Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Afum N. Ofum

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

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Walden University
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Abstract

Retail Store Managers' Strategies to Reduce Employees' Voluntary Turnover

by

Afum N. Ofum

MBA Jack Welch Management Institute, 2016

BBA Strayer University, 2014

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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October 2023

Abstract

Employee voluntary turnover can adversely affect the retail industry workforce and business success. Retail managers are concerned with high voluntary turnover as it leads to high hiring costs, poor customer service, and low productivity for store managers. Grounded in Vroom's expectancy theory and Ajzen's theory of planned behavior, the purpose of this qualitative multiple case study was to explore strategies retail store managers use to reduce employees' voluntary turnover. The participants were five store managers from five Delaware retail stores who successfully reduced employee voluntary turnover. Data were collected using semistructured interviews and a review of publicly available company documents. Using thematic analysis, four themes emerged: (a) effective training, (b) competitive wages and compensation, (c) building relationships and trust between employees and their managers, and (d) empowering employees. A key recommendation is for retail managers to prioritize building relationships with employees by actively listening to their concerns and providing career development to foster inclusiveness in the workplace. The implications for positive social change include the potential to lower unemployment rates and reduce economic instability. Additionally, increased profits support local projects, such as building roads and providing educational opportunities for underprivileged citizens.

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Dedication

My doctoral journey was inspired by people around me and to inspire future generations. My first inspiration in life came from my grandmother, Obot Jacob, who instilled in me at an early age to go out in the world and find my calling. I am grateful to my wife, Marcia Ofum, who shared a vital work ethic of focusing on one project at a time. This piece of advice guided me throughout my doctoral journey. Thank you for your support and for believing in me. To all my children; Fummie, Lovine, Arius. Aniecan, and Fatimata, it is never too late to achieve anything you desire to accomplish in life. Despite the challenges and detours in life, I kept the vision of the destination clear in my mind. Success is a dream made tangible. Disciplined effort drives success in life. To my late father, Chief Udiong Umoren, an educationist and philanthropist. I am indebted to your tutelage and mentorship. You taught me the importance of self-education. Your guidance on studying within fixed schedules served me well as an independent doctoral scholar. Thank you for the freedom to explore my dreams in this lifetime. I share this doctorate with you. Finally, to my mother, Akonawan Umoren, your courage to always try something new and determination to master whatever your skill needed has been my guiding mantra in life. Thank you for everything.

Acknowledgments

This doctoral journey was long and challenging. I couldn't have completed the program without the kindness of my committee team. My chair, Dr. Theresa Neal, thank you for stepping in at the last minute to guide me to the finish line. Dr. Denise Land and Dr. Betsy Macht, I am grateful and honored to work with you as my second committee member and URR. Thank you for sharing your expertise, guidance, and feedback. Thank you, Dr. Mohammed Hamoud, my outgoing chair, who refocused and mentored my journey from the prospectus, and proposal to the IRB stages. I promise to pay forward your mentorship guidance to future students. Also, thank you, Dr. Alexandre Lazo, for your guidance and mentorship. My sincere gratitude to all the study participants for selflessly contributing to the success of this study.

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Section 1: Foundation of the Study

Employee turnover leads to increased operational costs and workloads which in turn affects sales performance (Andrews & Mohammed, 2020). Retail managers must address the challenges of reducing employee voluntary turnover. According to Stamolampros et al. (2019), the cost of replacing the talents and skills lost when an employee leaves voluntarily ranges from 90% to 200% of their annual salary. The high expenses involved in recruiting and training new employees for open roles limit the resources that can be used to support and retain high-performing staff (Sandhya & Sulphey, 2020). Coetzer et al. (2019) noted that lowering employee voluntary turnover enhanced sustainable business success and profitability. Retail store managers should be aware of the impacts of employee voluntary turnover on organizational success and know the strategies to reduce employee voluntary turnover.

Background of the Problem

High employee turnover can negatively impact a company's financial success. The negative impacts of employee voluntary turnover include job dissatisfaction, high turnover costs, and financial instability for the organization and the employees (Choper et al., 2021). Winne et al. (2019) suggested that voluntarily turnover can lead to reduced workforce and low efficiency. High employee turnover rates can also dampen morale and productivity, negatively impacting the company's mission and vision (Hur et al., 2019). Retail managers can implement effective strategies to reduce employee voluntary turnover costs and increase productivity (Al-Suraihi et al., 2021). Managers who fail to

control employee voluntary turnover may experience low productivity within the organization.

Problem Statement

Voluntary employee turnover can cause businesses to incur financial losses that result in negative sales performance (Andrews & Mohammed, 2020, p. 67). The annual retail employee voluntary turnover increased from 5.95 million in 2018 to 6.24 million in 2019 (Bureau of Labor Statistics, 2019, Table 6). The general business problem is that some retail store managers have high employee voluntary turnover, which hinders organizational success. The specific business problem is that some retail store managers lack the strategies to reduce employees' voluntary turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that some retail store managers use to reduce employees' voluntary turnover. The target population of this study consisted of retail store managers from five different stores in Delaware, who have successfully used strategies to reduce their employees' voluntary turnover. Retail store managers who use the results of the study to create new strategies may be able to reduce employees' voluntary turnover, thus increasing organizational success. This organizational success could result in increased local employment and other contributions to local communities.

Nature of the Study

There are three types of research methodology: qualitative, quantitative, and mixed (Marshall & Rossman, 2016). Qualitative researchers typically explore a

phenomenon within a specific context (Yates & Leggett, 2016). In the quantitative

method, the objective of the researchers is to test hypotheses and utilize statistical data to

address research questions through variables, and relationships (Tunarosa & Glynn,

2017). Willgens et al. (2016) agreed that by testing hypotheses researchers can examine

the significance of variables' characteristics or relationships among variables using

statistical techniques. The quantitative research method was not suitable for this study as

statistical analyses were not utilized to test hypotheses or examine variable relationship.

Mixed method researchers use a combination of qualitative and quantitative data

collection techniques and paradigms for exploring research questions (Kaur, 2016). Using

mixed method research enables a researcher to address more complicated research

questions and gain a stronger array of evidence than can be accomplished by any single

method (Yin, 2018). The mixed method was not suitable for this study since I did not use

quantitative data to analyze variable relationships. The qualitative method was more

appropriate for this study as I was exploring the strategies used by retail store managers

to retain employees and not testing hypotheses examining relationships among variables.

I considered three different qualitative research designs for the study:

ethnography, phenomenology, and case study. Researchers use an ethnographic design to

observe and participate in culturally specific practices without actively affecting the

situation (Baskerville & Myers, 2015). An ethnographic design was not suitable for my

study because the intended focus was not on the cultural beliefs and values of the

participants. Researchers use phenomenological designs to explore participants'

recollections and interpretations of the meanings attributed to personal life experiences

(Flynn & Korcuska, 2018), which was not aligned with the objectives of this study. Using a case study offers an exploratory approach for a researcher to explore what, how, or why questions within a specific occurrence in each context (Marshall & Rossman, 2016). Multiple case study was appropriate for this study because I was seeking to compare different organizations' strategies and to conduct an in-depth exploration of strategies some retail store managers use to reduce employees' voluntary turnover.

Research Question

What are the strategies retail store managers use to reduce employees' voluntary turnover?

Interview Questions

1. What strategies have you used to reduce employees' voluntary turnover?

2. What key challenges did you encounter in implementing your strategies to reduce employees' voluntary turnover?

3. How did you address the key challenges (if any) to implementing your strategies to reduce employees' voluntary turnover?

4. How did you measure the effectiveness of your strategies to reduce employees' voluntary turnover?

5. What strategies did you find worked best in reducing employees' voluntary turnover?

6. What else would you like to share with me about your organization's strategies to reduce employees' voluntary turnover?

Conceptual Framework

The composite conceptual framework for this study was based on Vroom's (1970) expectancy theory and Ajzen's (1991) theory of planned behavior (TPB). Vroom developed what has become known as the Vroom expectancy theory in 1970. Vroom advocated that employee performance is based on three motivational constructs which consist of expectancy, instrumentality, and valence. Expectancy is the idea that effort will yield high performance based on the anticipated reward and job satisfaction (Vroom, 1970). Vroom's expectancy theory helps explain the challenges and possible frustrations employees can face in aligning performance with expected rewards (Nimri et al., 2015). Instrumentality is the perception that performance would result in job-related satisfaction (Vroom, 1970). Valence is the emotional attractiveness of the expected outcome employees place on achieving their organization's goals (Vroom, 1970).

Ajzen (1991) developed the TPB in 1991. Ajzen explained behavior as being deliberate and planned. The TPB is driven by three considerations: (a) behavioral beliefs (beliefs about the likely consequences of the behavior), (b) normative beliefs (beliefs about the normative expectations of others), and (c) control beliefs (beliefs about the presence of factors that may facilitate or impede the performance of the behavior). Ajzen posited that individuals tend to prefer behaviors that are expected to produce desirable outcomes and try to avoid behaviors likely to produce undesirable outcomes. When employees' motivations are planned for alignment with a company's strategies, the employees are more likely to remain in the company (Ajzen, 1991).

Based on the foundation of Vroom's (1970) expectancy theory, employees' voluntary turnover can be reduced by aligning motivation and anticipated rewards. TPB can enhance understanding of the principles of Vroom's theory in reinforcing employees' retention as deliberate and planned (Ajzen, 1991). The Vroom expectancy theory and the TPB provided the foundation for exploring the strategies retail store managers use to reduce voluntary turnover in their companies.

Operational Definitions

Employee retention: Employee retention refers to a set of policies and procedures used by organizations to keep their talented employees for longer periods (F. Nasir et al., 2019).

Employee turnover: Employee turnover refers to the rate at which employees leave jobs in a company and are replaced by new hires (Holston-Okae, 2018).

Employee voluntary turnover: Belete (2018) defined employee voluntary turnover as when an employee willingly leaves their job and the organization.

Turnover intention: Occurs when an employee has a deliberate thought or plan to leave an organization (Belete, 2018).

Assumptions, Limitations, and Delimitations

Assumptions

I identified three assumptions for this study. Assumptions are unexamined beliefs researcher brings to their study (Oosterhoff et al., 2018). Milyavskaya et al. (2019) suggested that identifying assumptions enables researchers to focus on issues within the study that are important because of their implicit nature. The assumptions stipulated in

this study were (a) participants would answer the survey questions honestly, (b) retail managers had direct control over employees' voluntary turnover, and (c) employees' intention and behavior impact retention.

Limitations

There were three limitations for this research. One was that the qualitative research was limited to qualitative data; this implies that it is not clear whether there is a correlation between the retention strategies identified and employees' voluntary turnover. Second, case study design was limited to a deep investigation in multiple cases. Limitations are factors such as conditions and influences that a researcher cannot control (Malmi et al., 2018). Limitations influence the quality of the study due to the potential restrictions they place on conclusions (Morgado et al., 2018). Thirdly, the study was limited in scope because all other cases were excluded, and the use of purposeful sampling with a limited sample size made it difficult to generalize the findings.

Delimitations

I identified three delimitations in this research. Researchers use delimitations to set boundaries for the scope of a study (Theofanidis & Fountouki, 2018). The study was delimited by the participant's job, participant's experience, and study location. This study was delimited to current retail managers who successfully reduced employees' voluntary turnover in the Delaware area.

Significance of the Study

The findings from this study may contribute to the business practice of reducing of employee voluntary turnover. Strategies to reduce employees' voluntary turnover

could enhance retail store productivity and profitability. The study's results can assist retail store managers in creating employment opportunities for the community, leading to positive social change and best business practices.

Contribution to Business Practice

Employee voluntary turnover negatively impacts organizational growth. Employee retention is an essential goal in a retail organization, enhances consistency in the labor force, and mitigates operational disruptions from employee voluntary turnover (Al Mamun & Hasan, 2017). The effect of reduced employee voluntary turnover is typically manifested through increased employee commitment and satisfaction. Organizational leaders experience more productivity and profitability when employee satisfaction and commitment increase with derivative decreases in employee turnover (Mitrovska & Eftimov, 2016). Business leaders may find in the results of this study some guidelines to develop strategies to reduce employee voluntary turnover, enabling the achievement of organizational objectives for improving business performance.

Implications for Social Change

The results of this study may contribute to social change by increasing awareness of employee voluntary turnover strategies. Organizations with reduced voluntary turnover rates could decrease unemployment and lead to healthier, more satisfied employees serving their communities (Holston-Okae & Mushi, 2018). A more productive organization typically realizes higher profits. Part of the increased profit goes to the government as taxes. The government can use some of this revenue in local projects such as building roads and providing learning opportunities for needy citizens.

A Review of the Professional and Academic Literature

The review of literature constitutes the foundation of a doctoral study. The literature review of a research project entails analyzing and summarizing existing literature on a given topic (M. Saunders et al., 2016). A literature review enables a researcher to gauge the quality of their research concerning other people's research and their findings. Adedayo (2016) suggested that a literature review is an account of what has been published on the subject of interest; it identifies the literature relevant to the subject, covering everything on the subject published in books, journal articles, newspaper articles, historical records, government reports, theses, and dissertations.

The review of the professional and academic literature aimed to analyze previous studies on employee voluntary turnover, retention, motivation, engagement, job satisfaction, management strategies, organizational strategies, and success. I applied Vroom's and Ajzen's motivational theories to explore the strategies that retail store managers use to reduce employee voluntary turnover. The purpose of this qualitative multiple case study was to explore retail store managers' strategies to reduce employees' voluntary turnover.

The review of professional and academic literature was organized as follows: (a) Vroom's expectancy theory and employee engagement and motivation, (b) the TPB and employee engagement, (c) self-determination theory and Herzberg's hygiene theory as the contrasting theories, (d) employee turnover, (e) employee motivation, (f) job satisfaction, (g) organizational leadership and corporate culture, (h) employee retention, and (j) the analysis on employee voluntary turnover based on the literature review.

The primary databases I used to search the literature, included Pro-Quest Central, Business Source Premier, Academic Search Complete, and the Walden University database. The key literature search words were *employee turnover, employee retention, organizational leadership, employee motivation, corporate culture, job satisfaction, Vroom's theory, and the planned behavior plan theory*. This literature review contained a total of 210 articles from peer-reviewed journals. Eighty-seven percent of the references in this study were published between 2019 and 2022.

Vroom's Expectancy Theory

The conceptual framework for this study includes Vroom's expectancy theory. When an employee is motivated, they are engaged, and this can lead to increased productivity. Vroom's (1970) expectancy theory articulated that people would be motivated to expected behavior based on the interaction of three key factors (a) *expectancy* of the different expectations and level of confidence in employees' performance, (b) *valence*, which is the emotional attractiveness of the expected outcome, (c) and *instrumentality* or the perception that performance would result in job-related satisfaction. Vroom suggested that expectancy is the idea that effort will yield high performance based on the anticipated reward and job satisfaction. Employee behaviors are the result of conscious choices to enhance maximum pleasure and minimal pain (Chopra, 2019). Researchers utilized the expectancy theory to comprehend some employee voluntary turnover behaviors due to a lack of motivating factors (H. W. Lee, 2019). The expectancy theory explored emotional choice. Retail managers can reduce employee turnover by using the expectancy theory's three constructs to identify

motivational drives (Lloyd & Mertens, 2018). An employee is motivated to perform to attain a certain reward.

Vroom's (1970) instrumentality is the belief that employee behavior will be rewarded. Employee behavior is instrumental in gaining the desired reward. Vroom's instrumentality is considered an outcome-driven construct in which employees can gain the desired reward simply by demonstrating a high-performance output. Organizations can facilitate the instruments through strategies and policies. S. Lee (2018) found that employee empowerment is the strongest predictor of employee satisfaction, in comparison to other management practices and work conditions. These rewards include feelings of accomplishment, achievement, skills development, and empowerment (Barba-Sánchez & Atienza-Sahuquillo, 2017). Heisler and Bandow (2018) suggested that nurturing a culture that values trust, performance-based incentives, and mutual respect can improve productivity. If employees have faith and confidence in their management team, they will remain with the organization.

Valence is the third component of Vroom's expectancy theory. Valence refers to the value the employee places on the desired outcome. Vroom (1970) noted that individual motivation depends on how much-perceived value is placed on the incentive and the perceived confidence to achieve the intended outcome. Jin and McDonald (2016) suggested that valence aligns with cognitive behavior which implies that enhancing an individual's perception of being supported, rewarded, recognized, and encouraged by leadership in the workplace will increase employee engagement levels. Employees are more willing to invest extra effort in their work when there is a high value in the reward

(Kuranchie-Mensah & Amponsah-Tawiah, 2016). Managers must evaluate effective reward initiatives for their employees. Some employees are driven by monetary rewards, whereas some prefer recognition. Understanding what motivates employees enables leaders to customize and develop plans of motivation to help drive employee performance, retention, and organizational success (Jensen, 2018). Employees are driven to work hard when they are viewing a high value on the rewards. Leaders applying the principles of Vroom theory can build motivation within the working relationship with the employees. The culture of an organization can greatly influence an employee's decision to stay or leave for other job opportunities (Dwesini, 2019).

Monetary incentives enhance employees' appreciation and recognition (Masri & Suliman, 2019; Oppel et al., 2019). Consequently, having few or no incentives leads to high employee turnover (Kotni & Karumuri, 2018). Recognizing employee achievement enhances their motivation and reduces employee voluntary turnover (Mansaray, 2019). Besides money, job-related enticements such as promotion opportunities, social incentives, and appropriate compensations drive employee motivation and retention (Agyapong et al., 2019). To reduce employee voluntary turnover, managers using the expectancy theory can align the employees' values and training resources with corporate strategies to reduce turnover.

Theory of Planned Behavior

The second theory within the conceptual framework for this study was Ajzen's (1991) TPB. In this theory, Ajzen (1991) stipulated that people's attitudes, subjective norms, and perceptions of control follow reasonably and consistently from their beliefs,

no matter how the beliefs were formed, and that in this way they influence intentions and behavior. Sussman and Gifford (2019) affirmed that behavior is predicted by the behavioral intention that includes attitudes toward the behavior, subjective norms regarding the behavior, and perceived control over the behavior. According to Ajzen, attitudes comprise the different beliefs that impact behavioral intentions. Employees' attitudes towards their jobs are the outcome of internal association with favorable or unfavorable intentions. Addressing and reducing negativity in the workplace is crucial to retain employees, as negative emotions can often lead to them quitting. Then attitude is the result of behavioral beliefs that are reflected in the perceived outcomes.

An employee's response to a certain behavior at work is likely to be favorable if they believe it will lead to a desired outcome. The TPB served as a foundation in the evaluation of the psychological factors that drive the probability of determining behaviors resulting in expected outcomes (Nguyen et al., 2019). Dechawatanapaisal (2018) acknowledged that highly self-efficacious employees who perceive a high level of capability and confidence are more likely to control their destiny to escape an unpleasant situation; thus, the interplay of high self-efficacy and planned behavior influence their voluntary intention for turnover. Employees' attitudes and behavior toward employment are a manifestation of perceived rewards or negative outcomes. Retail managers must explore the strategies that align with the perceived positive outcomes of the employees. Employee's planned behavior is influenced by perceived beliefs of positive rewards and risks.

Employees' behavior is enhanced by perceived risks and anticipated benefits. Perceived risks consist of the level of uncertainty and the belief that a certain action will result in negative consequences; perceived benefits consist of the belief that a certain behavior will result in a positive outcome (Wu et al., 2017a). Amzat et al. (2017) agreed that virtues like empathy, goodness, and purpose could minimize perceived risks influencing planned behavior. An employee's perception of unfavorable leadership from a particular manager could lead to the perception of an unsuitable job, ultimately resulting in the intention to quit. Having effective leadership is an important factor in decreasing the number of employees who voluntarily leave their jobs. The organizational culture has the potential to influence people's planned actions and beliefs.

Employees' intention to remain in an organization depends on the social pressure from the different interest groups. Subjective norms are social pressures imposed by the individual's perception of the judgment of important family members, friends, and co-workers that tend to influence a person's decision to participate in certain activities (Y. Zhao et al., 2021). The more positive a person's attitude toward a behavior, the stronger the social norm to execute it, and the more control the individual perception of themselves (Dewberry & Jackson, 2018). When an organization has a favorable reputation as an employee-friendly workplace, friends and family members might encourage employees to remain with the organization. The essence of the TPB is that it distinguishes motivating people who are not inclined to perform a behavior of interest versus enabling people who already have positive intentions to act on those intentions. Ajzen (1991) argued that by applying TPB to successfully change accessible behavior,

normative and control beliefs then the corresponding changes in attitudes, subjective

norms, and perceptions of control become obvious; and that these changes in the theory's

predictors should influence intentions. Ajzen suggested that when TPB is used as the

conceptual framework for designing an intervention, it is necessary to establish whether

the problem is one of insufficient motivation or a failure to carry out existing favorable

intentions. Researchers use TPB to link personality traits to individual knowledge-

management behaviors (Esmaeelinezhad & Afrazeh, 2018). Managers who applied TPB

enable the exploration of employees' intentions to leave the organization based on the

outcomes.

Attitude toward the behavior is based on the beliefs about the likely positive and

negative consequences of performing the behavior. Steinmetz et al. suggested that the

main driver for behavior is the intention to perform the behavior. The considered

intention here is a function of underlying motivational variables (i.e., attitude toward the

behavior, subjective norm, and perceived behavioral control). Steinmetz et al. (2016)

argued that beliefs provide the basis for attitudes, subjective norms, and perceptions of

behavioral control. When using the TPB as a theoretical framework, Steinmetz et al.

suggested that intervention aims at changing behavioral, normative, and/or control

beliefs, and consequently, motivating the performance of the behavior to be evaluated

appropriately. This implies a successful intervention could increase beliefs about positive

outcomes, decrease beliefs about negative outcomes, raise the perception that important

others approve of the behavior, increase skills or knowledge to perform the behavior, and

decrease actual barriers or generate actual facilitators.

Willing and determined employees are focused on their commitment to the organization. When employees align their beliefs on a perceived attitude to behavior which could be favorable or unfavorable depending on the social pressure (subjective norms) then the intention to perform would be based on the perception of control at their disposal such as past experiences or anticipated rewards (Bakari et al., 2017). Employees arrive at the organization with a preconceived idea built into a demonstrable attitude. The alignment of employee turnover and TPB is the balancing act of intention and actual behavior. Predicting the intention of employee turnover involves the evaluation of employee attitudes, subjective norms, and perceived control. Retail managers can predict employee turnover by dynamic evaluation of the workforce culture of change.

Bakari et al. (2017) aligned TPB with employees' readiness for change within an organization. The readiness for change can be linked with TPB in three ways: (a) employees' belief of change appropriateness based on felt discrepancy can be linked with behavioral belief and subsequent attitude formation regarding the actual behavior of either support or not support; (b) the management support which forms employee beliefs about the extent to which senior leaders are supporting the change initiative may represent normative belief with its subsequent relations with normative control of TPB; and (c) change self-efficacy and personal valence are beliefs of employees to what extent they perceive they will be in charge of the future situation on their capacity to implement change and perceived valence may reflect control beliefs in terms of TPB and its subsequent relationship with perceived behavior control. Employee intention to leave an

organization could be evaluated from the perspective of TPB; hence, managers can design strategies to enhance positive conditions for employee retention.

Alternative Theories Considered for the Study

Self-Determination Theory

Employee motivation and voluntary turnover are enhanced by employees' intrinsic and extrinsic motivations. Self-determination theory is a formal theory that defines intrinsic and various extrinsic sources of manager engagement and commitment (Ryan & Deci, 2019). Ryan and Deci (2000) articulated that self-determination theory includes the principle that people are driven by three basic psychological needs: autonomy, competency, and relatedness. Manganelli et al. (2018) affirmed organizations encourage employee satisfaction of needs for autonomy, competence, and relatedness through three levers: (a) allowing employees to use and develop a variety of skills, (b) providing greater flexibility on work schedules, and (c) assigning job tasks that directly affect the work of others assists with employee satisfaction.

The term *autonomy* is characterized by the ability to engage in an activity with empowerment, willingness, and choice. Lack of control leads to poor choices, a factor for managers to consider in reducing employee turnover (Barrable & Arvanitis, 2019). When employees understand the value and purpose of their jobs, they experience ownership and autonomy in their performance. Autonomy-oriented employees may perceive job resources based on their intrinsic functions, for example, they stimulate personal growth, development, and learning (Malinowska & Tokarz, 2020). Autonomy support in the workplace leads to higher employee retention.

Competence involves the demonstration of expertise and abilities. Competence is the opportunity to showcase one's capacities in a social environment. Employees value the opportunity to demonstrate their varied skillsets in an organization. Competence is high when an employee can match their skills and abilities to challenging tasks (Vinney, 2019). When organizations offer fewer growth opportunities, employees are likely to look elsewhere for opportunities.

Relatedness implies the ability to connect with others within a social context. Relatedness involves the interpersonal dimension, reflecting the extent to which a person feels that one is connected to others, has caring relationships, and belongs to a community (Martela & Riekki, 2018). When employees feel they are connected in their organization with their managers and their peers, they feel valued, and they reciprocate with loyalty which in turn leads to high retention.

Although self-determination theory is an effective method for improving employee engagement and turnover, I rejected it because the concept of intrinsic and extrinsic motivation drivers was not sufficient to create sustainable employee turnover over an extended period. Autonomous motivation is the central component of the self-determination theory for evaluating employee engagement. The employees' perception of their managers' perceived support creates an atmosphere of autonomy. Managers must create a workforce environment that demonstrates the three basic needs, autonomy, competence, and relatedness to foster employee engagement. (Vinney, 2019). Self-determination theory is based on human motivation and has grown to be one of many important theories in the field of psychology (Gagné et al., 2018). The idea that

employees' performance and well-being are driven by the kind of motivation they have for the job is not sufficient to guarantee voluntary turnover intention.

Herzberg's Hygiene Theory

The decision of employees to leave their job voluntarily can be impacted by both internal and external factors. According to Herzberg's (1966) hygiene theory, Intrinsic factors enable individuals to achieve intrinsic motivations. Herzberg's two-factor theory offers an understanding of the motivation that drives employees' voluntary turnover. Herzberg identified a set of factors that contribute to job satisfaction, including recognition, opportunities for growth and advancement, a sense of achievement, and having responsibility. The other factors of hygiene contribute to employee dissatisfaction. García et al. (2019) explained that intrinsic motivation comes from within, while extrinsic motivation comes from external sources. An employee's commitment to an organization is influenced by their level of job satisfaction. Several studies have determined that job satisfaction and social support are significant factors influencing turnover intention (Duan et al., 2019; Fukui et al., 2019). Managers should focus on motivation and utilize employee skills to improve work quality and reduce turnover (Ćulibrk et al., 2018).

The idea that employees' hygiene intrinsic motivation appears obvious in determining employees' voluntary turnover. Herzberg's hygiene theory did not cover the complex issues that drive voluntary turnover. In many cases when Herzberg's factors of satisfaction were met, employees still voluntarily quit their jobs. The application of Herzberg's hygiene theory was not sufficient to guarantee employee retention.

Job Embeddedness Theory

Embeddedness occurs when individuals fit the job or community, link to other people, and the sacrifices they would make if they left the job or community induce them to stay (Mitchell et al., 2001). Job embeddedness provides the resources for coping with the stresses from work and life conflict (Treuren & Fein, 2021). The connection with the community and the ability to fit into the job enhance satisfaction (Wu et al., 2017a). Job embeddedness impacts employee turnover by creating job satisfaction, which results in employees being less likely to quit their job (Afsar & Badir, 2016). Karatepe and Avci (2019) noted that job embeddedness consisted of both tangible and intangible factors that influence employee retention. According to Burrows et al. (2022), having a strong connection to a job enhances job performance and decreases the chances of voluntary turnover. The idea of employees' positive relationship with the organization was not sufficient to guarantee employee retention, hence. I rejected job embeddedness theory.

Khan's Engagement Theory

Employee engagement directly impacts productivity in the retail industry. Engagement at work was first conceptualized in Kahn's (1990). The engagement theory identified three essential conditions for employee engagement in the workplace: (a) psychological safety, (b) meaningfulness, and (c) availability. The combination of physical availability, psychological meaningfulness, and emotional commitment drives employee engagement and subsequently leads to employee retention. Managers who keep their employees engaged create job satisfaction resulting in low employee turnover.

According to Singh (2019), employee engagement requires consistent interactions over time to foster a positive and satisfying work-related mindset. Essentially, the more positive the attitude and behavior, and the higher the level of connectedness, the higher the level of engagement. Vermooten et al. (2019) articulated that employee responds positively or negatively depending on the level of engagement. When an organization nurtures the conditions of engagement, employees are more likely to engage at higher levels. Leaders effectively engage employees by sharing their expectations. Employee engagement results in high productivity and retention (Steffens et al., 2018). Employee engagement enhances productivity.

Employees' productivity varies with the level of engagement. An engaged workforce empowers the employees which in turn increases productivity and job satisfaction. Prioritizing strategic employee engagement can significantly reduce employee voluntary turnover (Pareek et al., 2019). Tews et al. (2017) articulated the strategies for employee engagement based on sustainability, leading by example, providing clear and open communication, implementing a system of measurement, and developing a professional image. The authors also affirmed that the measurement of employee engagement is on how the employee benefits the business, on the completed jobs, the revenue made and lost from the completed jobs, and if the job required additional work after completion.

Employee positive engagement increases job satisfaction (Kotni & Karumuri, 2018). Creating strategies that support employee engagement aid in high productivity and reduces turnover intentions. Employer branding refers to the strategic approach that

influences current and future employees' connectedness with the company and helps reduced turnover (Kashive et al., 2020). Employer branding can improve employee engagement (Wardani & Oktafiansyah, 2020). Employee performance is driven by internal desires (Holmberg et al., 2018). To reduce turnover, it's important for organizational leaders to focus on engagement strategies.

Employee Turnover

Employee turnover negatively impacts profitability in the form of lower productivity, low profitability, and reduced sustainability. Pohler and Schmidt (2015) articulated employee turnover as the percentage or the number of employees who quit or leave an organization for new employment elsewhere. In contrast, involuntary turnover indicates the employees leave the organization because the company terminated them. When organizations conduct involuntary turnovers, some of the employees who are terminated are those who are underperforming. Involuntary turnover can harm a company's reputation with customers (Shepherd et al., 2020). Removing underperformers and creating opportunities for new employees can serve as a strategic initiative (Maltarich et al., 2020; Trevor & Piyanontalee, 2020). Trevor and Piyanontalee (2020) pointed out that relaxed policies and norms can lead to more involuntary turnover, with managers more likely to terminate employees. According to Purba and Fawzi (2019), voluntary turnover happens when employees decide to leave an organization on their own. Voluntary employee turnover is influenced by certain factors including pay, promotion, job security and safety, and workplace conditions. An (2019) suggested that factors like (a) salary and wages, (b) organization culture, and (c) career development could influence

employees voluntarily. Mabaso and Dlamini (2018) identified three reasons for employee voluntarily resignations: inadequate compensation, limited professional development opportunities, and insufficient recognition. The expenses associated with an employee leaving the company vary depending on their individual skill set and expertise (Ling et al., 2018; Sang et al., 2019). Employees with turnover intention can create a contagious effect; when an employee expresses intent to leave, others in the same organization also express intent to leave (Langbein & Stazyk, 2018). A high rate of employee voluntary turnover affects organizations by impacting job performance and lowering productivity, profitability, and customer satisfaction (Jarupathirun & Gennaro, 2018). Voluntary turnover impacts organizations' performance and increases the workload of the organization members, resulting in poor customers service (Argote et al., 2018).

Job satisfaction of early-career employees had a significant effect on employee work behavior and work attitude. X. Lee and Yang (2017) argued that the relationship between job satisfaction and employee turnover intention can be traced to the early-career stages. The authors defined the early-career stage as the process by which a person gradually becomes organized within the organization and is gradually accepted by the organization. Employees in the early-career stage are characterized by: (a) aggressive and positive attitude, (b) they work independently but are reluctant to follow orders, and (c) possess insufficient experience and are prone to leave their job. The early-career employees' satisfaction includes: (a) high personal growth's influence on job satisfaction, (b) salary and welfare, work itself, interpersonal relationships, and leader behavior, and (c) job satisfaction has a significant negative effect on turnover intention, indicating that

the job satisfaction structure of the early-career employees focuses on personal growth and development space. A lack of organizational support and a sense of belonging among new employees could result in high emotional exhaustion and the intention to quit (Kyei-Poku, 2019). Effective management of early-career employees in the retail industry minimizes job dissatisfaction and turnover rate.

Business sustainability is only complete with effective mitigation of employee turnover. The consideration of employee turnover can be aligned with emotional stability factors. Organizational leaders can improve job satisfaction and motivation by investing significantly in strategic career development (Fowler, 2018). The perceived inequity creates psychological tension. Retail employee turnover is fostered by disengaged employees who are uninspired individuals withholding their full effort, attention, and emotional investment in their work. A high employee turnover rate could result in low productivity and disruption in an organization. Employees with proactive personalities are more inclined to leave an organization when the work environment does not align with the employees' needs (Vermooten et al., 2019). Reina et al. (2018) noted that the use of unfair pressure tactics and disrespectful behavior leads to employees resigning from their jobs. Higher turnover in an organization can result in a loss of competitive advantage. Employees contribute significantly to organizational sustainability, providing firm-specific knowledge and improving brand advantage (E. V. Amor et al., 2019). Turnover rates for employees in the retail industry are the highest among those that are specific to individual companies (Harrison et al., 2018).

Strategies to Reduce Employees' Voluntary Turnover

Job Satisfaction

Job satisfaction is a term first proposed by Hoppock in 1935. Hoppock defined job satisfaction as the psychological and physiological aspects of employees' satisfaction with environmental job factors, in other words, as employees' subjective responses to the working environment. Productivity as a measure of performance is directly related to employee engagement. Kang and Sung (2019) articulated how a company's symmetrical internal communication efforts could influence its employees' perception of relationship outcomes with the company and subsequent employee communication behaviors and their turnover intention. Kang and Sung suggested that to facilitate employees' favorable communication, the organization needs to practice a two-way, employee-centered symmetrical communication system in its everyday communication management, communication managers are encouraged to nurture internal communication practices that listen to the employees and invite their participation in providing complete and fair information sharing. According to Moore et al. (2019), employee productivity is enhanced by job satisfaction and engagement.

Dedicated and meaningful work assignments inspire employees' value within an organization and eventually enhance engagement (Osborne & Hammoud, 2017). Researchers also found out that employees tend to look for more suitable jobs when their current job no longer provides job satisfaction (Zhang & Li, 2020). Aquino (2020) found that organizations can use levers like motivators, hygiene, job performance management, and job designs to evaluate job satisfaction and employee retention. When there is no

alignment, these levers do not lead to the fulfillment of their respective drives. Work satisfaction is a critical element of employee motivation and a means of managing workplace stress (Jarupathirun & Gennaro, 2018). The organization's working environment and culture have a direct impact on employees' job satisfaction (Stater & Stater, 2018). Retail managers must address the factors influencing employee job satisfaction to reduce voluntary turnover (Clibborn, 2019). Job satisfaction is a critical determinant of employee voluntary turnover. When an employee's motivation and engagement no longer drive performance, disengagement, and dissatisfaction lead to voluntary turnover. Retail managers must consistently evaluate performance against tasks to enhance engagement.

Employee Engagement and Motivation

Employee voluntary turnover can be reduced by exploring employee engagement and motivation. Suhartanto and Brien (2018) argued that the effect of multidimensional engagement (job engagement and organization engagement) on retail stores' performance, directly and indirectly, impacts job performance and job satisfaction. Employees' inspiration to engage is driven by personal and organizational goals. Retail store managers should focus on building employee engagement toward their job; then toward the organization, such an effort improves store performance and reduce turnover.

Engaged employees tend to require challenging work and a variety of jobs. Retail store managers should provide employees with challenging jobs with variety and empower employees to use their creativity in serving the store customers. Engaged employees consider their job important to store performance; thus, it is crucial for store

managers to frequently reinforce the importance of the employees' roles through meetings or the organization's communication media. Engaged employee shows positive behavior in their job, exhibit a great enthusiasm to do their daily tasks, and talk passionately about their job (Suhartanto & Brien, 2018).

Perceived organizational support is an employees' belief that the organization appreciates ones' contribution to the store and is concerned for ones' well-being. Organizational support enhances employees' sense of belongingness and inspires accomplishment and competency (Sonmez Cakir & Adiguzel, 2020). To increase perceived organizational support, retail managers should show sincere attention to the store staff and understand their needs and wishes. Stamolampros et al. (2019) agreed that managers who implement behaviors that enhance employee motivation experience high employee satisfaction, resulting in low employee turnover.

The retail organization must embrace multiple actions at the corporate level to enhance employee engagement and performance. Barrick et al. (2015) explored three fundamental questions that focus on employees' engagement: (a) can employees choose to invest themselves into their work in a way that it becomes a shared firm-level motivational capability that is distinct from that occurring at the individual level and that adds value to the firm? (b) what organizational practices or resources affect the shared perception of firm-wide engagement? and (c) what role do firm executives play in leveraging the motivational potential of organizational resources to magnify the firm's collective organizational engagement? The authors identified three levels of engagement within an organization: (a) entry-level employees' jobs may be redesigned to provide

more feedback and greater autonomy, identity, variety, and significance in their tasks; (b) high levels of engagement may be encouraged and rewarded by connecting all organization's members' formal performance appraisals with compensation and other rewards that encourage high performers; and (c) CEOs must inspire and motivate by persuading employees to work on shared values. Managers must evaluate the mindset of their employees by creating tasks with extra responsibility that challenges their skills (W. H. Putri & Setianan, 2019). Mindsets are the implicit theories or assumptions people hold about their abilities' plasticity.

Sandhya and Sulphey (2019) articulated employee engagement as an employee's positive or negative emotional attachment to their job, colleagues, and organization that influences their willingness to learn and perform at work. The authors suggested that the organization nurtures employee involvement by utilizing the mutual relationship between employee and employer. Employee engagement is the positive attitude of employees towards the organization and its values. Uncomfortable work conditions result in low performance, high absenteeism, and high employee voluntary turnover (Baek et al., 2020; Firmansyah et al., 2020). This results in the manager's privilege and power to work to erect obstacles that influence how employees experience meaningfulness, safety, and resource availability in their work. When employees are engaged, they experience their work as something to which they want to devote time and vigorous effort; as a significant pursuit to which they feel genuinely dedicated; and as sufficiently absorbing to concentrate their full attention. The result of engagement is reduced burnout, increased job satisfaction, commitment, and reduced turnover.

Employees embrace the organization on their own with less intention to leave. Abela and Debono (2019) noted that a lack of employee engagement fosters the intention to leave. Employees interaction with managers and peers can improve engagement and job satisfaction (Tomaževič et al., 2018). Employee job satisfaction is influenced by managerial style, technology, work environment, peer relationships, reward systems, and career opportunities (Suchitra, 2018). A nurturing organizational culture that employs both extrinsic and intrinsic motivation enables employee engagement that drives the bottom-line results and sustains employee retention. Organizational policies that enhance employee time off to accommodate lifestyle changes could help reduce voluntary turnover (Rodrigues & Vergant, 2019).

Employee turnover is fostered by disengaged employees who are uninspired individuals withholding their full effort, attention, and emotional investment in their work, simply going go through the motions. Rastogi et al. (2018) estimated that as much as 70% of the United States workforce is disengaged. The authors agreed that employee disengagement is enhanced by high turnover rates that affect hiring costs, high absenteeism, and lack of customer service. By working routinely, people's true identities, thoughts, and feelings are not manifest in their work.

Rao and Rao (2017) agreed that disengaged employees decrease productivity, decrease customer satisfaction, and increase employee turnover. Disengaged and underperforming employees create work overload, increased time pressure, and elevated stress on the other employees, leading to burnout (Baker et al., 2005; Livne & Rashkovits, 2018). Organizations with disengaged employees typically experience

substantial losses in productivity and competitiveness. G. H. Huang et al. (2017) noted that the financial cost of disengagement is $5 billion annually. Disengaged employees hinder organizational success globally. An understanding of employee disengagement can help mediate the loss of organizational success.

Employee disengagement enhances high turnover rates, high hiring costs, poor customer services, and excessive absenteeism (Rastogi et al., 2018). Allam (2017) noted that disengagement includes the feeling of not being properly compensated at work, a lack of proper communication between management and employees, a lack of understanding of the core organization's mission and values, and the feeling of being unappreciated. Effective communication and organizational shared values could reduce employee disengagement.

Organizational Leadership and Culture

Leadership style influences how employees perceive organizational objectives and subsequently voluntary turnover. Torlak and Kuzey (2019) found that job satisfaction and organizational commitment are affected by leadership style. Ashton (2018) suggested that higher job satisfaction and lower employee voluntary turnover rate indicate employees' acceptance of the leadership style. Jiang and Men (2017) argued that the supervisors' functional and supportive behavior and an established transparent internal communication system serve as key job resources that facilitate employees' management of various job demands and enrich their non-work life. The authors suggested that when employees perceive their personal life is benefiting from their work experiences, they may reciprocate toward their employer with high engagement in their work. According to

Andersen et al. (2018), leaders who show individual consideration tend to have motivated teams who value achieving goals and enjoy their work environment. Effective managers motivate and train their employees to achieve organizational goals (Park & Pierce, 2020). Organizations with leaders who demonstrate consideration for employee's development create a culture of appreciation and commitment (Lapointe & Vandenberghe, 2018). The role of a manager in an organization involves a constant dialogue with the workers, communicating their vision, and empowering the employees to seize the opportunity as they arise and sustain an image of the future.

The ethical leadership style has a direct impact on the perception of the employees. When leaders create an ethical and trusting work environment, it enhances employee's retention. Ahmad et al. (2018b) defined ethical leadership as encompassing the moral dimension of various leadership styles, including authentic leadership, servant leadership, and value-based leadership. Ethical leaders incorporate morality into the decision-making process, evaluate the moral dimensions of their decisions, and offer fair choices (Theriou et al., 2020). Miao et al. (2020) added that ethical leaders are an important source of observation and emulation as they are considered trustworthy, honest, and credible. Thus, ethical behavior makes leaders legitimate and credible role models (J. Zhao et al., 2020). When employees model their leader's dedication, productivity and performance may increase (Sahu et al., 2018). When employees perceive their organizations to be fair, trust in the organization might increase resulting in employees' retention (Oosterhoff et al., 2018). To optimize the return on investment for

their employees, organizations must create a favorable working environment for employees (Torlak et al., 2020).

Ethical leadership and leadership effectiveness constitute a critical foundation in predicting employees' turnover intention (Georgios et al., 2020). Georgios et al. (2020) defined leadership effectiveness as the ability to engender positive perceptions of a leader and inspire a willingness to cooperate towards collective goals. Dinc (2018) agreed that ethical leadership is a predictor of a caring workplace climate, which in turn leads to job satisfaction and employee retention. Recognizing and celebrating employees' distinctive skillset can enhance their performance (Ohunakin et al., 2019). When an organization nurtures trustworthy workplace conditions, employees are more likely to stay longer.

To achieve organizational goals, leaders must prioritize the development and motivation of their employees (Hussain & Deery, 2018). The importance of organizations investing in systematic leadership training, rewarding, and providing guidance for leaders' behavior and communication enhances the creation of a transparent communication culture that ensures a free flow of truthful, complete, relevant, and timely substantial information, facilitates communication upward and listening, and embrace employee participation in shared communication. Effective leaders positively influence self-identification and retention rates (Koveshnikov & Ehrnrooth, 2018).

Employees' voice is a critical factor in determining the level of belonging in an organization. Building a transparent and common beliefs with employees enhance engagement and retention (Litwin & Eaton, 2018). Köse and Pehlivanoğlu (2020) recommended that employees actively take part in communication and decision-making

within the organization. Involving employees in the decision-making process as a retention strategy can build trust between employees and management (Cui et al., 2018). Lai et al. (2019) suggested that better communication between managers and employees enhance employee commitment and reduce turnover.

Voluntary employee turnover undermines organizational culture. Organizations must factor the cost of employee voluntary turnover into their operational cost. Mitrovska and Eftimov (2016) defined employee turnover as the ratio of the number of employees who have left the organization divided by the job's positions in the accounting period. A high cost of employee voluntary turnover leads to an increased cost of recruitment, training, and alignment of organizational culture. Turnover reduces the morale of remaining employees, increases administrative time, and is disruptive to the organizational culture and structure (Mitrovska & Eftimov, 2016). Organizations with an extended history of employee voluntary turnover experience productivity losses (De Winne et al., 2019). Voluntary turnover impacts organizations by disrupting processes and poor customer services (Argote et al., 2018). Understanding the cost of employee voluntary turnover enhances retail store managers' strategies to control employee retention. Employee turnover is highly influenced by the political climate of the organization. Organizational leadership structure that embraces employee's voice and implements a structure that enhances effective work design, skill development, and leadership support employee retention.

Organizational culture is a critical factor in determining the conditions that influence employees' turnover. The role of managers in an organization involves a

constant dialogue with the workers, communicating their vision, and empowering the employees to seize the opportunity as they arise and sustain an image of the future. Creating a sustaining image of the future emphasizes the importance of social needs, attitudes, and the meanings that guide people's actions. The impact of employees' turnover in retail includes an increase in workplace instability, decreased productivity, and increased cost of human resources (Arianto, 2018). Consequently, a high level of employee turnover can ruin employee morale, corporate image, and workplace performance (Alias et al., 2018).

Ethical leaders can inspire employees to achieve goals through their own actions (Linge & Sikalieh, 2019). By observing the behavior of the supervisors, employees learn which behaviors their leaders expect from them, and once implemented, these behaviors are rewarded and reinforced (Zappalà & Toscano, 2020). When employees do not like the behaviors of their supervisors, it could increase their intention for voluntary turnover.

The ethical leadership behavior of managers enhances job satisfaction through the establishment of trust. Furthermore, the ethical leadership style of the manager is likely to create an ethical and trusting work environment that enhances employee retention. When employees perceive their organizations to be fair, trust in the organization might increase resulting in employees' retention (Oosterhoff et al., 2018). To optimize the return on investment for their employees, organizations must create a favorable working environment for employees (Torlak et al., 2020).

Organizational commitment is characterized by the work environment, management practices, socialization experiences, and personal and psychological

characteristics. Perceived organizational support garners both direct and indirect effects on employees' productivity and retention. This suggests that matching one's values to the organization's culture was significant for job satisfaction and retention.

Corporate strategies indirectly influence employees' turnover. Human resource management focuses on the implementation of strategies to meet the needs of the employees. An effective evaluation of employees' turnover must assess the effectiveness of corporate strategic human resource management. It is important to continuously re-evaluate strategies as they align with planning, implementation, and the development of human capital to assess productivity levels. When expectations are effectively communicated, leaders then need to engage employees. Effective communication enables retail managers to advance and sustain organizational goals (Shatila & Alozian, 2019).

Employee Retention

Employee retention strategy consists of certain policies and procedures through which organizations can keep their talented employees for longer periods (F. Nasir et al., 2019). The authors agreed that employee retention is greatly influenced by career growth, remuneration, post-recognition, staff engagement, and management. Employee retention helps organizations minimize talent loss, monetary loss, reputation, and relationship loss (Aman-Ullah et al., 2020).

Belonging to an organization can decrease voluntary turnover and sustain retention (Steffens et al., 2018). Valuable employees are great assets to any organizations. Organizations with a reduced turnover rate could decrease unemployment and lead to healthier, more satisfied employees serving their communities (Holston-Okae & Mushi,

2018). The retention of employees can be improved by recognizing their values, providing training, and implementing an internal marketing strategy (Melhem & Ozgit, 2019; Salah et al., 2019). Implementing an internal marketing strategy creates value through commitment with the organization (Salah et al., (2019). The impact of reduced employee turnover is highly related to increased employee commitment and satisfaction.

Several factors influence employee retention including job security, workplace climate, and benefits. Abolade (2018) defined job security as employees' perception that they have their jobs as long as they want and that there are no subjective or objective factors that can make them susceptible to job loss. Ashraf (2019) suggested that job dissatisfaction may stem from the work environment rather than the job itself, managers must seek to create a conducive work environment to prevent turnover. When employees feel secure in their jobs, the more likely they will remain with the organization. Job security enhances employees' retention and productivity (Kotni & Karumuri, 2018).

Butt et al. (2020) suggested that internal marketing such as the promotion of economic values, developmental values, social values, diversity, reputational values, and organizational citizenship behavior helps organizations bring out positive employee attitudes which ultimately helps in employee retention. Internal marketing is an effective retention strategy that promotes employees' value and importance to the organization (Melhem & Ozgit, 2019). Kihuro et al. (2018) agreed that employer branding attracts and keep skilled employees. Organizations can increase employee retention rates by recognizing their values, providing training, and implementing internal marketing strategies (Melhem & Ozgit, 2019; Salah et al., 2019).

Khalid and Nawab (2018) pointed out employee participation and compensation as important factors influencing employee retention, when organizations involve their employees in decision-making and provide compensation according to their needs, the employees will develop a psychological bond with the organization and tend to stay with it longer. S. Z. Nasir and Mahmood (2018) outlined career development, supervisor support, work environment, rewards & recognition, work-life balance, and job satisfaction as the predictors of employee retention. They further categorized these predictors into three main categories namely environmental, motivational, and succession planning.

Retaining employees is a challenge in the retail industry. There is a need for retention strategies to keep employees in the organization by reducing their intention to leave. Retail managers can increase retention rate by showing appreciation, investing in the development and creation of a positive work environment (Luthra & Singh, 2019; Shatila & Alozian, 2019). Dhanpaat et al. (2019) suggested changing the workforce to attract, develop, and retain talent with the right skills and knowledge to enhance organizational effectiveness. Such strategic initiative enhances the management of talented employees and retention for an extended period. Researchers found that job satisfaction and social support are significant factors influencing turnover intention (Duan et al., 2019; Fukui et al., 2019). Sawaneh and Kamara (2019) noted that organizations that have successful strategies are more likely to hire and keep talented employees.

Training

Investing in employee training is an effective strategy for low employee turnover rate. Vrchota and Rehor (2019) asserted the importance of employee training in a human resource development strategy aim to improve performance and modify behaviors. Providing a positive training experience for new employees can enhance their job satisfaction and increase their commitment to staying with the organization (Ichsan, 2020). High employee voluntary turnover and poor training reflect persistent training inadequacies (Malek et al., 2018). When employees are trained, they are empowered to function with little supervision. Perceived benefits of training include performance improvement, productivity, profitability, efficiency, effectiveness, and operating revenue (Rawashdeh, 2018). Organizations can increase productivity by offering training programs that enable employees to learn new skills (Junaid Khan & Iqbal, 2020). Increased knowledge and expertise create a positive impact on performance at both employee and organization levels (Rawashdeh & Tamimi, 2021).

Assessing employee experience is important for improving job satisfaction (Ahmad et al., 2018a). Effective organizational cultural competency training on skill, knowledge, and attitude enhances the retention rate in an organization (Getha-Taylor et al., 2020). Employees trained in the right procedures and expectations are less likely to leave their job. Training employees at all levels ensures knowledge sharing and reduces the risk of single points of failure (Ali et al., 2019), which minimizes the voluntary turnover rate. Organizational growth depends on the employees' perception of the organization and its management style. Haque et al. (2019) agreed that managers can

keep employees by offering motivation, career growth, and training. Effective

management training enhances quality management style and enriches proper knowledge

and skills to meet the potential challenge (Malek et al., 2018). Improving the skills and

abilities of employees can improve job performance and ensures effective training results

(An, 2019). Organizations with insufficient training, lack of advancement opportunities,

and disengaged employees have low retention rates (S. Lee, 2018; Shatila & Alozian,

2019).

Work-Life Balance

Work-life balance is a critical driver that inspires an employee to quit a job. Clark

(2000) articulated work-life balance as satisfaction and good functioning at work and

home with less conflict. Researchers have shown that work-life balance has three

dimensions: (a) schedule flexibility, (b) job autonomy, and (c) manager support (Abdien,

2019). Employees with quality work-life balance experience reduce stress, burnout, and

mental illness in their organization (Haider et al., 2018). Work-life balance can affect

employees' mental state, work, family, and health (Niessen et al., 2018). Raza et al.

(2018) agreed that employee stress level can be reduced by balancing working hours,

quality of work, and performance. Geydar (2020) suggested that a stressful workplace

environment is a major cause of employee missing work.

Working long hours without rest or breaks can lead to health problems, decreased

performance, and a desire to leave the organization (Wong et al., 2019). Organizations

with a healthy workforce sustain creative advantage in their industry (E. V. Amor et al.,

2019). Investing in the health, well-being, and mental state of all employees can reduce

stress and enhance retention rate (Gragnano et al., 2020). Abdien (2019) articulated manager's support as the degree that which managers support and understand their employees' personal and family life issues. Employees are satisfied when organizations implement a balance between work and life in the workplace (Kundi & Awan, 2019). According to Jaharuddin and Zainol (2019), having control over personal life can increase commitment to work and family. Chaudhuri et al. (2020) suggested that a flexible work environment improves employees' work-life balance. Manasa and Showry (2018) noted that maintaining a balance between work and life can have a long-term impact on employee's health and productivity. It is reasonable to assume that a happy workplace inspires happy employees.

Work Stress

Robbins and Judge (2017) articulated work stress as a dynamic condition whereby an individual is faced with an opportunity, claim, or resource related to the interests of the individual and the results are important and have a level of uncertainty. De Jong (2018) noted that stressful work situations can lead to exhaustion and energy depletion, which then leads to negative attitudes, and health problems, resulting in absenteeism and high turnover. This condition often causes psychological discomfort. When employees experience high levels of work-related demands, they are likely to be exposed to stress and burnout (Ferdian et al., 2020). Ferdian et al. explained that stress results from demanding supervisors, long work hours, an unfriendly work environment, higher target/goals, and demanding customers. High employee voluntary turnover creates poor customer service perception (Shepherd et al., 2020). Ferdian et al. (2020) agreed that the

cognitive impact of stress included the inability to make decisions, frustration, reduced concentration, apathy, and forgetfulness. Retail employees with a high level of work stress demonstrate a high intention to quit.

When organizations maintain a high level of job satisfaction the benefits are higher productivity, increased customer loyalty, low absenteeism and turnover, safety performance, and life satisfaction (DuBrin, 2019). Organizations must focus on internal factors such as providing attractive jobs, developing organizational support, administering clear career opportunities, promoting objective appraisal, and establishing positive industrial relations (Ferdian et al., 2020). Retail managers play a critical role in creating a conducive workplace that promotes low stress.

Robbins and Judge (2017) established that unhappy employees will drive negative responses such as leaving the organization. However, when employees perceive that their organization pays attention to their well-being, they reciprocate with loyalty (Ferdian et al., 2020). S. Huang and Song (2018) suggested that a better understanding of the effectiveness of coping strategies is needed to create successful management practices to reduce stress in the workplace.

Another aspect of stress is the role of stress in the workplace. Tang and Li (2021) articulated role stress as characterized by role ambiguity (the uncertainty about aspects of the job, including objectives, priorities, and expectations) and role conflict (the degree to which a job or task is characterized by conflicting requirements or competing values). The authors suggested that high role stress could exhaust individual mental and physical resources which leads to low energy and compassion, and low productivity. Halasagi and

Jamuni (2018) asserted that when retail employees experience positive relationships with their managers, their families, and communities, they become more productive.

Organizational support enables employees to cope with role stress. Help, guidance, feedback, and appreciation from coworkers and supervisors enable a supportive workplace that fosters high engagement and reduced turnover (Tang & Li, 2021). New employees experiencing role stress can benefit from organizational support which enhances self-esteem, job security, and attachment to their organization (Tang & Li, 2021). It is reasonable to assume that when employees experience role stress and unclear job tasks, they are prone to perceive that management and others in the organization are unwilling or unavailable to help in times of stress, resulting in the intention to leave the organization.

Mentorship

Employees who get special attention from their managers are less likely to leave the organization. Mejia et al. (2018) articulated mentorship as the formal and informal connections between an employee and their colleagues or organization. The development of mentoring program increases employees' connection in the organization, it forms an attachment that ensures the employee stays with the organization (Yang et al., 2019). According to Pellegrini et al. (2018), employees who are given more authority tend to be more motivated to improve their performance. Employees' value change is highly dependent on emotional attitudes, such as role modeling, acceptance, and confirmation, which can convey appropriate values and behaviors to help employees become quickly involved in the organization (Yang et al., 2019). Mijares and Radovich (2020) articulated

mentorship as the empowerment of employees through coaching by providing guidance and advice in the professional development of the employees. Through mentorship employees feel empowered to take risks and experience increased satisfaction from their ability to take on additional responsibility (Ranjbar et al., 2019).

Novell et al. (2017) suggested that having a formal mentorship program in place indicates organizational and leadership commitment and support when resources and incentives are put in place for mentors and the mentorship process. Retail managers who create a workplace environment that allows sincere interaction between managers and employees empower employees' personal growth development that results in long-term loyalty to their organization, which leads to reducing employees' voluntary turnover. The workforce's emotional investment enhances employees' drive to surpass the expectations and targets set by their managers (Mburu et al., 2020). Employee empowerment is a key component of organizational performance, where managers are more relational by providing support, mentorship, and coaching resulting in an engaged workforce (Kutsyuruba & Godden, 2019). A strong mentorship workforce enables job satisfaction and commitment to the organization. Olubiyi et al. (2019) suggested that retail managers create strategies of employee understanding, prioritize business goals, and improve leadership approaches to enhance employees' achievements. Mentorship and coaching facilitate employees' confidence in delivering the organizational initiatives to customers consistently, when employees are mentored and properly coached, customer service and productivity are negatively impacted. It is reasonable to assume that when employees experience role stress and unclear job tasks, they are prone to perceive that management

and others in the organization are unwilling or unavailable to help in times of stress, resulting in the intention to leave the organization.

Compensation Packages

A compensation package is another strategy for reducing employees' voluntary turnover. Employees' compensation includes money and nonmonetary benefits (health benefits, pension plans, and vacation pay). Employees' perception of their compensation package significantly influences job satisfaction and motivation at work (Che Ahmat et al., 2019). Che Ahmat et al. (2019) affirmed that work motivation, work engagement, and job satisfaction significantly impact employee compensation package satisfaction and employee turnover intention. Sarkar (2018) suggested that compensation is a link that connects employee and organizational goals. Retail organizations that offer appropriate compensation packages can increase employee morale and job contentment resulting in low turnover.

Some researchers have indicated that implementing paying employees more through a system of transparent, fair, and lean-aligned compensation package leads to high employee satisfaction, high productivity, and reduced turnover (Lollo & O'Rourke, 2020). When retail organizations offer competitive compensation packages similar to or better than other industries, employees would choose to remain with the organizations (Labrague et al., 2018). Retail organizations can strategically improve their employee retention rates by offering attractive compensation packages (Do Carmo et al., 2019; Mabaso & Dlamini, 2018). Jamal Ali and Anwar (2021) suggested that nonfinancial compensation could help organizations complement financial compensation, hence

appeal to employee social and motivational esteem. It is important for managers to identify the appropriate compensation packages that motivate their employees and also ensure loyalty (Magnan & Martin, 2018). Diverse compensation and benefit packages are crucial to meet employees' individual needs (Prasetio et al., 2019). An organization that offers an appropriate compensation program can increase employee motivation and satisfaction, therefore, decreasing voluntary employee turnover.

Professional and Academic Literature Review Summary

The purpose of this qualitative multiple case study was to explore the strategies that some retail store managers use to reduce employees' voluntary turnover. The main objective of this literature review was to provide a detailed analysis of previous studies related to employee voluntary turnover, including an in-depth assessment and synthesis of constructs on employee turnover, employee retention, employee motivation, employee engagement, job satisfaction, management strategies, organizational strategies, and overall success. Based on the foundation of the Vroom expectancy theory and TPB, employees' voluntary turnover can be reduced by aligning motivation and anticipated rewards and by understanding employees' attitudes and behavior as deliberate and planned.

The literature review of this study demonstrated that the reduction of employee voluntary turnover strategy is driven by the complex understanding of motivation, rewards, and a set of beliefs guiding attitudes and behavior. A motivated employee is engaged and highly productive. Vroom expectancy theory noted that the inspiration for an employee is enhanced by three key factors that included expectancy of the different

expectations and level of confidence in the employee's performance, valence: the emotional attractiveness of the expected outcome, and instrumentality or the perception that performance would result in job-related satisfaction. Supporting motivation is the set of beliefs that impact behavioral intentions. Ajzen (1991) suggested that employees' attitudes toward their jobs are the outcomes of internal association with favorable or unfavorable intentions.

The exploration of alternative theories such as self-determination theory, Herzberg's hygiene theory, job embeddedness theory, and Khan's engagement theory offer additional insights. Self-determination theory reinforced the combination of empowerment that enhances competency and belongingness. An employee who is aligned with the principle of self-determination is less likely to leave the organization. Similarly, Herzberg suggested that job satisfaction can be influenced by recognition, growth, advancement, achievement, and responsibility. Job embeddedness suggested that employees could be motivated by the need to fit into the organizational culture. Khan's engagement theory demonstrated the importance of the combination of emotional satisfaction, meaningfulness, and availability to drive employee engagement and subsequently reduce turnover. The alternative theories have greatly enhanced the conceptual theories of Vroom expectancy and TPB.

The literature review results affirmed motivations, perceptions of rewards and risks, and expectations from both employees and employers. The results demonstrated the significance of employees' decisions driven by job satisfaction, engagement/motivation, organizational leadership and culture, training, work-life balance, work stress,

mentorship, and compensation packages. Retail managers and organizations in mediating

employee voluntary turnover must, evaluate the different motivations and the assessment

of risks and rewards of their employees. This study's outcome would support discussions

on the strategies that retail store managers use to reduce employee voluntary turnover. In

the literature review section, I synthesized, compared, and contrasted various literature

sources related to my research topic. This section covered discussions on (a) Vroom's

expectancy theory, (b) the TPB, (c) self-determination theory, (d) Herzberg's hygiene

theory, (e) job embeddedness theory, and (f) Khan's engagement theory as contrasting

theories. I also explored the discussions on employee turnover and the strategies to

reduce employees' voluntary turnover including Job satisfaction, employee engagement

and motivation, organizational leadership and culture, employee retention, training,

work-life balance, work stress, and mentorship. The findings of this study would support

discussions on the strategies that retail store managers use to reduce employee voluntary

turnover.

Transition

In Section 1, the Foundation of the Study, I indicated the purpose of this

qualitative multiple case study was to explore the strategies that some retail store

managers use to reduce employees' voluntary turnover. I justified the application of

Vroom's (1970) expectancy theory and Ajzen's (1991) TPB theory as the basis for

conceptual framework. A thorough review of professional and academic literature was

conducted to establish a strong foundation for the research question. I discussed the

choice of Vroom expectancy and TPB theories in exploring the strategies for reducing

employee voluntary turnover. I also reviewed alternative theories that could be used to study strategies for reducing employee voluntary turnover, however, these theories offered insufficiently evidences to address my research question. I showed how evidence from the literature review identified successful strategies used to control employee.

In Section 2, I provide an overview of the qualitative multiple case study including the role of the researcher, the process of participant selection criteria, research method and design, and ethical standards. I also address data collection instruments and procedures, data organization techniques, and data analysis as well as the reliability and validity of the study.

In Section 3, I present the study findings based on the identified themes from thematic analysis. I discuss the study's applications to professional practices, implications for social change, and recommendations for action and further research, reflections, and a conclusion.

Section 2: The Project

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that some retail store managers use to reduce employees' voluntary turnover. The target population of this study consisted of retail store managers from five different stores in Delaware, who have successfully used strategies to reduce their employees' voluntary turnover. Retail store managers who use the results of the study to create new strategies may be able to reduce employees' voluntary turnover, thus increasing organizational success. This organizational success could result in increased local employment and other contributions to local communities.

Role of the Researcher

I played a major role in the collection of data. In the qualitative research method, the researcher has the responsibilities of recruiting study participants, designing interview questions, collecting and analyzing data, and presenting the final results (Denzin & Lincoln, 2018). To achieve this goal, I conducted semistructured interviews with successful store managers. A semistructured interview is an effective means of gathering in-depth information about personal experiences (Pathak & Intratat, 2016).

I have worked in management positions in both the restaurant and retail industry for more than 30 years. I have the knowledge of the impact of employees' voluntary turnover on store operation. I selected participants who have the knowledge and experience to provide information based on the research question. I selected participants whom I was not familiar with, and I had no vested interest in the participants' employers.

Researcher bias can influence how the participants' responses are collected and interpreted (Wadams & Park, 2018). Wadams and Park further suggested that researcher bias may occur based on the method of sampling, the structure of the questions, and the researcher's perspective. To address bias in their research, researchers utilize a variety of methods such as bracketing, structured interviews, peer-reviewing, member checking, inductive reasoning, and critical reflexibility (Wadams & Park, 2018). I utilized bracketing application to control bias by setting aside my perceptions through field notes and journaling. According to Qureshi et al. (2018), bracketing enables the researcher to separate their personal perceptions by implementing objective field notes and data analysis.

A researcher must protect participants' safety and interest and ensure research findings are of benefit to society (Bereza, 2017). In *The Belmont Report,* The National Commission for the Protection of Human Subjects and Biomedical and Behavioral Research (NCPHSBBR, 1979) established three ethical principles for researchers to protect the rights of participants: (a) respect for persons, (b) beneficence, and (c) justice. Adashi et al. (2018) noted that researchers follow the respect for person principle to recognize study participants autonomy and safeguard the rights of those with reduced autonomy.

Aligning the response process to research questions minimizes interviewees overselling responses and interviewee bias. Collecting reliable data is essential to ensuring credible research findings (Taib et al., 2019). Establishing the interview criteria earlier was an important step. Powell and Brubacher (2020) noted that interview

protocols enable researchers stay focused and avoid closed-ended questions. Taib et al. (2019) suggested that the protocol helps to structure the interview process. To keep this data collection process organized and on track, I used an interview protocol (see Appendix). Using journaling and structured interviews can improve participant interviews and enhance research quality. The researcher must be alert to biases during the entire process.

Participants

Participants were selected for the study using purposeful sampling. Researchers use purposeful sampling to select individuals best suited to provide answers to a research question (Setia, 2016). The participants were purposively chosen to meet the criteria required to obtain data from the store managers who have successfully reduced employee voluntary turnover. The target population of this study consisted of retail store managers from five different stores in Delaware, who have successfully used strategies to reduce their employees' voluntary turnover. Participants confirmed they met the inclusion criteria of having successfully used strategies to reduce their employees' voluntary turnover.

To recruit the study participants, I contacted participants directly in the Delaware market. I contacted prospective participants by telephone and email contact. I emailed prospective participants a consent form that included the purpose of the study and guidelines. Building trust between the participants and the researcher is a critical element of the working relationship (Guillemin et al., 2018). To gain credibility, I maintained a cordial relationship with the participants through respect and integrity. Establishing a

positive relationship with participants requires honesty, ethical behavior, and nonjudgmental communication (Lowther et al., 2016). I preserved the confidentiality of all participants. I shared all relevant study details and explained the interview process for transparency. Choosing the right participants at the start of research pays off in effective data collection (Darmayanti et al., 2018). Amid the pandemic, I conducted the interview using the virtual meeting platform Zoom (https://zoom.us). The Zoom interviews were recorded in audio format. Each participant was invited to a Zoom call. The participant interacted and answered questions within the comfort of their living room. To ensure privacy, participations were asked to secure a private and comfortable place. The protocol included explanation of the interview structure, questions, and follow-up probing questions.

Research Method and Design

There are three types of research methodologies: qualitative, quantitative, and mixed (Marshall & Rossman, 2016). Qualitative researchers typically explore a phenomenon within a specific context (Yates & Leggett, 2016). A qualitative researcher can choose from multiple designs including ethnography, phenomenology, and case study. Nassaji (2020) articulated qualitative research as a naturalistic inquiry that deals with non-numerical data. I conducted qualitative research to analyze the retail managers' strategies for reducing employee voluntary turnover in Delaware.

Research Method

In research, there are three often used methodologies: quantitative, mixed methods, and qualitative. Researchers use data in quantitative research method to test

hypotheses and assumptions, and the relationships between dependent and independent variables (Bloomfield & Fisher, 2019). Willgens et al. (2016) agreed that by testing hypotheses researchers can examine the significance of variables' characteristics or relationships among variables using statistical techniques. Yin (2018) posited that in quantitative research method, researchers explain the phenomenon by collecting data and extrapolating them by applying statistical analysis. Quantitative methods enable researchers to use statistical techniques to analyze large data sets to identify patterns (Mahapatra et al., 2021). The purpose of this research was to explore the strategies managers utilize in retail stores to minimize the rate of employee turnover. The study was unsuitable for quantitative research because statistical analyses were not used to examine relationships or test hypotheses.

Mixed method researchers use a combination of qualitative and quantitative data collection techniques and paradigms for exploring research questions (Kaur, 2016). Using mixed-method research enables a researcher to address more complicated research questions and gain a stronger array of evidence that can be accomplished by any single method (Yin, 2018). The mixed method was unsuitable for this study because I did not use quantitative data to analyze variable relationships. Kankam (2020) agreed that mixed methods help to understand causal relationships.

Qualitative research involves the process of creating patterns, categories, and themes while ensuring data accuracy and integrity (Palinkas et al., 2015). Researchers utilize qualitative methods for gathering and interpreting data to gain insights through observations of behaviors (Reich, 2015). Fusch and Ness (2015) noted that the researcher

is the main data collection tool in qualitative design. The qualitative method was appropriate for this study as I was exploring the strategies used by retail store managers to reduce employees' voluntary turnover by collecting data, analyzing the data, and interpreting the results.

Research Design

I considered three different qualitative research designs for this study, including ethnography, phenomenology, and case study. Researchers use an ethnographic design to observe and participate in culturally specific practices without actively affecting the situation (Baskerville & Myers, 2015). To gather accurate data, ethnographic researchers observe and live among individual subjects (Merriam & Tisdell, 2016). The researcher is the main data collection tool and the participant-observer in an ethnographic study. An ethnographic design was not suitable for my study because the intended focus was not on the cultural beliefs and values of the participants.

Researchers use phenomenology designs to explore participants' recollections and interpretations of the meanings attributed to personal life experiences (Flynn & Korcuska, 2018). Researchers in phenomenology study a person's everyday experiences and social interactions (Walsh et al., 2015). Cypress (2018) agreed that phenomenological design explores the shared experiences of the participants and their insights into the phenomenon. In studying how retail store managers reduced employee turnover, I did not explore the participants' everyday experiences and social interactions, making the phenomenological design unsuitable for the study. I conducted a multiple case study design to investigate how retail store managers reduce employee turnover. Using a case

study offers an exploratory approach for a researcher to explore what, how, or why questions within a specific occurrence in each context (Marshall & Rossman, 2016). Merriam and Tisdell (2016) observed that case studies usually examine current situations and utilize various approaches to understand the natural context.

Data saturation occurred in this study. To ensure credible research findings, it is important to achieve data saturation (Hennink et al., 2017), which occurs in research when collecting additional data yields, no new information or themes (B. Saunders et al., 2017). To reach data saturation, researchers must understand the research problem and identify the resources for evaluation (Fusch & Ness, 2015). According to Hagaman and Wutich (2017), data saturation is achieved when no new themes or coding are identified by adding more participants or extending the interview. To ensure data saturation, I conducted interviews with store managers until no new data emerged. I utilized member checking and data triangulation to corroborate data saturation.

Population and Sampling

The purpose of this qualitative multiple case study was to explore the strategies that some retail store managers use to reduce employees' voluntary turnover. The target population of this study consisted of retail store managers from five different stores in the state of Delaware, who have successfully used strategies to reduce their employees' voluntary turnover. For this study, I selected five retail managers to participate. I contacted potential participants by email to determine if they met the study criteria for purposeful sampling. Sampling is a technique used to select prospective participants from a larger population for a study (Hennink et al., 2017). I utilized purposeful sampling to

select participants who met specific criteria and had a strong understanding of strategies to address this issue. This approach ensured that I gathered insightful data on the topic.

There are several sampling methods for researchers, including convenience, snowball, and purposive (Ranney et al., 2015). Convenience sampling involves selecting participants who are readily available without randomization at a specific time and place (Etikan et al., 2016). Snowball sampling is a technique where a researcher finds new participants through referral by current participant (Etikan et al., 2016). Purposive sampling as a technique that is suitable for selecting study participants (Fusch & Ness, 2015). The researcher selects participants based on their potential to provide valuable data and align with the research question (Gentles et al., 2015).

To participate in this study, participants had to meet certain criteria: (a) serve as a retail store manager in Delaware, (b) serve as a retail store manager with the organization they currently work for, (c) be knowledgeable with the strategies used in reducing employees' voluntary turnover, (d) be willing to participate in Zoom video interview, and (e) be willing to agree to the study protocol. Etikan et al. (2016) proposed a five-step process for purposeful sampling: define target population, identify inclusion/exclusion criteria, plan recruitment, determine sample size, and select population elements. For this study, I identified participants who were retail store managers within the organization and knowledgeable about strategies for reducing employees' voluntary turnover using purposive sampling. I explained the purpose of the study and the interview protocol (see Appendix) to those who met the criteria. I asked the participants if they would be willing to meet via Zoom technology. Should any participant have declined to participate in the

Zoom call, I would have excluded the potential participant. I emailed the participants the consent form. With each consent reply that I received, I scheduled interview dates with the participant.

Fusch and Ness (2015) articulated that data triangulation supports data saturation. Data saturation occurs when researchers cannot identify new codes or new themes even with more data (Malterud et al., 2016). I reached data saturation by conducting interviews with participants until no new data or theme identified.

Ethical Research

Ethical consideration is essential in any research that requires human voluntary participation. Protecting participants and study integrity is important in qualitative research (Roberts, 2015). I adhered to ethical research guideline by aligning my study with Walden University's Institutional Review Board (IRB) clearance guide ensuring participant confidentiality, informed consent, and voluntary participation. The study was approved by IRB with the approval number 09-16-22-0721963.

Nijihawan et al. (2013) advised that participants must give informed consent, as required by law. Participants were required to sign a consent form that included the study description, background information and procedures. The informed consent form also explained participants' involvement as well as the expectations. According to Wallace and Sheldon (2015), a consent form allows researchers to inform participants about study detail, risks, benefits, and confidentiality.

There was no compensation for participants participating in the study. According to Gelinas et al. (2018), participatory incentives may be perceived as a form of coercion.

Gelinas et al explained that by offering participatory incentives, participants could be inappropriately influenced. The participants were informed of no monetary or tangible incentives. As a researcher, I complied with the ethical principles advocated in *The Belmont Report,* which is a summary of ethical principles and guidelines including respect for persons, beneficence, and justice for research involving human subjects (NCPHSBBR, 1979).

Before participating in the study, participants were asked to sign a consent form, which included a study description, background details and procedure. The consent form also highlighted risks and benefits, compensation, privacy, contact info, internal review board approval, and participant signature. Participants had the option to withdraw from the study at any time. If any participant wished to opt-out of the study, they could do so by advising me via email or by just not showing up. In the case of any participant opting out, documents or records would be returned to the participant. The audio file, transcriptions, and interview protocol with notes would be deleted. No participant would be coerced to participate against their wish. Participants did not receive any compensation including monetary rewards. Protecting the participants' privacy and confidentiality is important for the study. Thus, I gave each participant a unique alphanumeric code, such as ST202201, with ST indicating strategies to reduce turnover followed by the year of the study and the numeric order of the participant Each participant's data and Zoom recording were secured in a digital storage device. I ensured that data and study findings were stored in a secured file cabinet. In accordance with ethical standards, I sought Walden University IRB approval, before conducting

participants' interview. To maintain confidentiality and protection of the participants, data will be secured in a flash drive and saved for a minimum of 5 years.

Data Collection Instruments

In qualitative research, the researcher is the data collection instrument (Favaretto et al., 2020). Denzin and Lincoln (2018) pointed out that the researcher is responsible for collecting, synthesizing, and analyzing data as he is data collection instrument. Researchers gather data through semistructured interviews and reviews of company documents (Arslangilay, 2018).

The interview protocol is a key step researchers use as it improves the reliability and validity of the research data collection process (Yeong et al., 2018). A well-developed interview protocol can generate duplicable results under most circumstances (Van de Wiel, 2017). The interview protocol provided consistency and alignment with the research question. Company documents help researchers to validate participants' response. According to Yin (2018), a researcher can use data from company documents to explore common themes discovered during semistructured interviews. Researchers use additional data to triangulate their findings from the interview responses (Yin, 2018). The additional data would be collected from the company websites and Bureau of Labor and Statistics documents. Such data would include the turnover and retention rates report in the organizations, and industry comparison rates from Bureau of Labor and Statistics. I used public records on these organizations to verify and validated participants' data.

To enhance accuracy, researchers employ a process known as member checking. Thirusha and Neil (2018) posited that researchers can improve the reliability and validity

of their data by using member checking. Candela (2019) defined member checking as a process of reviewing data draft with participants to validate findings and potentially uncover new evidence. Candela added that member checking verifies the reliability and validity of data collection methods. Member checking is a critical check and balance step that prevents researcher bias and allows participants to correct any errors in their responses (Caretta, 2016). I achieved member checking by offering the participants draft of the interview interpretations to verify data accuracy.

Data Collection Technique

The methods of collecting data involve conducting semistructured interviews and examining company documents. O'Keeffe et al. (2016) stated that semistructured interview is the most commonly used data collection method. Qualitative researchers aim to understand a phenomenon in-depth rather than describing it (Bryman, 2017). A semistructured interview can provide valuable insights through tone, intonation, and body language cues from participants.

Semistructured interviews enhance perception of the pictures of the experiences of the participants (Cridland et al., 2015). Semistructured interview was the main method for gathering data for this study. The interview lasted for an hour. The interviews were conducted online using Zoom technology. Polkowska (2021) advised the use of online interviews to minimize close physical contact and comply with health and safety protocols amid the pandemic.

Heath et al. (2018) advised using a protocol that enables a researcher to establish a standard parameter for each interview. The interview format included six questions,

with additional follow-up questions based on participants' responses. At the end of the interview process, participants were asked if they had any additional information to share. After the interview, I summarized the interview responses and asked for feedback from participants. Thomas (2017) pointed out that during the transcription process, it is important to transform the uninterrupted message into a static form.

The Bureau of Labor and Statistics' industry comparison rates, along with turnover and retention reports from organizations, provided valuable data for retail store managers seeking to reduce employees' voluntary turnover. As an advantage, company documents can be used as secondary data to validate research findings (Camfield, 2019; Yin, 2018). Yin (2018) pointed out that the use of other documents for triangulation helps to validate claims made by participants. Corporate documents can pose challenges to accuracy due to documents being dated or out-of-date records and a researcher may have limited control over the data collection process. Furthermore, evaluating and analyzing these documents can be time-consuming.

The use of open-ended questions is best suited for semistructured interviews (Silverman, 2019), and the consistency of asking every participant the same question (Yin, 2018). However, semistructured interviews are time-consuming and offer limited participant access (Young et al., 2018). Another disadvantage is that misinterpreted participant responses can skew study findings and lead to personal biases (Fusch et al., 2018; Iivari, 2018). It is possible that participants may decline to answer questions, or lack time or information (Pathiranage et al., 2020).

Data Organization Technique

Camfield (2019) suggested implementation of security measures to ensure the confidentiality of collected data. Researchers are urged to organize data cleanly and efficiently (Malsch & Salterio, 2015). Organizing field notes by themes enable data identification and retrieval (Phillippi & Lauderdale, 2018). Interviews and company website data were transcribed, organized in Microsoft Words and Excel, and imported into the NVivo software program. The NVivo program organizes data for conceptual plan (Maher et al., 2018).

In this study, I employed a data organization system that included: recording devices, external hard drive, research notes, and labelling catalog system. All research materials were stored on a password-protected external hard drive. By implementing these data organization techniques, the integrity and validity of the collected data were improved. Collected data would be safely secured for 5 years according to IRB guideline.

Data Analysis

Using methodological triangulation enables researchers to validate multiple data sources from one research method (Fusch et al., 2018; Turner et al., 2017). Methodology triangulation enables researchers to integrate data from secondary source documents, interviews, and questionnaires to reinforce findings integrity (Fusch et al., 2018; Turner et al., 2017). The data sources for this study consisted of interviews and company public documents. The data from the Zoom recorded interviews, notes, and public company documents validated the integrity of the research findings. Methodological triangulation

minimizes researcher's biases and strengthens the integrity of the study (Fusch et al., 2018; Joslin & Müller, 2016).

According to Yin (2018), data analysis entails comprehending significant themes, patterns, and responses to the research question by examining the data. Qualitative research data analysis includes coding, organizing, categorizing, integrating, and interpreting themes to construct meaning (Moser & Korstjens, 2017; Williams & Moser, 2019). Williams and Moser (2019) pointed out that coding is essential to organizing and analyzing qualitative data, with each code representing the essence of a data portion. Williams and Moser recommended going through three stages of coding: open, axial, and selective before analyzing the data.

Open coding allows researchers to distinguish unique concepts and themes for the purpose of categorization (Williams & Moser, 2019). Axial coding identifies relationships between open codes to identify major codes, categories, and subcategories grounded within participants' responses in collected data (Strauss & Corbin, 1998). Williams and Moser (2019) articulated selective coding as the stage in data analysis where core concepts are identified, abstracted, and integrated into cohesive and meaningful expressions. Data analysis was performed by inductive coding, keyword searches, and theme interpretation. Saldaña (2013) defined values coding as the application of codes to qualitative data that reflect participants' values, attitudes, and beliefs, representing their perspectives or worldviews. Values coding was highly relevant when exploring intrapersonal and interpersonal responses. After coding the data and grouping codes according to the association, themes are extracted (Saldaña, 2013).

For this study, the data sources included semistructured interviews and online documents. I applied the methodological triangulation process. Methodological triangulation validates findings through multiple data sources and research methods (Fusch et al., 2018). Furthermore, methodological triangulation helps minimize biases and enhance credibility.

Data were grouped for analysis, including interview transcripts, notes from the interview protocol, and company online reports. I performed the open coding process to identify and classify repetitive keywords. I performed the three successive coding processes, including open, axial, and selective. The outcome of the coding process identified themes and categories. NVivo software enhanced data analysis. The recorded interviews were transcribed and uploaded into the NVivo application. I also used NVivo for triangulation by comparing all the data collected. The visual interpretation of the data collected in electronically enables multiple repetitions of coded themes. Continuous coding in ongoing data analysis helps maintain relevant themes and determine data saturation (Anderson, 2017). Following coding the interview transcripts, I used member checking of data. Participants are asked to review the themes from their interviews to identify errors through member checking (Yin, 2018). I compared themes from the interview transcripts with the other data collected. I also assessed the identified themes with alignment of the conceptual framework and the literature.

Reliability and Validity

Data reliability and validity constitute the qualitative measure for quality assurance. Morse (2015) suggested data reliability occurs when another researcher can

replicate a study and the result would remain the same. Reliability refers to the replication and consistency of research design and findings, whereas validity accounts for the appropriateness of the measures used, and the generalizability of findings (B. Saunders et al., 2017). The criteria for validity are dependability, credibility, transferability, and confirmability (Yin, 2018).

Reliability

The reliability of information is contingent on the quality of data and its interpretation (Spiers et al., 2018). Triangulation is a process that enhances reliability, which encompasses the credibility and dependability of research findings (Moon, 2019; Natow, 2019; Rose & Johnson, 2020). Reliability in qualitative research involves the rigor to ensure the trustworthiness and consistency of research findings through analyzing data received from study participants (Haven & Van Grootel, 2019; Nestel & Calhoun, 2019). The consistency across the different phases of triangulation sustains reliability and validity.

Dependability

Dependability ensures that the researcher did not omit anything in the research study, or that the researcher was not sloppy or misguided in the final report (Haenssgen, 2019). Nestel and Calhoun (2019) suggested that dependability is about whether collecting the qualitative data was accurate by providing details of the study's description to examine the integrity of the research results (Nestel & Calhoun, 2019). Korstjens and Moser (2018) pointed out that the concept of dependability requires consistent results over time. I employed a member checking tool to ensure dependability. Fusch et al.

(2018) suggested that the process of ensuring dependability involves reviewing and validating data to ensure accurate assessments.

Validity

Yin (2018) defined the measures of validity as trustworthiness, credibility, transferability, and confirmability. Participants were given the chance to review the interview transcript to ensure data validity. Participants reviewed and made changes after the interview. Validity of a study depends on how accurately it captures participants' experiences (Spiers et al., 2018). Validity was addressed through credibility, transferability, and confirmability.

Credibility

The groundwork for research credibility starts with the planning of the study. External and internal resources must be identified, and the researchers need to consider their experiences and identify resources to reduce bias (Bengtsson, 2016). Questionable research or reporting practice contributes to a growing concern regarding the credibility of research in organizational science and related fields (Banks et al., 2016). Questionable research practices include design, analytic, or reporting practices that may introduce biased evidence-based practice, theory development, and perceptions of the rigor of science (Banks et al., 2016). In order to establish credibility for this study, I employed data triangulation. The triangulation method allows researchers to cross-check interview responses with existing data, like company documents (Anderson, 2017). Triangulation validates data from multiple sources for accuracy (Yin, 2018).

Transferability

Majid et al. (2018) identified transferability as a key factor in establishing trustworthiness and rigor in a qualitative study. Morse (2015) agreed that transferability includes the application of the findings in other settings and situations. Researchers ensure the transferability of their study by providing specific details about the population, procedures, and limitations; allowing future researchers to replicate the study (Palinkas et al., 2015). Data saturation ensures rigor (Yin, 2018). To ensure the applicability of my research findings to other populations or business environments, I provided comprehensive descriptions of my interview protocol, data collection, and analysis processes.

Confirmability

A researcher must design a study that effectively measures intended outcomes (Rosenthal, 2016). Researchers ensure confirmability by limiting bias on fact, not opinion (Grieb et al., 2015). To ensure successful data collection, I adhered to the interview protocol and aligned with the research question.

Data Saturation

Majid et al. (2018) defined data saturation as the stage where data collection stops yielding new codes or information. Data saturation is reached when further interviews or data collection from initial participants yield no new information (Fusch & Ness, 2015). Cope (2015) noted that data saturation occurs when enough data has been collected to answer the research questions, and no new themes arise from additional data collection. To achieve data saturation, I conducted interviews until no new themes emerged. Data

saturation has been reached when all participants share similar responses (Bedwell et al., 2015).

Transition and Summary

Section 2 provided a thorough explanation of the study's design and process. I explained my role as the main source for collecting data. I addressed the challenges of bias in data collection and offered mediation options, including member checking and data triangulation. I defended the selection of the research method and design. I upheld the discussion on ethical standards. Furthermore, in this section, I explored discussions on data collection instruments and procedures, data organization techniques, data analysis, and the reliability and validity of the study.

In Section 3, I present my study findings based on a thematic analysis of data. I discuss the impact of the findings in alignment with the research question and the professional and academic literature review. I also discuss the significance of the findings to applications to professional practice, the study's implications for social change and recommendations for action and further research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore the strategies that some retail store managers use to reduce employees' voluntary turnover. The target population of this study consisted of retail store managers from five different stores in the state of Delaware, who have successfully used strategies to reduce their employees' voluntary turnover. The data collection process involved semistructured interviews and a review of public company documents.

The analysis of the data revealed that participants used these strategies to reduce employees' voluntary turnover by (a) offering effective training, (b) providing competitive wages and compensation, (c) building respect and trust between employees and their managers, and (d) empowering employees. The data analysis also revealed that participants used these strategies to target new hires during the hiring process to ensure that new hires felt valued and accepted in the organization. The participants' strategies to reduce employee voluntary turnover could help other retail managers reduce employee turnover.

Presentation of the Findings

The research question for this qualitative study was: What are the strategies retail store managers use to reduce employees' voluntary turnover? The eligibility criteria for this study were that the participant must (a) serve as a retail store manager in the State of Delaware, (b) serve as a retail store manager with the organization they currently work for, (c) be knowledgeable with the strategies used in reducing employees' voluntary

turnover, (d) be willing to participate in Zoom video interview, and (e) be willing to

agree to the study protocol. The participants were assigned alphanumeric codes

ST202201 to ST202205 to ensure confidentiality. The data collection process included

semistructured interviews and a review of public company documents. The data were

coded and analyzed. I also utilized the NVivo software to support the data analysis. Four

themes were identified from the analysis of the interview data as displayed in Table 1.

The themes were (a) effective training, (b) competitive wages and compensation, (c)

building relationships and trust between employees and their managers, and (d)

empowering employees.

Table 1

Four Themes Based on Data Analysis

Emerging themes	ST202201	ST202202	ST202203	ST202204	ST202205	Frequency
Effective training	5	10	13	6	5	39
Competitive wages and compensation	5	4	4	5	5	23
Building relationships and trust	7	6	3	4	2	22
Empowering employees	4	2	3	5	2	16
Total	21	22	23	20	14	100

Note. Numbers are rated by participant responses.

Theme 1: Effective Training

Effective training was a top priority for four participants as a factor for reducing

employees' voluntary turnover. Training enables and empowers employees to perform

their job tasks effectively which in turns lead to job satisfaction. Participant ST202203

stated that "effective training begins with the interview process by observing candidates

and listening to their responses." ST202203 further added that training consisted of (a) computer-based training, whereby the employee completes computer module processes, and (b) hands-on training, actual performance training. Training allows employees to examine various scenarios challenges and opportunities common with their roles, and possible resolutions available. Ferreira and Potgieter (2018) noted that training should be job-specific that enable personal and professional growth. ST202201 mentioned that when employees are continuously trained and cross-trained it enhances internal promotion and job satisfaction. Syahruddin et al. (2020) noted that training improves employee and organizational performance when it results in (a) improved performance due to developed skills, (b) updated employee skills that are in line with innovations in technology, (c) decreased learning time for new employees, (d) resolution of operational problems, (e) promotion of employees who are ready for new positions, (f) quality induction of new employees into the company, and (g) achievement of individual development aims. Retail managers who invest in the development and training of their experienced employees tend to have a higher rate of employee retention and lower rates of voluntary turnover.

Participants agreed that hiring for the long term creates a pool of employees eager to learn and accept the organization as their own. ST202202 and ST202201 mentioned that identifying the best candidates with previous experiences fosters tailor-made training to enhance better performance. When employees are trained and developed for various positions in the organization, they are more likely to remain in the organization with the anticipation of internal promotion and job security. Ali et al. (2019) agreed that when

managers are proactive in developing and training employees it ensures career building and effective succession planning which results in reducing employee turnover. Zaharee et al. (2018) concluded that investment in employees' development impacts voluntary turnover. The findings revealed that the foundation for reducing employees' voluntary turnover begins with the interview process; the company's expectations, job description, and expectations are clearly communicated. It is further indicated that management and organizational policies must align in support of nurturing and developing employees.

The findings aligned with the conceptual framework of this study. Vroom's (1970) expectancy theory articulates that people would be motivated to expected behavior based on the interaction of three key factors that include (a) expectancy—the different expectations and level of confidence in employees' performance, (b) valence—the emotional attractiveness of the expected outcome, and (c) instrumentality—the perception that performance would result in job-related satisfaction. Vroom advocated that employee commitment is based on the expectancy variable. Expectancy is the idea that certain efforts will yield anticipated rewards and job satisfaction (Vroom, 1970). The intention to remain with an organization is influenced by the anticipated rewards and job satisfaction. Retail managers can use training to create the three constructs for employees. Training enhances the attractiveness of long-term employment and job satisfaction. Supporting Vroom's theory is the TPB, in which Ajzen (1991) explained that behavior is deliberate and planned. Secondary data collected from the company websites and public publications were evaluated for alignment with participants' responses. This data provided valuable information regarding the company's hiring and training procedures, as

well as its culture and guidelines for employee relationships. Secondary data offered little insight into employee voluntary turnover strategy. Having an effective training program enforces the creation of deliberate and planned behavior among the employees. When retail managers invest time and resources to train employees, they improve on the strategies to reduce employee voluntary turnover.

Theme 2: Competitive Wages and Compensation

In a competitive industry, wages impact employee retention. All the participants in the study agreed that wages influence employees' intention to leave their job for a better-paying opportunity. ST202202 noted that low minimum wages make hiring talented employees very challenging and shared, "To attract and maintain quality employees, I have to sell other forms of benefits and compensations including flexible schedules, monthly bonus contests, pizza parties, and extra hours. Internal promotion serves as a form of compensation." ST202203 noted that the employees could easily leave their job for another organization willing to pay extra money.

> Most employees want immediate income for expenses. They are unwilling to go through the pay increase process over time. Any other retail organization offering a few dollars more would attract their attention. To compensate for low wages, managers must offer such benefits as work balance, and rapid-pay option; a payment system that allows employees to get paid daily based on the hours worked.

ST202201 echoed the same sentiment; however, the participants all agreed that utilizing other forms of compensation helps compensate for low wages. The findings revealed that

participants used the work-balance option, more hour allocations, and flexible scheduling to minimize employees' voluntary turnover. Bradley (2021) explained compensation policy as a set of beliefs and practices that govern how a company pays its workers. Competitive pay influences employees' attitudes toward their employers, resulting in greater organizational commitment (De la Torre-Ruiz et al., 2019). Organizations implement various employee retention strategies to prevent their workforce from leaving. These strategies include creating a supportive work environment, offering appropriate compensation packages, and rewarding employees. (Hurrell & Keiser, 2020). These participants successfully reduced employees' voluntary turnover by utilizing various compensation packages. ST202201 shared the importance of kindness. "Taking a step back to identify with fellow employees can go a long way. I offer free lunch, gift cards, and birthday celebrations to demonstrate how valuable the employees are." When managers value their employees, they create shared values that enhance retention and reduce voluntary turnover. Retail managers must utilize and manage various forms of compensation to inspire employees to stay longer in their organization.

Compensation is a crucial component that demands a periodic evaluation by organizational leaders, based on employee motivation and the organization's financial conditions (Asriani & Riyanto, 2020). Rinny et al. (2020) stated that compensation can improve many factors such as loyalty, performance, and employee satisfaction. Competitive wages and compensation remained a challenging topic among the participants. All participants agreed that wages and compensation were determinant

factors in reducing employee voluntary turnover. When managers are unable to offer competitive wages, they are more likely to lose talented employees to the competition.

Competitive wages and compensation incorporate TPB. Ajzen (1991) explained that employees would prefer behaviors that would produce desirable outcomes and try to avoid behaviors likely to yield undesirable outcomes. Employees deliberately planned their behaviors to align with the expected outcome. Participants who recognized and addressed employees' perceptions through various forms of compensation successfully reduced employee voluntary turnover.

Theme 3: Building Relationships and Trust

Most of the participants agreed that one of the critical factors that reduce employee voluntary turnover was showing respect and consideration for the needs of the employees. Managers must develop open and trusting relationships with their employees to help guide positive employee-employer relationships (Hai & Park, 2021). When managers empathize with their employees, they create a friendly, caring, and sense of belonging workplace. Establishing positive relationships with managers can help employees achieve professional success, increase their commitment to the organization, and boost job satisfaction, ultimately reducing employee turnover (Tian et al., 2020). ST202201 indicated that building relationships with employees creates trust between employees and managers, by stating, "I noticed that when we build a cohesive team, everyone knows his role and works better to make the next person performs better. The teamwork strengthens the trust and respect between employees and managers."

An important factor in an employee's work environment is social relationships, especially the relationship between an employee and their managers (C. Huang et al., 2021). ST202202 added that social relationships demonstrate that management is considerate of employees' needs and cares enough to be flexible. ST202201 mentioned that mutual respect and trust are common feedback from employees, being the reason, they stay longer on the job. Employees do feel organizational support when their managers are actively listening to their concerns without judgment and can communicate effectively (van Hees et al., 2022). Pattnaik and Panda's (2020) suggested that a manager who regularly supports and engages with their employees is an effective strategy for reducing employee stress and increasing employee happiness. Hai and Park (2021) suggested that a manager's trustworthiness is a critical component of an employee's intrinsic motivation.

Building relationships and trust in the workplace is enhanced by understanding employees driven motivation and perceived behaviors. Both Vroom's and Ajzen's theories support the understanding of employees' motivation for expected rewards and the deliberately planned behavior required to achieve the expected outcomes. Jensen (2018) noted that understanding what motivates employees enables store managers to customize and develop plans of motivation to help drive employee performance, retention, and organizational success. All the participants established relationships with their employees, which strengthen the trust between managers and employees. Vroom (1970) noted that employee motivation is highly dependent on the much-perceived value placed on the incentive and the perceived confidence to achieve the intended outcome.

Relationships and trust create perceived confidence for the employees to remain with the organization longer resulting in reduced employee voluntary turnover.

Theme 4: Empowering Employees

Empowerment emerged from the findings as participants shared the benefits of delegating and allowing employees to share problem-solving opportunities. According to Al-Omari et al. (2020), employee empowerment improves cooperation, self-confidence, and entrepreneurial initiatives in the organization. ST202201 admitted that empowering employees fosters relationship with the organization resulting in reducing employee voluntary turnover, "When you provide employees the tools and training to perform their job, they work with pride and motivation to excel. The individuals feel a sense of contribution towards the development and prosperity of the organization."

Andika and Darmanto (2020) suggested that when managers empower their employee, they share common trust and motivation in decision-making. Employees experience job satisfaction and engagement when they have freedom to execute their tasks (A. M. Amor et al., 2020). Empowerment creates a sense of ownership in a workplace due to shared responsibilities.

The findings revealed that empowerment enhances confidence and self-esteem. AlKahtani et al. (2021) noted that empowerment enhanced individual productivity within the organization. Empowered employees are less likely to leave their job because of job satisfaction. Sepahvand and Khodashahri (2021) agreed that loyalty and empowerment influence employee motivation and commitment. When employees are included in the

shared decision-making process, they are more likely to remain longer in the organization.

Vroom's (1970) instrumentality is considered an outcome-driven construct in which employees can gain the desired reward simply by demonstrating a high-performance output. Employee empowerment is the strongest predictor of employee job satisfaction (S. Lee, 2018). Mansaray (2019) noted that motivated employees feel accomplished and valued, leading to lower turnover. Ajzen's TPB suggests that attitudes comprise of different beliefs that impact behavioral intentions. Creating an organizational culture that promotes empowerment impacts behavioral intentions. Participants agreed that empowering employees created job satisfaction and reduced employee voluntary turnover.

<p style="text-align:center">Applications to Professional Practice</p>

Employee voluntary turnover in organizations accounts for low productivity and poor revenue. Retail store managers must continuously evaluate strategies to reduce employee voluntary turnover. Kumar (2022) suggested that the loss of talented employees is detrimental to the overall organizational strategy. The retail industry accounts for the highest employee voluntary turnover rate among other service industries (Kotni & Karumuri, 2018).

The findings of this study highlighted the importance of effective training, competitive wages and compensation, building relationships and trust, and empowering employees. The participants in the study agreed that effective training empowers employees' growth and job satisfaction.

Effective Training

Retail managers can reduce employee voluntary turnover by facilitating the personal and professional development of the employees. The participants agreed that when they invest time and resources in developing their employees from the interview and subsequent training, they create sustainable teams for retention and internal promotions. Employee training is a critical asset that enables employees to perform effectively, drive organizational growth, and promote productivity (Naizm et al., 2021).

The data analysis identified that training the employees by providing the essential tools and periodic continued training creates loyalty and helps reduced employee voluntary turnover. Msengeti and Obwogi (2015) suggested that employee job satisfaction and dissatisfaction drives are influenced by personal growth and development. When employees benefit from training development, they have positive job satisfaction and are less likely to quit the organization.

The effective training finding clearly demonstrates that effective training begins during the interview process; the job details are explained, the candidate's availability is reviewed, and the company's expectations are well communicated. Effective and structured orientation and onboarding of new hires foster an easy fit with the organizational culture and values. Nelesh et al. (2018) advocated that employees receive adequate training to enable them to do their job efficiently, enhancing job satisfaction because they know what they are doing.

Competitive Wages and Compensation

Competitive wages and compensation drive the attractiveness of employment in organizations. When employees experience low wages and compensation in an organization, they start to explore other employment options leading to voluntary turnover. Retail managers and organizations should continuously evaluate their competitive wages and compensation strategy. Retail store managers who use these strategies have an opportunity to improve their organizational success.

Ferreira and Potgieter (2018) suggested that when employees value their benefits package it makes the job more attractive, thus strengthening employee loyalty. All participants acknowledged the challenges they face in offering competitive wages due to organizational budget constraints. In the retail industry, wages and compensation constitute a greater daily expense. Low wages account for the biggest drive for employee voluntary turnover. Low wages affect hiring talented employees. Most of the participants used other perks to attract quality talent. Such perks include flexible scheduling, free lunches, and organizational culture.

However, when retail managers utilized competitive wages, incentives, and rewards for their top performers, they were able to significantly reduce employee voluntary turnover. Public organizational records highlighted specific benefits including medical, dental, tuition reimbursement, sick leave, 401K, flexible scheduling, and company perks. According to Das (2021), implementing an effective employee benefits strategy can lower the rate of voluntary employee turnover. The findings suggest retail

managers should employ various forms of rewards and compensation to satisfy

employees and reduce employee voluntary turnover.

Building Relationships and Trust

Building relationships and trust influence employees to remain longer in

organizations. When managers build relationships with their employees, they generate

trust. Participant ST202201 explained how building relationships enhances attendance

and performance on the job. When employees have strong relationships with their

managers, they are more inclined to commit to strong attendance and tendency to remain

longer with the organization. This finding suggests that retail managers should invest in

building considerable relationships with their employees to foster inclusiveness.

Scheduling practices that align with employees' personal lives without creating conflict

with business needs foster relationships.

ST202203 suggested that treating employees as individuals helped reduce

employee voluntary turnover. Listening to the employees share their feelings and opinion

strengthen trust relationship. Employees feel disrespected if management does not listen

to their ideas or bit dismissive of their ideas. Itzchakov et al. (2022) asserted that listening

can improve a sense of connection among employees. Listening may contribute to loyalty

and help reduce employee voluntary turnover.

Due to the diverse workforce, retail managers should be cognizant of the

sensitivity of the different groups of employees. Retail managers have to understand how

to best manage youthful, inexperienced employees, and also the unique characteristics of

the generation shaped by their experiences (Schroth, 2019). This practice enhances the

reduction of employee voluntary turnover. ST202202 noted that it is important to have employees who complement each other hence creating a balanced workforce that promotes job satisfaction. The data from the participants confirmed that when managers pay close attention to their employees' relationships, they can plan their productivity based on their strengths and weaknesses. Retail managers must be aware of the kind of employee relationship emerging at the workplace. Effective management of relationships creates trust and loyalty, resulting in low employee voluntary turnover.

Empowering Employees

Employees are able to contribute to organizational success when they are empowered. The participants in this study confirmed that they were able to reduce employee voluntary turnover by simply enabling empowerment with the employees. Empowering employees enables them to use their abilities to contribute to organizational growth. ST202203 noted that empowering employees from the training initiatives creates a sense of responsibility and ownership of the training processes. With the sense of ownership instilled, employees are loyal to the organization and tend to remain longer with the organization. Employees who experience a sense of ownership are content at their jobs (Mohamed & Puteh, 2018). Employee intentions are indicative of the actual behaviors (Ajzen, 1991). When empowering employees is one of the behavioral intentions, loyalty, and retention would help reduce employee voluntary turnover. Retail store managers who use these strategies have an opportunity to improve their organizational success.

Implications for Social Change

The results of this study may contribute to social change by increasing awareness of employee voluntary turnover strategies. Retail store managers are experts in their fields and possess professional skills in developing talents. Their success in developing talents and creating workplaces where employees are inclined to stay longer can reduce employee voluntary turnover and low unemployment in their communities. The identified strategies used by the participants to reduce employee turnover are transferable to other industries. Other businesses in the community can benefit from these successful strategies.

The success of these strategies has macroeconomic implications for the community. A key benefit of effective training, a well-compensated workforce, a socially considered and empowered workforce is the creation of an organizational culture that nurtures engagement, job satisfaction, innovation, and empowerment. Schaap and Olckers (2020) suggested that employee retention enhances organizational commitment, increases job satisfaction, and lowers employee turnover. Retail managers who are effective in planned talent hiring and development are able to attract long-term employees resulting in low turnover.

When retail managers reduce employee voluntary turnover, the hiring and training costs associated with new hires are reduced. A financially stable organization supports its employees and their families in the community. The findings of this study may contribute to positive change by offering strategies for reducing employee voluntary turnover resulting in low unemployment and less economic instability. A more productive

organization typically realizes higher profits. Part of the increased profit goes to the government as taxes. The government can use some of this revenue for local projects such as building roads and providing learning opportunities for needy citizens. By reducing voluntary turnover, store managers could positively impact continued employment in other communities.

Recommendations for Action

Retail store managers use various strategies to reduce employee voluntary turnover. Based on the findings of this study, some retail managers have successfully used these strategies to reduce employee voluntary turnover in their organizations. Specific recommendations for the successful reduction of employee voluntary turnover include the following: (a) effective training—offer job-specific and ongoing training process to ensure proficiency, (b) competitive wages and compensation—establish competitive wages and compensation packages that attract talented employees, (c) building relationships and trust, and (d) empowering employees.

The essence of a retail organization is to create profit while maintaining a low cost of operation. Talents are the most expensive cost plaguing the retail industry. Managers must be innovative in designing strategies to reduce employee voluntary turnover. When job skills and knowledge do not match job descriptions, employees are more likely to resign from their job (Scott et al., 2021). It is demonstrated from the participants' responses that effective training can drastically reduce employee turnover. Effective training starts with the hiring process, identifying committed and organizational fit talents. Providing new hires with specific training that matches specific role

description ensures empowerment as the employees own their training process and can contribute to the organization's success.

Managers must learn to protect high-performing and committed employees by paying a little more in wages. An effective incentive packet inspires employees to perform at a higher level (K. M. T. U. Putri & Adnyani, 2021). Promoting organizations' compensations such as 401K with matching company contributions and tuition reimbursement to help advance new job skills for internal promotions can inspire employees' retention. An organizational culture that nurtures teamwork through flexible scheduling and positive work-life balance ensures job satisfaction (Riyanto et al., 2021). The work-life balance option allows employees to perform best when they know that the organization cares about their welfare at work and their families. Susomrith and Amankwaa (2019) suggested that retail managers can reduce employees' voluntary turnover by offering opportunities for growth, rewards, and fairness among employees. A sense of belonging in the organization creates employee retention and reduces voluntary turnover.

Retail managers who foster team building and trust enable their employees to feel safe and secure. Listening to employees and valuing their input on company-shared values assure commitment and reduce voluntary turnover. Valuing employees as active members of the organization enables sympathy, consideration, empathy, and bonding that drive commitment resulting in low voluntary turnover. The more employees are valued and allowed to participate in the organization's shared values, the greater the innovations and commitment. When employees are empowered to participate and engage in corporate

governance in their organization, they contribute to positive outcomes in the organizational processes (Bapuji et al., 2020). Empowerment enables employees to belong and contribute effectively to the organization's success. Empowerment enhances an organization's operations and reduces voluntary turnover (Murray & Holmes, 2021). Identifying effective strategies to empower skilled employees can help reduce the loss of competitive advantage if these skilled employees voluntarily leave the organization.

These recommendations should provide foundations for reducing employee voluntary turnover and improving organizational success. Retail managers will benefit from the suggested recommendations to reduce voluntary employee turnover in their establishments. These strategies can help the organization create an attractive and competitive workplace where candidates seek employment opportunities with the company promoting organizational growth.

I will seek to disseminate the findings of this study through viable channels including self-publication for small business owners and academic journals. All the participants would receive copies of the study as well as adapted self-published books. This research will be accessible to future scholars and organizations through the Walden University ProQuest dissertation database.

Recommendations for Further Research

The purpose of this qualitative multiple case study was to explore the strategies that some retail store managers use to reduce employees' voluntary turnover. The strategies shared by the participants represent a sample of strategies used by these managers in the industry. The first limitation of this study was that this study represented

a sample size. Future researchers could consider expanding the sample size to include a larger range of stores in the industry. Although the researcher may not know how many participants will be needed to reach data saturation, it is important to prepare in advance to conduct additional interviews until data saturation has been achieved (B. Saunders et al., 2017).

I recommend future researchers to consider including employees along with retail store managers in the study. Involving retail managers and employees might provide a holistic perspective on job satisfaction, employee loyalty, and turnover (Kaouache et al., 2020). Future researchers could gain further insights by exploring the strategies used by past retail store managers in reducing employee voluntary turnover.

Reflections

The Doctor of Business Administration doctoral study process was one of my life's most challenging and humble experiences. The doctoral process has enriched my understanding of the academic research process, including developing a prospectus and proposal, collecting data, and finalizing a study. Now, I am well-versed in seeking solutions to business problems.

I experienced various challenges and frustrations that made me question my decision to embark on the journey. I am grateful for the family support and especially my chair who showed unwavering support for completing the program. He showed me the way and encouraged me to persevere. I anticipate that my research findings would contribute to the growing knowledge in the business community and provide support to strategies for reducing employee voluntary turnover.

Conclusion

The main goal of this study was to determine how retail managers can improve their understanding of employees' voluntary turnover initiatives and explore strategies to reduce turnover. The study explored various theories and factors influencing employee voluntary turnover. The outcome of the study highlighted the importance of training, attractive compensation packages, employee relationships, and empowerment.

The aim of this study was to investigate how retail store managers implement strategies to decrease employee voluntary turnover through a qualitative analysis of multiple cases. Data collected from participants were coded and analyzed. Four themes emerged including (a) effective training, (b) competitive wages and compensation, (c) building relationships and trust, and (d) empowering employees. Effective training is a critical step to reducing employee voluntary turnover. Malek et al. (2018) suggested that high employee voluntary turnover and poor training are the outcomes of persistent poor training structure. When employees are trained, they are empowered to function with little supervision. Minimal to no training contributes significantly to high employee turnover in the retail industry. The retail industry is driven by high customer service and tasks; hence, minimally trained employees could damage the organization's resources and brand success. An assessment of employees' voluntary turnover identifies the critical costs associated with every turnover: (a) the vacancy cost during the period that there is no productivity; (b) the hiring cost for selection, interview process, and onboarding; and (c) training cost associated with orientation and development.

Besides effective training, competitive wages and compensation determine the longevity of employees in the organization. A higher wage and compensation motivate and raise employees' performance in retail. Vroom's expectancy theory advocated that an employee's effort will yield high performance based on the anticipated reward and job satisfaction (Vroom, 1970). Every employee's initial motivation at the job is aligning performance with expected wages and job satisfaction. Higher wages strengthen the motivation to reinforce those behaviors that yield desirable outcomes. Ajzen (1991) suggested that attitudes reflect the different belief systems that impact behavioral intentions. Employees' attitudes towards their jobs and the intention to leave their job are the outcomes of internal association with favorable or unfavorable intentions. Then attitude is the result of behavioral beliefs that are reflected in the perceived outcomes. Employee perception of fair wages and compensation offer help reduce voluntary turnover.

Building relationships and trust are critical components in creating a sustainable work environment. Employees do not work for the organization but for individual managers. Managers who show genuine interest in their employees build rapport that fosters loyalty and commitment to the organization's goal. Most of the participants' responses identified the benefits of having core employees who are loyal to the managers and would respond positively to picking up extra shifts, taking initiative to go beyond the job description, and training new employees for a better fit. When employees perceive that an organization has a favorable reputation as an employee-friendly workplace, friends and family members might encourage employees to remain with the organization.

Employees who feel supported by their organization believe that the company cares about their well-being and takes their feedback into account when making decisions. Retail store managers can increase perceived organizational support by showing sincere attention to the store staff and understanding their needs and wishes.

The early motivators for employees' career satisfaction include (a) high personal growth and job satisfaction, (b) salary and various challenging jobs, and (c) building relationships with management and peers. When the above-mentioned structures are in place, empowerment ensures low employee voluntary turnover. Empowerment reduces disengagement. Disengaged employees are uninspired individuals who withhold their full effort, attention, and emotional investment in their work, simply going go through the motions. When employees are empowered, they are engaged. Employees' inspiration to engage is driven by personal and organizational goals. Managers who give their employees special attention and empowerment are more likely to retain them in the organization. The findings show that certain retail store managers have effectively implemented these strategies to decrease employee turnover rate.

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Appendix: Interview Protocol

Date of Interview: _____

Participant Number: _____

1. Introduce myself to the participant.

2. Briefly explain the research question, the purpose of the study, and answer any initial questions the participant may have.

3. Thank the participant for their participation in the study.

4. Review the informed consent form and answer any questions the participant may have.

5. Provide the participant with a copy of the informed consent form for their records and review and review.

6. Start the interview using the following questions.

   (1) What strategies have you used to reduce employees' voluntary turnover?

   (2) What key challenges did you encounter in implementing your strategies to reduce employees' voluntary turnover?

   (3) How did you address the key challenges (if any) to implementing your strategies to reduce employees' voluntary turnover?

   (4) How did you measure the effectiveness of your strategies to reduce employees' voluntary turnover?

   (5) What strategies did you find worked best in reducing employees' voluntary turnover?

   (6) What else would you like to share with me about your organization's strategies to reduce employees' voluntary turnover?

7. Ask any follow-up questions.

8. End the interview and stop the recording. Explain to the participant of the member

checking and transcription review process.

9. Thank the participant for the participation in the study and provide the participant

with relevant contact information should they have any follow-up questions or

concerns.