implement to attract and retain employees? Please describe.

2. What do you believe are the talent attraction factors of your organization to influence potential talent to select your organization?

3. What do you believe are the talent retention factors within your organization that drive commitment and tenure?

4. How does employee job dissatisfaction influence your commitment to the organization?

5. How does career development influence your commitment to the organization?

6. What factors influence your commitment to the organization?

7. In what ways does the lack of employee career development influence leadership strategic efforts to retain employees?

8. How have organizational leaders' talent development processes affected employee turnover?

9. How have organizational leaders' talent development processes affected attracting top talent?

10. What attributes, additional skills and abilities do you feel are needed to attain the specialized roles within the organization?

11. Do you believe organizational strategies can impact talent management, including overall attraction and retention factors? Please explain.

12. What are the methods in which your organization can increase branding efforts to attract newer and retain its current talent?

Appendix C: Survey: Talent Attraction and Retention Factors

for Organizational Fintech Employees

Talent Attraction and Retention Factors for Organizational Fintech Employees

Talent Attraction and Retention Factors for Organizational Fintech Employees

Welcome to My Survey

Thank you for participating in our survey. Your feedback is important.

* 1. Are you at least 18 years or older?

- Yes
- No

* 2. Are you currently working or previously worked in the Fintech industry in the Southeast region of the United States as an organizational employee?

- Yes
- No

Welcome to My Survey

Thank you for participating in our survey. Your feedback is important.

* 3. What do you believe are the talent attraction factors of your organization to influence potential talent to select your organization?

- Training and Career growth opportunities
- Compensation
- Attractive benefits and other incentives

- Organizational reputation

* 4. What do you believe are the talent retention factors within your organization that drive commitment and tenure?

- Organization people and culture
- Training and development
- Mission and values alignment
- Work/life balance

* 5. How does employee job dissatisfaction influence your commitment to the organization?

- Increases desire to leave organization
- Increases desire to explore other areas within the organization

* 6. How does career development influence your commitment to the organization?

- Increases commitment to remain with the organization
- Clarifies the match between organizational and individual employee goals
- Motivation to perform effectively
- Desire to contribute to organizational success

* 7. In what ways does the lack of employee career development influence leadership strategic efforts to retain employees?

- Drives career growth initiatives
- Encourages open communication regarding career interests and open motivation

* 8. How have organizational leaders' talent development processes affected employee turnover?

- Increased internal opportunities
- Decreased internal opportunities

* 9. How have organizational leaders' talent development processes affected attracting top talent?

- Increased candidate traffic
- Decreased candidate traffic

* 10. What attributes, additional skills and abilities do you feel are needed to attain specialized roles within the organization?

- Strong written or verbal communication
- Client or Customer Service experience
- Relationship Management
- Problem Resolution

* 11. Do you believe organizational strategies can impact talent management, including overall attraction and retention factors? Please explain.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

* 12. What are the methods in which your organization can increase branding efforts to attract newer and retain its current talent? Please rank.

Active social media presence

Product and Services innovation

Incentivize referrals

Host or sponsor career related events

Creating organizational brand ambassadors

Appendix D: Survey: Talent Attraction and Retention Factors

for Organizational Fintech Leaders

Talent Attraction and Retention Factors for Organizational Fintech Leaders

Talent Attraction and Retention Factors for Organizational Fintech Leaders

Welcome to My Survey

Thank you for participating in our survey. Your feedback is important.

* 1. Are you at least 18 years or older?

- ○ Yes
- ○ No

* 2. Are you currently working or previously worked in the Fintech industry in the Southeast region of the United States as an organizational employee?

- ○ Yes
- ○ No

* 3. Do you believe leaders face challenges in attracting and retaining talent?

- ○ Always
- ○ Often
- ○ Sometimes
- ○ Rarely
- ○ Never

* 4. What do you believe are the talent attraction factors that influence potential talent to select your organization?

- Training and Career growth opportunities
- Organizational culture
- Interview and onboarding experience
- Transparent role expectations
- Compensation

* 5. What do you believe are the talent retention factors faced by your organization in maintaining employees?

- Training and Career growth opportunities
- Mission and values alignment
- Open communication with leaders
- Mission and values alignment

* 6. In what ways does employee job dissatisfaction influence leadership strategic efforts to retain employees?

- Increases employee retention efforts
- Increases career growth opportunities

* 7. How does the lack of organizational commitment influence strategic leadership efforts to retain employees?

- Drives career growth initiatives
- Encourages open communication regarding career interests and employee motivation

* 8. In what ways does the lack of employee career development influence leadership strategic efforts to retain employees?

- Drives career growth initiatives
- Encourages open communication regarding career interests

* 9. Based on talent management planning and development processes, how have organizational leaders' retention processes affected employee turnover?

- Increased employee turnover
- Decreased employee turnover
- About the same

* 10. Based on talent management planning and development processes, how have organizational leaders' retention processes attracted top talent?

- Increased candidate traffic
- Decreased candidate traffic
- About the same

* 11. What leadership skills or attributes do you feel are needed to attract and retain talent?

- Strong Communicator
- Integrity
- Innovative
- Ethical
- Empowerment

* 12. Do you believe organizational leaders can impact talent management, including overall attraction and retention factors?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly agree

* 13. What are the ways in which your organization can increase efforts to attract newer and retain its current talent? Please rank.

Highlighting Company Culture

Expanding Hiring Criteria

Expanding Hiring Pool

Unique Job Postings

Simplified Application Process

Appendix E: IRB Approval Letter

December 7, 2022

Angela Lamar

Maria Garcia De La Noceda

Re: IRB Exemption - IRB-FY22-23-225 Talent Attraction and Retention Factors: Examination of the Influence of Job Satisfaction, Organizational Commitment, and Career Development

Dear Angela Lamar, Maria Garcia De La Noceda,

The Liberty University Institutional Review Board (IRB) has reviewed your application in accordance with the Office for Human Research Protections (OHRP) and Food and Drug Administration (FDA) regulations and finds your study to be exempt from further IRB review. This means you may begin your research with the data safeguarding methods mentioned in your approved application, and no further IRB oversight is required.

Your study falls under the following exemption category, which identifies specific situations in which human participants research is exempt from the policy set forth in 45 CFR 46:104(d):

Category 2.(iii). Research that only includes interactions involving educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior (including visual or auditory recording) if at least one of the following criteria is met:

The information obtained is recorded by the investigator in such a manner that the identity of the human subjects can readily be ascertained, directly or through identifiers linked to the subjects, and an IRB conducts a limited IRB review to make the determination required by §46.111(a)(7).

Your stamped consent form(s) and final versions of your study documents can be found under the Attachments tab within the Submission Details section of your study on Cayuse IRB. Your stamped consent form(s) should be copied and used to gain the consent of your research participants. If you plan to provide your consent information electronically, the contents of the attached consent document(s) should be made available without alteration.

Please note that this exemption only applies to your current research application, and any modifications to your protocol must be reported to the Liberty University IRB for verification of continued exemption status. You may report these changes by completing a modification submission through your Cayuse IRB account.

If you have any questions about this exemption or need assistance in determining whether possible modifications to your protocol would change your exemption status, please email us at irb@liberty.edu.

Sincerely,

G. Michele Baker, MA, CIP
Administrative Chair of Institutional Research
Research Ethics Office