

EXAMINING THE RELATIONSHIP BETWEEN EMPLOYEE RACE AND REASON FOR  
WAREHOUSE RESIGNATION

by

Victor Darnell Reynolds

Liberty University

A Dissertation Presented in Partial Fulfillment  
of the Requirements for the Degree  
Doctor of Philosophy

Liberty University

June 6, 2023

EXAMINING THE RELATIONSHIP BETWEEN EMPLOYEE RACE AND REASON FOR  
WAREHOUSE RESIGNATION

by

Victor Darnell Reynolds

Liberty University

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

Liberty University

June 6, 2023

APPROVED BY:

---

Jerry Green, Ph.D., Committee Chair

---

Robyn Brown, Ph.D., Committee Member

## ABSTRACT

The increased employee turnover in the warehousing industry results from supply chain disruptions that have reduced efficiency and increased costs. This research explored a gap in the literature by examining the relationship between race and warehouse resignations. The problem statement focused on the impact of race on resignation decisions in the warehousing industry. This quantitative study analyzed the connection between race and resignation reasons among warehouse employees. A total of 5,502 warehouse employees participated in the study, with data collected from exit interviews conducted by United Parcel Service (UPS) Northwest District Human Resources (NWDHR) between 2017 and 2020. The sample comprised 24.54% women and 75.46% men with diverse racial backgrounds. Data collection involved analyzing exit interview records, and the Kruskal-Wallis test was utilized to explore the relationship between race and resignation reasons. The findings revealed a significant relationship between race and resignation reasons among warehouse employees ( $p < 0.05$ ). However, there was no statistically significant difference in the percentage of employees voluntarily resigned based on race ( $p > 0.05$ ). The social exchange theory suggests that organizational leadership should address racial disparities in resignation decisions by improving employee retention and workplace diversity. In conclusion, this research contributes to understanding race's role in warehouse employee resignation decisions and offers valuable insights for organizations to address high employee turnover.

*Keywords:* employee turnover, race, job dissatisfaction, workplace diversity, Kruskal-Wallis test, social exchange theory

**Copyright Page**

©2023, Victor Darnell Reynolds

## **Dedication**

This dissertation honors my Lord Jesus Christ. I am thankful for God's immense grace and mercy in my life. I give you all the honor and praise. I dedicate this doctoral study to my family. Thank you for helping me find purpose and begin my life's teaching work. I pray that my beloved children and grandchildren will find and always follow the path of Jesus Christ. Thank you to the Multnomah University's family for your prayers, support, and encouragement.

## Acknowledgments

To God be the Glory! I am thankful for the faculty at Liberty University who made this dissertation possible. Their knowledge and guidance have been indispensable. Dr. Jerry Brown has spent countless hours reading, acknowledging, and supporting me during the dissertation discovery. His assistance and faith helped me see the end of the tunnel. My committee member, Dr. Robyn Brown, has rendered vast collaboration in improving my dissertation during my preparation. I am truly appreciative of her continued assistance and collaboration.

I owe a debt of gratitude to the following Dr. Monique Chism (Under Secretary of Education); Dr. J.W Matt Hennessee (Sr. Pastor, Vancouver Avenue First Baptist Church); Dr. Ted Takamura (Professor, Multnomah University); Dr. Mark L. Strauss (Professor, Pacific Theological Seminary); Professor Heather Lohmolder (Chair of Business Program, Multnomah University) and Mr. Alin Vrancial (Provost, Multnomah University) for their knowledge and candor.

I am deeply thankful for your support throughout my journey; Mr. Md Naimul Hasan, Mrs. Ngonadi Lilian; Dr. Christine Bush; Dr. Doug Schaak; Dr. Domani Hintze-Pothen; Mr. Jose Lopez; and Mr. Joe Pfeiffer.

I am blessed to be a part of Multnomah University. A community that is full of scholars and amazing learners.

## Contents

|   |    |
|---|----|
| List of Figures .....                         | xi |
| CHAPTER 1: INTRODUCTION TO THE STUDY .....    | 1  |
| Introduction.....                             | 1  |
| Background.....                               | 2  |
| Benefits of Workplace Diversity.....          | 2  |
| Business Case for Workplace Diversity .....   | 3  |
| Managing a Diverse Workforce .....            | 3  |
| Issues Facing Workplace Diversity.....        | 3  |
| Biblical Perspective .....                    | 4  |
| Problem Statement .....                       | 5  |
| Purpose of the Study .....                    | 6  |
| Research Questions and Hypotheses .....       | 6  |
| Research Question .....                       | 6  |
| Hypotheses .....                              | 6  |
| Assumptions and Limitations of the Study..... | 7  |
| Assumptions.....                              | 7  |
| Limitations .....                             | 7  |
| Theoretical Foundations of the Study.....     | 8  |
| Definition of Terms.....                      | 10 |
| Significance of the Study .....               | 12 |
| Summary.....                                  | 13 |
| CHAPTER 2: LITERATURE REVIEW .....            | 14 |

|  |    |
|--|----|
| Overview.....                                    | 14 |
| Description of Research Strategy.....            | 15 |
| Review of Literature .....                       | 15 |
| Warehouse Employment .....                       | 16 |
| Job Satisfaction and Dissatisfaction.....        | 19 |
| Racial Differences in Job Satisfaction .....     | 33 |
| Biblical Foundations of the Study.....           | 37 |
| Summary .....                                    | 39 |
| CHAPTER 3: RESEARCH METHOD .....                 | 41 |
| Overview.....                                    | 41 |
| Research Questions and Hypotheses .....          | 41 |
| Research Question .....                          | 41 |
| Hypotheses .....                                 | 41 |
| Research Design.....                             | 42 |
| Participants.....                                | 43 |
| Study Procedures .....                           | 44 |
| Instrumentation and Measurement.....             | 45 |
| Operationalization of Variables.....             | 46 |
| Dependent Variable .....                         | 46 |
| Independent Variable .....                       | 46 |
| Data Analysis .....                              | 46 |
| Delimitations, Assumptions, and Limitations..... | 47 |
| Limitations .....                                | 47 |

|   |    |
|---|----|
| Assumptions.....                                    | 48 |
| Delimitations.....                                  | 48 |
| Summary.....  | 48 |
| CHAPTER 4: RESULTS .....                            | 50 |
| Overview.....                                       | 50 |
| Descriptive Results .....                           | 51 |
| Study Findings .....                                | 54 |
| Summary.....  | 57 |
| CHAPTER 5: DISCUSSION.....                          | 59 |
| Overview.....                                       | 59 |
| Summary of Findings.....                            | 59 |
| Discussion of Findings.....                         | 60 |
| Resignation by Dissatisfaction.....                 | 60 |
| Resignation by Race .....                           | 61 |
| Biblical Perspective on Findings .....              | 62 |
| Implications.....                                   | 63 |
| Limitations .....                                   | 64 |
| Theoretical Finding.....                            | 64 |
| Recommendations for Future Research .....           | 65 |
| Summary.....  | 66 |
| References.....                                     | 68 |
| APPENDIX A: POWER ANALYSES FOR AMERICAN INDIAN..... | 91 |
| APPENDIX B: POWER ANALYSES FOR ASIAN AMERICAN.....  | 92 |

|   |     |
|---|-----|
| APPENDIX C: POWER ANALYSES FOR AFRICAN AMERICAN .....         | 93  |
| APPENDIX D: POWER ANALYSES FOR HISPANIC OR LATINO.....        | 94  |
| APPENDIX E: POWER ANALYSES FOR NATIVE HAWAIIAN.....           | 95  |
| APPENDIX F: POWER ANALYSES FOR TWO OR MORE RACES .....        | 96  |
| APPENDIX G: POWER ANALYSES FOR CAUCASIAN .....                | 97  |
| APPENDIX H: IRB APPROVAL LETTER.....                          | 98  |
| APPENDIX I: DATA REQUEST LETTER .....                         | 99  |
| APPENDIX J: DATA PERMISSION LETTER .....                      | 100 |
| APPENDIX K: A CROSSTABULATION ANALYSIS .....                  | 101 |
| APPENDIX L: PAIRWISE COMPARISONS OF DISSATISFACTION REASON .. | 102 |

**List of Figures**

|                |    |
|----------------|----|
| Figure 1 ..... | 1  |
| Figure 2 ..... | 9  |
| Figure 3 ..... | 38 |
| Figure 4 ..... | 51 |
| Figure 5 ..... | 52 |

**List of Tables**

|               |    |
|---------------|----|
| Table 1 ..... | 53 |
| Table 2 ..... | 54 |
| Table 3 ..... | 55 |
| Table 4 ..... | 56 |
| Table 5 ..... | 57 |
| Table 6 ..... | 59 |

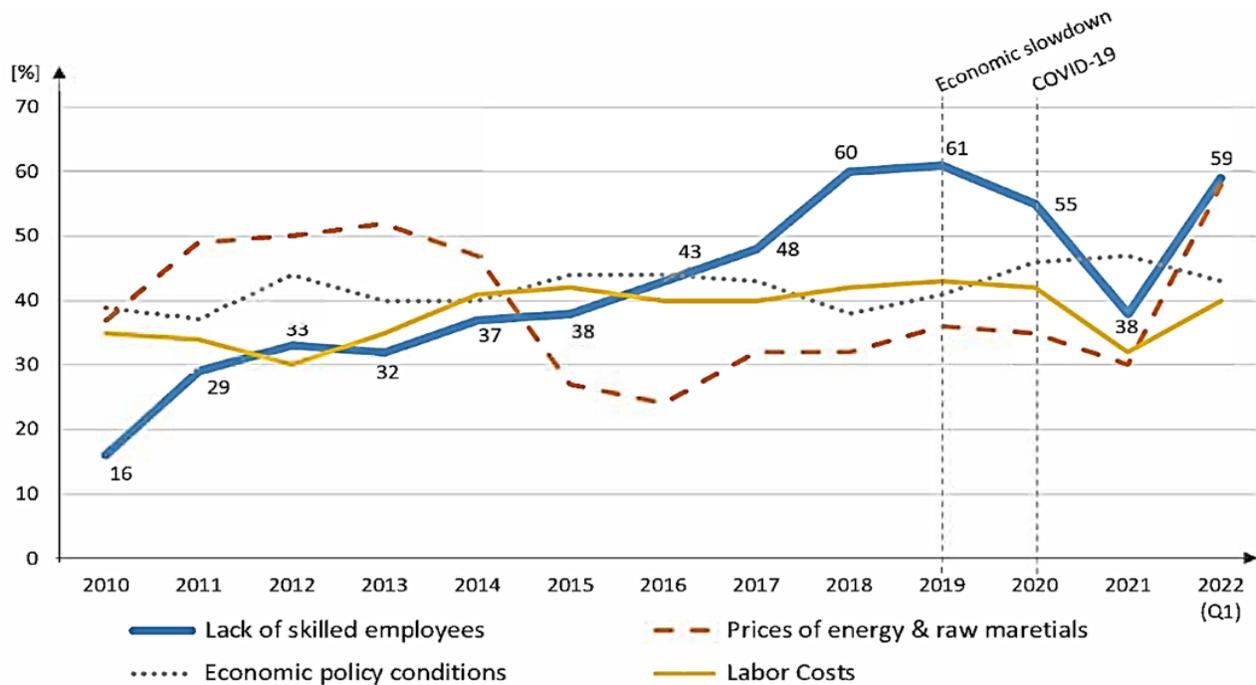
## CHAPTER 1: INTRODUCTION TO THE STUDY

### Introduction

Researchers have found a relationship between product quality and availability (Vallandingham et al., 2018). Businesses improved overall efficiency while ensuring customer satisfaction by providing timely and accurate inventory management. Inadequately staffed warehouses cause shortages and lengthy client wait times, eventually harming the brand's reputation. In addition, as shown in Figure 1, an economic slowdown influenced employee turnover. The COVID-19 pandemic generated an economic slowdown, and increased unemployment made it difficult for warehouses to recruit and retain qualified labor within the United States (Khalifa et al., 2021).

Figure 1

*Business Risks for the Overall Economy*



*Note.* Percentage of responses / Multiple choices are possible. Retrieved from Szajna & Kostrzewski (2022).

Warehouse employees' poor performance hinders an organizational competitive advantage, and employee turnover harms performance (Hom et al., 2017). Warehouse turnover was expensive due to recruiting, candidate selection, and training for new hires (Rubenstein et al., 2019). According to Miao et al. (2020), replacing an employee is expensive for any organization. Productivity losses caused by turnover can be considerable and cost companies \$300 million to \$600 million annually (Zeng et al., 2022).

As discussed above, COVID-19 decreased productivity and increased unemployment, making it complicated for warehouses to recruit and keep qualified workers (Khalifa et al., 2021). Organizations have suffered from lost productivity and are seeking a way to keep employees. Before considering the background, it was crucial to understand the considerable cost of turnover for the organization.

### **Background**

Employee dissatisfaction was a fundamental component of turnover within the warehouse environment (Kovacs et al., 2018). The primary aim of this study focused on the relationship between the employee race and reason for resignation within a warehouse environment. The study sought to determine whether these results differ between Caucasian American and Minority employees. Social exchange theory (Homans, 1958) was the theoretical framework within this study.

### **Benefits of Workplace Diversity**

Diversity in the workplace benefits employees in terms of restorative treatment (Beatty et al., 2019). Employees exposed to various perspectives and cultures will likely be innovative, and their overall productivity will be high (Barak & Yuan, 2021). Diverse workplaces are more resilient in economic downturns as they attract and keep a broader range of talent (Šimon et al.,

2021). Finally, businesses that promote workplace diversity may be better positioned to compete for top talent (Vaiman et al., 2012).

### **Business Case for Workplace Diversity**

For various reasons, businesses should embrace workplace diversity (Smulowitz et al., 2019). According to Paluch et al. (2017), the benefits of workplace diversity have become universally acknowledged. Workplace diversity creates a supportive, inclusive culture.

### **Managing a Diverse Workforce**

A diverse workforce offers several benefits to an organization. Various teams serve customers from different backgrounds more creatively than homogenous teams (Ali et al., 2022). Although managing a diverse workforce is challenging, several strategies can help (Schreier et al., 2019). One essential process was to create an inclusive environment where employees feel comfortable sharing their ideas (Barak & Yuan, 2021; Cooper et al., 2020). Managers should also know their biases and ensure they are not inadvertently discriminating against certain groups (Onyeador et al., 2021). Developing policies and procedures that support diversity and inclusion was essential.

### **Issues Facing Workplace Diversity**

Workplace diversity is a growing concern for employers as more people from diverse backgrounds enter the workforce (Chen et al., 2021; Flory et al., 2021). This has created challenges and opportunities for organizations and employees that want to be accommodated without favoring certain groups. However, to remain competitive, organizations must attract and retain a diverse workforce (Kemeny, 2012). However, many employers still do not accept diversity as a core value, and some are unwilling to change to promote diversity in their organizations (Rosenkranz et al., 2021).

## Biblical Perspective

The biblical perspective on how individuals ought to treat others emphasizes the commandment to love one's neighbor as oneself. This principle is found in both the Old and New Testaments of the Bible.

Leviticus 19:18 of the Old Testament states, "Thou shalt not avenge, nor bear any grudge against the children of thy people, but thou shalt love (אָהַבְתָּ) thy neighbor as thyself: I am the Lord" (*King James Bible*, 1769/2020). This commandment instructs individuals not to seek revenge or hold grudges against others but rather to love their neighbors as they love themselves. It emphasizes treating others with compassion and fairness, just as one desires.

In the New Testament, specifically in Matthew 22:39, the same principle is reiterated by Jesus: "Thou shalt love (Ἀγαπήσεις) thy neighbor as thyself" (*King James Bible*, 1769/2020). This statement occurs within a broader context where Jesus asked about the greatest commandment. He responds that the two greatest commandments are to love God with all one's heart, soul, and mind and to love (Ἀγαπήσεις) one's neighbor as oneself (Matthew 22:37-39).

This teaching underscores the significance of love, not only for God but also for fellow human beings. It encourages individuals to treat others with the same respect and decency they would want for themselves. It encourages humanity to foster an attitude of benevolence, forgiveness, and understanding toward their neighbors, seeking to create a just and harmonious society. It promotes a sense of empathy, compassion, and communal harmony. The above statement is supported by Romans 12:10, 1 Thessalonians 4:9, Hebrews 13:1, and 1 Peter 1:22. The above text is supported by a brotherly love (φιλαδελφία). Therefore, the biblical perspective provided a moral framework for humanity, emphasizing the importance of love and care in human relationships.

As discussed above, maintaining a diverse, healthy workforce in a global economy presents benefits and challenges. Now that a background summary has been provided, the focus moves to the problem statement within the study.

### **Problem Statement**

It was unknown whether and to what extent a connection exists between employee race, job satisfaction, and voluntary turnover within the warehouse environment. A study by Bolt et al. (2022) found that organizations reported over 70% turnovers within the last year. The percentage of employees who left their positions within their first month of employment was 17.42%. Numerous organizations report that finding competent employees with qualifications was challenging. Unqualified employees affect organizational culture (Sethi et al., 2021).

Job satisfaction has become a fundamental cause of employee turnover (Aho, 2020). The turnover rate was closely related to the experience, but job dissatisfaction is not the only reason an employee would otherwise leave. Organizational culture contributed to high turnover rates. Compared with happy employees, those unhappy at work are more likely to seek better opportunities elsewhere. The first step in the investigation was an accurate understanding of the factors contributing to turnover. These factors are extrinsic (payment) and intrinsic (position).

There are several gaps in the recent literature regarding employee turnover. First, many quantitative studies contain actual turnover data (Bolt et al., 2022). Although turnover intention was positively related to substantial revenue (Davidson et al., 2010), turnover intentions and actual turnover are separate concepts that depend on different predictor variables (Cohen et al., 2016). Second, many empirical studies on employee turnover exist, but few report the relationship between racial group and employee turnover (Hayes & Stazyk, 2019; Ingersoll et al., 2019). Finally, no studies have examined the relationship between the employee race and reason

for resignation within a warehouse environment. It was unclear if warehouse workers' race and job satisfaction influenced voluntary turnover. Following the overview of the problem statement above, there was a shift to the purpose of the study.

### **Purpose of the Study**

This quantitative study examined the relationship between the employee race and reason for resignation within a warehouse environment. This study sought to establish if race was a determinant of warehouse workers' discontent, leading to voluntary turnover. Voluntary turnover is when an employee gives notice to quit at a specific time (Froese et al., 2019; Zimmerman & Darnold, 2009).

### **Research Questions and Hypotheses**

#### **Research Question**

RQ1: Is there a significant difference in the percentage of employees who voluntarily resign based on the type of dissatisfaction?

RQ2: Is there a significant difference in the percentage of employees voluntarily resigning based on race?

#### **Hypotheses**

HA1: There is a significant difference in the percentage of employees voluntarily resigning based on reasons of dissatisfaction.

H01: There is no significant difference in the percentage of employees voluntarily resigning based on reasons of dissatisfaction.

HA2: There is a significant difference in reasons for dissatisfaction by race.

H02: There is no significant difference for reasons of dissatisfaction by race.

## **Assumptions and Limitations of the Study**

### **Assumptions**

This study assumed that employees were truthful during their exit interviews and that their reasons were sincere and objective. In addition, the study assumed that interviewees were not emotionally distressed or influenced, which could have affected their responses. It suggests that employees provide feedback without being influenced by negative emotions or external pressures.

Exit interviews are often used to learn from departing employees, but these assumptions may not always be genuine. Employees may be reluctant to voice their opinions or concerns during the exit interview. Employees may respond to avoid breaking relationships or protecting themselves. Therefore, employers can make exit interviews comfortable and confidential to address these limitations. Employers can emphasize anonymity and assure employees that their feedback is used positively. For more candid feedback, employers can use anonymous surveys or third-party interviews. Researchers can improve exit interview data reliability and validity by acknowledging potential limitations and taking steps to minimize bias within the research.

### **Limitations**

This study was limited since exit interviews were conducted at various times and locations. This could have had a direct effect on the experiment's results. Another limitation was that the exit interviews were conducted in person and online, which could directly affect the results. Participants were unaware that their data would be utilized for research. That could have influenced participant answers. The exit interviews were conducted within UPS warehouse facilities only. The facilities were in Oregon, Washington, Idaho, Montana, Wyoming, and

Alaska. Therefore, the location may pose a limitation when conducting research in another warehouse beyond the scope of this study.

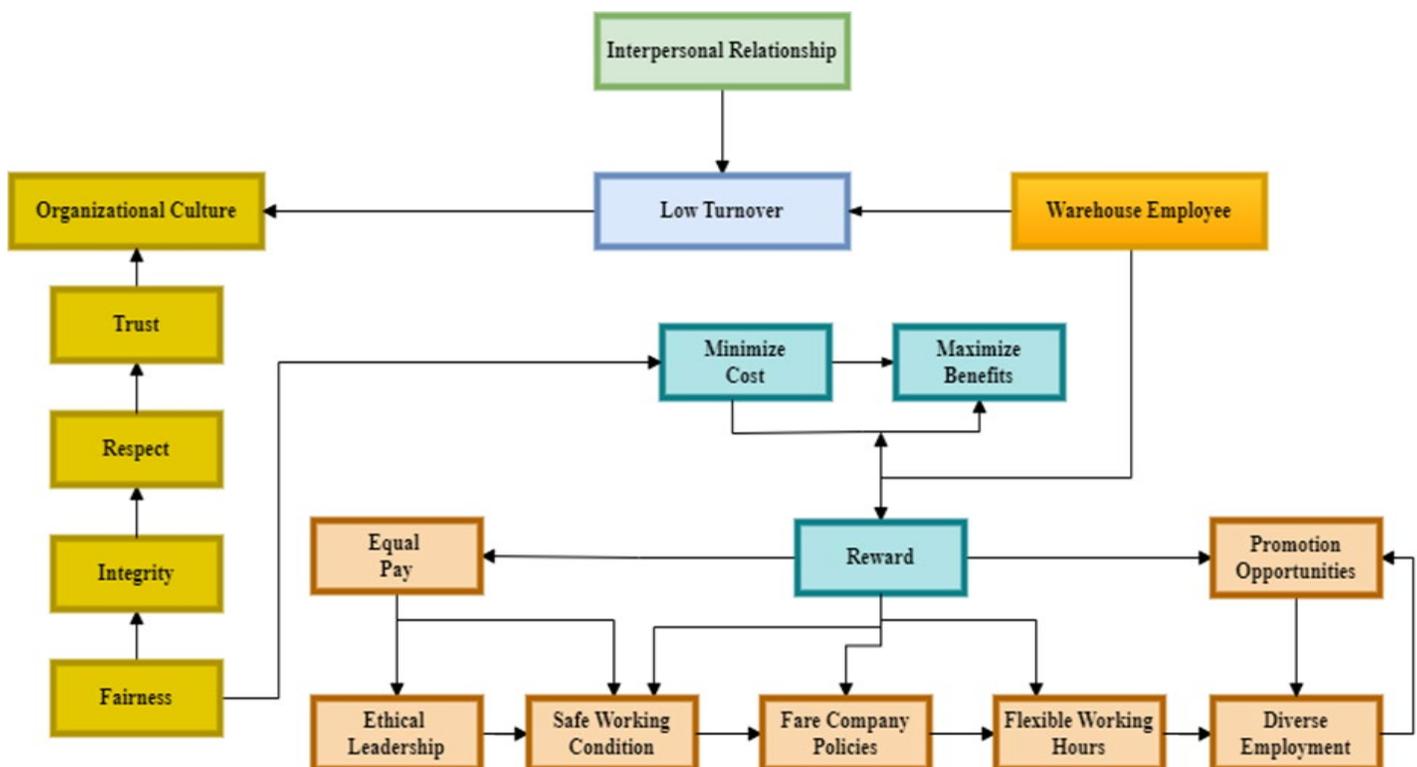
### **Theoretical Foundations of the Study**

The theoretical framework for this study was social exchange theory (Homans, 1958). Homans's (1983) social exchange theory asserts that all human relationships are transactional. For example, an organization's and its employees' relationship depends on equity exchanges (Cropanzano & Mitchell, 2016). The fundamental principle of social behavior is that individuals choose relationships that maximize benefits and minimize costs (O'Sullivan, 2000). Reward, cost, profit, and equity are the tenets that hold the social exchange theory together (Guo et al., 2020). The central tenets of social exchange theory support a more precise understanding of the relationship between employee turnover (Mora & Johnston, 2020). Does employee race affect how they view cost or rewards in a warehouse (Miller et al., 2018)? This research examines warehouse employee race and resignation reasons. According to Tsen et al. (2021), social exchange theory is used to comprehend dissatisfaction with working hours. Social exchange theory is used in many flexible employment arrangements. (Rogier & Padgett, 2004). Zhang et al. (2018) examined the relationship of social exchange theory to leadership. At the same time, Cropanzano et al. (2002) revealed the connection between social exchange theory and corporate policies. As a result, organizational commitment exemplifies the social exchange theory, where employees repay the company by working harder. Individuals create relationships with organizations to maximize the benefits they receive (Gawke et al., 2018). Individuals enter employment relationships for adequate compensation, various work opportunities for advancement, safe working conditions, company health policies, and flexible working conditions. The social exchange theory proposes that all social relationships are embedded within

an exchange framework. As a result, as shown in Figure 2, social exchange theory suggests that relationships are based on the influence of organizational culture within interpersonal interactions. A culture of trust, respect, honesty, and justice cost nothing but had a big impact on workers. As a result, the minimal cost should produce equal pay, ethical leadership, safe working conditions, fair company policies, flexible working hours, diverse employment, and promotion opportunities for its employees. The reward for the organization should be higher retention and lower turnover. As discussed above, the theoretical foundations of social exchange theory produce a healthy organizational culture. Before studying the terminologies, it was important to grasp how cost, reward, and benefits related to social exchange theory.

**Figure 2**

*Social Exchange Paradigm for Integrative Organizational Culture to Warehouse Employment*



*Note.* The above example shows the relationship between organizational culture and warehouse employment as outlined by a social exchange theory. Adapted by the author.

The biblical perspective for this study is rooted in Leviticus 19:18, which emphasizes loving one's neighbor as oneself (*King James Bible*, 1769/2020). This commandment instructs individuals not to seek revenge or hold grudges against others but rather to love their neighbors as they love themselves. It emphasizes treating others with compassion and fairness, just as one desires. The biblical perspective has a clear link to reducing employee turnover within the workplace.

### **Definition of Terms**

The following is a list of definitions of terms used in this study.

**African American** – African American is a term used to describe Americans of African ancestry. It is distinct from other ethnicities, such as Asian Americans and Caucasian Americans (McNeil & Landor, 2018).

**American Indian** – American Indian is a federal legal term that refers to individuals who are members of tribes in the United States (Pewewardy, 2002).

**Asian American** – Asian American is a term that refers to Americans of Asian ancestry. Examples include Chinese, Japanese, Indian, and Korean Americans (Rodriguez, 2018).

**Caucasian** – Caucasian is a term for people typically descended from Caucasian-speaking peoples native to western Asia and central Asia, who spread genetically and culturally around the world, initially appearing as Europeans (Korotayev et al., 2019).

**Employee turnover theory** – Employee turnover theory comprises models and explanations for what causes employees to leave their jobs voluntarily. The models examine the impact of job satisfaction and motivation, growth opportunities, wage level, working conditions, promotion opportunities, personal reasons, and work environment on the employee turnover rate (Hom et al., 2017).

**Hispanic or Latino** – Hispanic or Latino refers to a person whose ethnicity, ancestry, or culture is traced to Spain, Spanish-speaking Central or South America, or Spanish-speaking territories of the former Portuguese Empire (Ortiz, 2020).

**Human capital theory** – Human capital theory relates to investment in intellectual or physical potential. It also focuses on the role of human education, training, and experience in producing goods or services (Kryscynski et al., 2021).

**Job dissatisfaction** – Job dissatisfaction describes the discontent worker experiences in their work environment (Zhou & George, 2001).

**Job satisfaction** – Job satisfaction is a feeling of contentment or happiness with one's job (Fisher, 2010).

**Native Hawaiians** – Native Hawaiians are the Indigenous Polynesian inhabitants of the Hawaiian Islands or their descendants, currently numbered approximately 206,000. Native Hawaiians trace their origins back to the first Polynesian immigrants to Hawaii (McCubbin & Marsella, 2022).

**Race** – Race refers to a class of people with shared hereditary traits, similar physical appearance, and cultural similarities. The term is associated with identifying groups of humans based on visual observations, such as skin color and facial shape (Osanami & Suyemoto, 2022).

**Significant turnover** – Significant turnover is when employees leave and are replaced by others more often than expected (Okae, 2018).

**Social exchange theory** – Social exchange theory is a psychological theory describing how people conform to social norms to minimize costs and maximize the benefits of their relationships (Homans, 1983).

**The voluntary turnover model** – The voluntary turnover model is a theory of why workers voluntarily leave organizations. According to this theory, two factors predict voluntary turnover: reasons to stay and leave. Circumstances that keep an employee at an organization include benefits, promotions, and security, whereas inadequate pay, a lack of promotion opportunities, or an unsafe work environment would be reasons to leave (Froese et al., 2019; Zimmerman & Darnold, 2009).

**Turnover intention** – Turnover intention is when an employee wishes to leave their current position in a company (Podsakoff et al., 2007).

**Workplace diversity** – Workplace diversity is a set of factors that promote equal opportunities and treatment at work. These factors enhance an organization's efficiency, safety, and performance (Goswami & Kishor, 2018). With the critical terms now identified, the focus will shift to the significance of the study.

### **Significance of the Study**

Employee turnover is one of the most critical aspects of an organization. Replacing staff is costly, and training new employees takes time (Miao et al., 2020). Employee departures also reduce productivity (Wan et al., 2018). Numerous organizations have emphasized the significance of an employee turnover study in determining the efficacy of their recruitment and retention strategies.

Results from this study may inform practices implemented by employers seeking employee retention. The study addressed two research gaps: (a) actual turnover data and (b) examining the group's racial composition concerning employee turnover (Bolt et al., 2022). No research has been conducted with actual turnover data that examined the relationship between employee race and reason for resignation within a warehouse environment.

## Summary

The recent economic downturn and rising unemployment rates have forced warehouses to increase their efforts to hire and keep workers (Adamowicz, 2022). Diverse workforces result in more innovation and creativity, better customer service, and fewer disputes (Olusegun et al., 2018). The present research evaluated whether race predicts warehouse workers' discontent, resulting in voluntary turnover. Whereas a diverse workforce is managed in many ways, the most important aspect was creating an inclusive atmosphere where employees share ideas. The study examined exit interview data from a United States company to fill gaps, and a relationship research approach investigated the association between the reason for resignation within a warehouse environment and employee race. The subsequent chapter provides a literature review on employee turnover. The literature review will unveil the diverse dilemma concerning the link between employee race and reasons for warehouse resignation.

## CHAPTER 2: LITERATURE REVIEW

### Overview

A systematic literature review examined employee race as a related variable of dissatisfaction with a warehouse environment. The literature review was conducted with the lens of employment dissatisfaction in relationship to (a) pay, (b) leadership, (c) types of work, (d) promotion opportunities, (e) working conditions, (f) working hours, and (g) company policies. In addition, the literature review foundation was to comprehend the following parts of a warehouse: (a) positions; (b) employee's skill set; (c) benefits, and (d) challenges. The above review was fundamental before examining turnover.

The primary part of this literature review investigated the following (a) job satisfaction and turnover; and (b) organizational commitment and turnover. A sub-primary component of this literature review was analyzing racial differences in job satisfaction. In addition, the literature review encompasses the seven variables within this study. In addition, the literature view concentrated on the study population of warehouse workers: (a) Caucasian American, (b) African American, (c) Asian American, (d) Hispanic/Latino, (e) American Indian, and (f) Multiracial.

The employment turnover literature has the following research gaps. First, a few quantitative studies used actual turnover, preferring to use turnover intentions as a proxy for actual turnover (Haque et al., 2019; Richter et al., 2020). A result of the tendency is to cross-sectionally survey employed individuals. Although a positive relationship exists between turnover intention and actual turnover (Fukui et al., 2019), turnover intention and significant turnover are separate concepts and are consequently impacted by various predictor factors (Cohen et al., 2016). Second, many empirical studies on employee turnover exist, but few reported the relationship between racial group and employee turnover (Hayes & Stazyk, 2019;

Ingersoll et al., 2019). No research has examined the relationship between employee race and warehouse resignation.

### **Description of Research Strategy**

The Jerry Falwell online library at Liberty University was among the primary sources of information for reviewing literature. Peer-reviewed articles and academic journals were among the resources used to search for employee dissatisfaction and voluntary turnover from 2017 or later, using keywords. The top search terms included: turnover, intention, voluntary, satisfaction, social exchange theory, participation, and self-determination theory (SDT). A peer review of employee dissatisfaction and turnover in the past five years resulted in 6,000 articles. The following databases used during this literature review: EBSCO Host, ProQuest, Connected Paper, Semantic Scholar, and Research Rabbit. Among the terms and phrases used to perform the searches in the databases were (a) voluntary turnover, (b) intentional turnover, (c) ethnic-racial, (d) pay, (e) leadership, (f) treatment, (i) promotion opportunities, (j) working hours, (k) working conditions, and (l) company policies. Logos Bible software was also the primary source for discovering a biblical view of treatment, togetherness, and participation.

### **Review of Literature**

Warehouse employees are accountable for receiving, stowing, and transporting inventory (Delfanti, 2021). A wide variety of items are stored in warehouses to prevent loss and degradation. Products are typically stored in warehouses between when they are produced, sold, or delivered to customers. For storing goods, businesses, organizations, and governments maintain private warehouses at the national, state, and regional levels (Sodhi et al., 2021). The focus of warehouse management has shifted from cost reduction to creating value (Rejeb et al., 2019). In contrast, the role of the warehouse has changed from being a place to store inventory to

being a vital part of the supply chain (Best et al., 2022). As a result, warehouse management has become more complex and critical (Faber et al., 2018).

### **Warehouse Employment**

The job market was constantly evolving and changing (Jayachandran, 2021), and warehouse employment was in high demand (Allison et al., 2018). This results from the recent increase in online shopping (Millstein et al., 2022). Businesses need reliable workers to fill these positions. Warehouse employment was physically demanding, with good pay and benefits. Many warehouse positions are available, such as forklift operators, order pickers, administration, management, and general laborers.

Warehouse workers retrieve and process stock (Connolly, 2008). They assist workers in other occupations and employ both hand and power tools within their responsibility. They are vital in keeping businesses running smoothly but are often underappreciated.

Warehouse loaders operate as a team to ensure the efficient operation of all warehouse procedures. Material handlers used forklifts, packaging, and filing machines (Bartolini et al., 2019). In contrast, employees of the receiving department gain and process incoming and outgoing goods. Besides receiving and unloading deliveries, both positions restock shelves. The warehouse staff relies on the loaders to maintain inventory orders. They oversee the loading and unloading of delivery trucks, operate various machines, and monitor the stock levels in a warehouse. Receivers are given shipments upon arrival at a warehouse. The shipment was inspected, its details confirmed and stamped complete before processing the next shipment.

Receivers oversee unloading deliveries, inspecting packages for packing slips, noting container damage, and verifying order compliance (Faber et al., 2018). The shipping and receiving clerk prepare products, records shipping information, and verifies shipments to ensure

accuracy. They prepare items for shipment, inspect, and reject damaged items, keep inventory records, and unload shipments as needed.

Forklift drivers oversee moving goods around a warehouse (Halawa et al., 2020). They transport deliveries to designated storage areas and move items to the loading dock. Some forklift operators help with stock organization, machine maintenance, finding broken goods, reporting shortages, and stock tracking.

Warehouse management specialists ensure the facility runs smoothly (Ali & Kaur, 2021). They help with shipping, receiving packages, and inventory management. Warehouse specialists also prepare orders, pack goods for transport, and coordinate delivery pickups. The warehouse manager charges customers; hires and supervises employees; keeps financial records and budgets; monitors receiving, stocking, and shipping; and enforces warehouse regulations.

### **Warehouse Employment Skills**

Successful warehouse employees must possess interpersonal communication skills to communicate effectively with their supervisors, colleagues, and customers (Keller et al., 2020). Warehouse employment requires communicating in every way conceivable, including in person, over the phone, through email, and in written form. Effective warehouse employees need not be computer experts but must have a working knowledge of industry-standard technology. Employers often demand familiarity with Microsoft Word, Excel, and spreadsheets for skilled warehouse roles up to management. Many of the manual actions of warehouse employees guarantee the smooth flow of products (Abushaikha et al., 2018).

Warehouse employees must use critical thinking and problem-solving to make quick judgments (Turan et al., 2019). It was essential to make informed decisions while working in a warehouse setting (Plakas et al., 2020). All warehouse workers should be organized and able to

arrange supplies in order as directed by management. Accuracy at work will lead to fewer errors and, thus, a cost reduction (Plakas et al., 2020). Employees require flexibility, and employers will gain from increased efficiency and production (Hannola et al., 2018).

### **Warehouse Employment Benefits**

Working in a warehouse has numerous benefits (Wahab et al., 2021). Warehouse employment has become a booming industry that requires labor year-round (Kim, 2020), as warehouse work is essential because goods must be processed and shipped (Faber & Van de Velde, 2002). Therefore, warehouse employment was a good option for those with little or no work experience (Plakas et al., 2020). Employers seek soft skills such as communication, listening, teamwork, and flexibility (Lavender, 2019). After training, employees must be able to work independently for their employers since independent work enables the extended opening hours of warehouses.

### **Warehouse Employment Challenges**

Working in a warehouse is challenging (Lee et al., 2018). The initial obstacle was communication. A lack of communication was a significant obstacle within the warehouse environment (Faber et al., 2018) since effective communication increases efficiency (Osborne & Hammoud, 2017). If all parties involved in warehouse leadership were on the same page, there would be faster execution within the environment. Utilizing applications, software, and other tools, this was achieved. A second difficulty was managing time. A crucial factor in having procedures to fulfill and ship orders. Order fulfillment should not be so time-consuming that it costs an organization money. Effectively managing time helped eliminate inventory speculation. A third difficulty is meeting customer expectations. Customers expect faster shipping, flawless order accuracy, and exceptional customer service (Vakulenko et al., 2019). The ultimate obstacle

was packing optimization, so warehouses use a scanner or image capture on smartphones or tablets to count inventory and accelerate order picking (Maghazei et al., 2022).

### **Job Satisfaction and Dissatisfaction**

This section has analyzed the current research on turnover to develop a prediction model (Hoff et al., 2019). A preliminary investigation uncovered various perspectives on turnover. Turnover refers to the number of employees who leave an organization during a specified period (Gandy et al., 2018). Job dissatisfaction, lack of growth opportunities, and poor working conditions are possible causes of employee turnover (Hom et al., 2017). A high employee turnover rate is expensive to replace employees and causes a loss of productivity (De Winne et al., 2019).

Mobley's research (1977) connects job satisfaction and employee turnover as the basis for this literature review. For example, Hulin (1968) found a lack of job satisfaction to be a strong predictor of employee retention and turnover, negatively affecting organizational productivity and efficiency. Therefore, organizations should foster creativity, innovation, and collaboration to boost employee job satisfaction. Evidence suggests that improving employee satisfaction and job attitudes increases organizational commitment and performance. According to Griffin et al. (2010), when employees are satisfied with their jobs, they are more likely to feel a sense of personal accomplishment and be committed to their work. This heightened sense of responsibility leads to better outcomes, such as increased productivity and decreased absenteeism. In addition, research has indicated that positive workplace attitudes are associated with better job satisfaction, job performance, and stress levels.

Employee turnover has been a company concern for years (Lee et al., 2017). The most significant contributions have been made by those who have studied employee turnover and

prevention methods (Hom et al., 2017). Various factors contribute to employee turnover, including working conditions, compensation and benefits, work-life balance, and organizational culture. Employee dissatisfaction and lack of professional growth caused the majority of this turnover. In recent years, there has been an increase in employees voluntarily leaving their jobs.

### **Voluntary Turnover**

Organizations increase employee productivity by reducing voluntary turnover (Moon, 2017). Voluntary turnover may demotivate employees and reduce organizational innovation and creativity (Ucar et al., 2021). Employee dissatisfaction may cause voluntary turnover (Lee, 1988). For example, employees' dissatisfaction with their position or supervisor may be a critical factor in voluntary turnover (Jamal, 1990). Additional reasons for voluntary turnover include seeking new challenges, higher pay, or greater responsibility (Holston-Okae, 2018). As well as family or medical issues may cause people to leave their jobs voluntarily (Rasheed et al., 2018).

### **Job Satisfaction and Turnover**

Employees who are satisfied with their work have a more positive outlook on life (Ocen et al., 2017), and satisfied employees have low turnover (Lee et al., 2017). Maintaining employee satisfaction was key to reducing employee turnover (Agarwal & Sajid, 2017). Satisfaction and productivity lead to a positive work environment that encourages innovation and creativity (Ayala et al., 2017).

### **Organizational Commitment and Turnover**

According to Tabash et al. (2022), organizational commitment helps retain employees. Developing a clear vision and objectives, establishing employee connections, and offering advancement opportunities encourage employee commitment (Guest, 2017). Tepper (2000)

shows that workers who are devoted to their company are less likely to leave. Not only will they stay longer, but they will also be more productive (Donthu & Gustafsson, 2020).

### **Critical Findings in Employee Turnover Research**

Researchers have conducted several studies to reduce employee turnover and increase workforce productivity (Malek et al., 2018). Turnover is a significant component of an organization's success or failure (Mamun & Hasan, 2017) and shows dissatisfaction, low morale, and a lack of commitment (Pang & Lu, 2018).

Cho and Perry's (2012) work are critical to employee turnover literature. Their quantitative analysis investigated how motivation influenced employee attitudes. Intrinsically motivated employees exhibited a positive attitude and performance, regardless of the type of motivation they received. The researchers used turnover intention and employee satisfaction to measure employee attitudes. They also examined subjective reward expectations, orientation, and managerial credibility.

Cho and Perry (2012) discussed the three steps upon which their hypotheses are based. First, they examined the fundamental principles of the theory of self-determination. They then investigated three aspects of intrinsic motivation. They investigated the moderating relationships between intrinsic motivation, the three conditional factors, and the direct effect of intrinsic motivation on employee attitudes. According to this study, managers are more likely to achieve goals when led by reliable rather than unreliable leaders. Setting ambiguous goals may negatively impact managers' motivation and performance, leading to ambiguous behavior. Goal-directed leadership created an environment where employees realized their full potential. Research supports the idea that this enhanced sense of competence will increase intrinsic

motivation. However, the expectation of extrinsic rewards will probably weaken the bond because employees view external intervention as limiting their freedom of action.

According to Cho and Perry (2012), employee satisfaction and intention to leave should positively correlate with intrinsic motivation. The manager's credibility, the goal's orientation, and the anticipation of extrinsic rewards moderate the relationship between intrinsic motivation and attitudes. There was a correlation between intrinsic motivation, employee satisfaction, and change motivation. Several control variables explain the disposition within the study, and they assume a positive correlation between individual resources and happiness.

Cho and Perry (2012) also suggest measuring intrinsic motivation using three work meaning and purpose factors: ability, generosity, and integrity. A measure of external reward anticipation comprises four components that reflect the utility of external rewards.

According to Cho and Perry (2012), managerial trustworthiness was a helpful resource. As a result, they relate intrinsic motivation to satisfaction and intention to leave an organization. The correlation between motivation and contentment is strong when trustworthiness is high. Using SDT indicated the high levels of managerial trustworthiness and goal-directedness correlate with high levels of intrinsic motivation and employee satisfaction. To attract competent workers, organizations must emphasize both extrinsic and intrinsic rewards. They must promote intrinsic motivation to improve employee satisfaction and maintain a high retention rate.

Finally, Cho and Perry (2012) found that employed contentment correlates positively with intrinsic motivation. A similar strong relationship exists between managerial credibility and these attitudes. There was room for advancement in management credibility indicators. However, the results could not precisely specify measures by utilizing secondary data. In addition, reliance on a single data source constrained the research conducted. The study had a common-method

bias: the respondents' tendency to give consistent answers. Therefore, the researchers had to employ precise measures of trustworthiness.

In further investigations of motivation in the workplace, Malek et al. (2020) examined the relationship between performance, intrinsic motivation, and extrinsic rewards in the creation context of new products. This research team had some knowledge of how extrinsic rewards affect the teams' performance, but various gaps remain. Their study incorporated a cognitive and behavioral perspective on reward used and promoted reward-creativity research under key theoretical objectives. They classified three types of extrinsic rewards: monetary, recognition, and social. They subsequently hypothesized the effects of the three types of extrinsic rewards on intrinsic task motivation. Their report included 238 individuals from 64 high-tech companies who took part in two rounds of surveys to evaluate the framework. A multilevel structural equation modeling (MLSEM) analysis revealed a negative relationship between monetary rewards and intrinsic motivation, positively correlated with recognition and social rewards. Based on the findings, a complex product reduced the positive effects of social rewards and mitigated the adverse effects of financial rewards on intrinsic motivation. They positively influenced innovation and the quality of the final product through one's intrinsic motivation for the task. The study also discusses the managerial and theoretical implications.

Malek et al. (2020) found that relationships between managers and team members must be highly qualified for team tasks to succeed. They used cognitive evaluation theory within their research, which describes intrinsic motivation as relating to intrinsic rewards, such as pleasure or excitement. The social context in which workers perform an activity affects intrinsic motivation. They also examined behavioral theory, which states that extrinsic rewards can increase the value of behaviors. According to these researchers, different reward properties led to the reinforcement

of different behaviors, such as low-utility rewards, which stimulate autonomous goal setting and regulation in anticipation of future rewards. In addition, the researchers examined SDT. A fundamental component of SDT was a framework that distinguishes between intrinsic task motivation and internalizing extrinsic rewards. Completing a task that fits a particular context and satisfies three fundamental psychological needs is intrinsically motivating.

Malek et al. (2020) further examined financial rewards and recognition rewards. Because of its tangibility, money was a highly desirable reward (i.e., immediate and explicit). A monetary reward does not provide positive feedback or convey information about the effort behavior relationship. Financial incentives also do not convey management feedback or acknowledgment, so they do not affect the NPD team's feelings of competence or affiliation. Their research did not show that monetary incentives influence competence or relatedness. The perception of limited options diminishes feelings of independence. Intrinsic task motivation declines. In addition, they investigate acknowledged rewards with small outcome values, signaling that another reward may be forthcoming. Therefore, recognition rewards should increase intrinsic motivation toward the task. The administration provided positive feedback on task-related recognition rewards.

Malek et al. (2020) also analyzed measure development. They evaluated the constructs measured in their study using established scales. Many intrinsic rewards, such as financial, social, and recognition, are enjoyed. Team members asked how frequently their organization rewards members of NPD teams. Based on qualitative interviews, firms and teams used several methods to reward their teams. Developing a measure of social rewards based on team social events, such as team dinners, picnics, and gatherings, led to a more generalized item.

According to Malek et al. (2020), extrinsic rewards either harm or help intrinsic task motivation, which was the central puzzle resolved. Some external rewards are internalized and

become intrinsically motivating due to a theoretical framework. To contribute to this theoretical progress, the researchers attempted to establish a basic knowledge of how workgroups absorb extrinsic rewards. They illustrated the contextual boundary conditions in the study. The third contribution investigates intrinsic motivation concerning rewards and creative performance. They related creativity to both pro-social and intrinsic motivation. The level of intrinsic motivation for the task among group members determines the individual's sense of security in incorporating new ideas and information.

Miao et al.'s (2020) quantitative study explored whether external or internal motivation affects employee engagement or turnover intentions. They developed a model examining a pertinent research question concerning job characteristics, personal attitudes, and productivity outcomes. They designed their study to collect baseline data on extrinsic versus intrinsic motivation and job participation after a one-year comparison period. Comparing the results of the two stages revealed that each type of motivation influences engagement. Motivation determines a person's professional behavior from the beginning to the end of employment. According to many studies, extrinsic and intrinsic motivations positively influence employees' attitudes and behaviors. They consider changes in those variables before aiming to identify significant predictors of these changes later.

Since the end of the 19th century, many studies on workplace engagement have been published (Miao et al., 2020). These studies indicate that job satisfaction and engagement are closely related (Hulin, 1968). Managers and employees used engagement evaluations as part of their job resources to assess employee engagement. Positive feedback also increases motivation and performance.

According to Miao et al. (2020), the cognitive, social career theory serves as the theoretical foundation for studies conducted by other researchers. They created a formula to assess the association between social cognitive career theory (SCCT), new employee behavior, and turnover rate. Job resources can be an extrinsic motivator, as the JD-R model shows. Their research shows that intrinsic motivations matter in success because they satisfy human needs for autonomy, rationality, and competence. These motivational processes contribute to a sense of satisfaction and engagement at work (i.e., job satisfaction).

As a decision outcome, turnover intention plays a crucial role in SCCT. According to cognitive evaluation theory, extrinsic reward negatively affects intrinsic motivation (Miao et al., 2020). Kuvaas et al. (2017) published an empirical study comparing the impact of intrinsic and extrinsic motivation on turnover intention and found that positive correlations exist between extrinsic motivation and positive outcomes, whereas negative correlations exist between psychological distress and positive outcomes. Positive outcomes correlate negatively with intrinsic motivation, whereas adverse outcomes correlate positively. Their study used a quantitative research approach involving survey techniques for data collection and measurements. They used a two-stage data collection method with new Chinese employees adjusting to a new work environment. They gathered 569 questionnaires, with a 71.125% acceptance rate in the initial stage of their study. After completing the first period, they sent the same questionnaires to the first-period respondents for the second period. They reported 245 data samples after excluding 111 respondents from the analysis.

Miao et al. (2020) selected the independent variable of eight elements measuring intrinsic and extrinsic motivation based on the factor loadings constructed. They rated the responses to each element on a 7-point Likert-type scale. The moderating variable used a modified nine-item,

task-specific, self-reported measure to assess self-efficacy. However, their three-item turnover intention measure evaluated the intent to switch. Each item received a rating of seven out of ten on the Likert scale.

According to Miao et al. (2020), the KMO values for the Stage 1 factor were 0.750 for each correlation between variables, all of which support a well-fitting factor analysis. They input three other variables into the model for the second stage, and there were eigenvalues greater than 1 for all factors. They performed a simple linear regression analysis to test the hypotheses and determine whether intrinsic and extrinsic motivations (independent variables) predicted job engagement and turnover intentions (dependent variables). For example, the correlation analysis revealed how closely two continuous constructs were related. The control variables (sex, education, and age) were not associated with independent or dependent variables in either experiment phase. The study indicated that extrinsic motivation is negatively related to intrinsic motivation. In both stages of the survey, the results supported the hypothesis. However, the results of the first survey contradicted the hypothesis.

Miao et al. (2020) evaluated the moderating effect of feedback on participation and self-efficacy at work for internal and external motivations. They conducted measurements using a mean-centering method. The third level demonstrated feedback impacted internal and extrinsic motives, including turnover intent. Feedback moderated the direct effect of intrinsic motivation on turnover intention.

As researchers investigated the relationships between intrinsic motivation, extrinsic motivation, job participation, and turnover intentions (Miao et al., 2020), the innate drive was the biggest motivator for new employees. During that period, extrinsic motivation had a minimal

effect on job engagement. When the same experiment was performed a year later, researchers found that the effect of extrinsic incentives had risen.

Putra et al. (2017) conducted a quantitative study of extrinsic and intrinsic motivations to work in the hospitality industry. Until then, no studies have been conducted in the hospitality industry to determine the effects of extrinsic and intrinsic motivation on employee engagement. They found that engaged employees increased a company's productivity and competitiveness, while employers could cut costs and keep workers. Globally, approximately 14% of workers are fully engaged in their jobs. Employees with good job resources, such as feedback and social support, rewards, job security, job control, and supervisory support, were likelier to participate. The hospitality industry's high level of personal interaction between employees and customers requires service-oriented employees. However, a stigma exists within the hospitality industry attributed to unfavorable working conditions, such as low pay, long hours, few career opportunities, and a constant need for movement.

Examples of low pay, long hours, or few career opportunities can be extrinsic and intrinsic motivation factors (Locke & Schattke, 2019). Extrinsic and intrinsic motivation factors may be fundamental for comprehending employee turnover (Rezvani et al., 2017). Garg (2017) found that employees value a job more when it contains meaningful aspects. Extrinsic motivation is an incentive that originates from outside of the employee. Extrinsic motivation in the workplace is driven by an employee's desire to achieve outcomes. Motivating employees has become widespread in numerous workplaces (Manganelli et al., 2018).

Kerr and Heyns (2018) found that intrinsic factors, rather than external factors, motivate individuals. Interesting, challenging, and meaningful work for intrinsically motivated employees yields better results and higher levels of job satisfaction. Many studies have been done on

intrinsic motivation to increase employee motivation (Fischer et al., 2019). For example, working in the hospitality industry, particularly in fast-food restaurants, can be tedious, difficult, and devoid of purpose (Kirillova & Au, 2020). However, Adhi et al. (2013) wrote that internal factors could motivate employees to achieve physical, mental, and emotional goals.

Motivation crowding theory is based on the previously discussed extrinsic and intrinsic motivation theories (Kuvaas et al., 2017). Deci et al. (2001) found that money did not affect the inherent drive. In comparison, Putra et al. (2017) researched the changed model in relationship to motivation theories. They tested the effects of intrinsic and extrinsic motivations on all three dimensions of work engagement (vigor, dedication, and absorption). Each exogenous variable (intrinsic and extrinsic) was examined individually and subsequently combined to determine work participation. When extrinsic and intrinsic motivation were tested independently, they indicated that inherent motivation did not influence the dimensions of employee participation in the workplace, with a  $p$ -value of 14.5.

Engaging employees at work is an important concept that helps organizations perform better (Putra et al., 2017). Employees work better when they are engaged in their jobs. The researchers that used employees in the hospitality industry to test the motivation crowding theory found that intrinsic motivation motivates employees to improve their performance better than extrinsic motivation. The theory states that intrinsic motivation works best for complicated tasks that require higher cognitive skills today.

Conventional beliefs about external and internal motivation contribute to work engagement within the management literature (Raza et al., 2021). However, the researchers showed that extrinsic and intrinsic forms of motivation significantly correlated with all three dimensions of work in the small restaurant industry. The study revealed that external and internal

motivation elements could positively impact small businesses in the hospitality industry, such as restaurants. However, this study has some limitations. The study used a highly homogeneous sample to collect data from restaurants in a Midwestern town. The common method bias could have influenced the results since the self-report method was used.

Verma and Kesari (2020) studied the moral influence of employee turnover intentions. Moral influence is influencing a person to behave (Kaptein, 2019). Verma and Kesari (2020) wrote that keeping qualified personnel was key to an organization's success. Over time, human resources' value grows while other resources' value declines. Companies that want to reduce absenteeism and employee turnover must manage their human resources. High staff turnover has been a problem for human resource management and is firmly ingrained in various organizations' management procedures. Employees who leave a company also take the intangible knowledge they acquired there. To date, there has been little inclusive and organized work in the manufacturing sector, especially in the steel sector. In this industry, employers must do more to reduce employee turnover. Although the Indian steel industry has great potential, it must address the issue. In Western nations, it significantly correlated employee morale and the likelihood of employee turnover, according to earlier studies. A better understanding of how employee morale affects employees' intention to change will impact steel firms' management practices. The findings of this study are a continuation of earlier investigations.

Turnover is voluntary or involuntary, depending on why an employee leaves an organization (Verma & Kesari, 2020). On the one hand, deliberate turnover occurs when employees leave for personal reasons, such as compensation, benefits, the work environment, or dissatisfaction with one's job. Employees who are laid off or given severance pay experience involuntary turnover. Research shows that employee morale affects workplace turnover, and a

company's poor performance can seriously damage and threaten it. Morale was equivalent to enthusiasm, spirit, or zeal. Researchers have found that the factors that affect employee morale also influence turnover intentions, such as a supportive manager, supervisor, or coworker, and a chance to develop one's career. In addition, management support was crucial to excellent performance, job satisfaction, and quality commitment. They found a negative correlation between the aim to change position and the intention to change employment.

Verma and Kesari (2020) analyzed turnover intention and morale elements independently and together. Their research sought to fill a literature gap in the steel industry by proving this correlation. The study explored management and supervisor support, coworker support, and factors related to employee morale. They conducted the research in central India, regarded as the country's iron and steel production center. India's iron ore production was second. The researchers employed multistage nonprobability sampling, including purpose and convenience sampling strategies. Companies with 600 or more full-time employees were the only sample organizations included in the study. Also, respondents were asked to provide details about themselves and their workers, including age, sex, credentials, marital status, job change, pay, and length of service. The research team used multi-item assessment scales. The researchers analyzed the confirming factors to verify the validity of each latent construction in the measuring model. They measured sufficient elements using latent constructions and combined composite indicators based on their theoretical effect descriptions. They found it impossible to overestimate the importance of resources, such as management support, supervisor support, colleague support, reward, career progression, and workload. If work morale increased, the employee, the company, customers, and society would all be rewarded.

Yan et al. (2021) conducted the final study reviewed. They analyzed employee turnover intention psychologically in the hotel sector, where tourism is a significant driver of worldwide economic expansion and employment. Global service firms have experienced significant losses because of high turnover rates, which plague the hotel sector today. For example, they evaluated whether job attitudes (job satisfaction and organizational commitment) and position would be mediators of psychological capital and one's desire to leave a company. The researchers gathered information from 406 hotel employees in southwest China at four- and five-star establishments. The research team conducted a linked survey using a purpose-sampling technique. In addition, they used structural equation modeling to examine direct, mediating, and moderating impacts. They explained organizational commitment and work satisfaction related to turnover intention. One's attitude toward their job moderated the link between the intention to leave and the employment position.

According to Yan et al. (2021), human and social capital are significant psychological elements that include four crucial characteristics: hope, optimism, self-efficacy, and resilience. In the hotel sector, organizational commitment and work happiness have been popular topics for decades. In addition, they discovered positive correlations between resilience, work happiness, self-efficacy, and organizational commitment. Their research examined job attitudes and intentions to leave, and that organizational commitment is an emotional link that drives employees to remain with a business. Because of commitment, organizational performance improves, absenteeism decreases, and employee turnover falls. Job satisfaction corresponds to lower turnover.

According to Yan et al. (2021), contrary to the perception that management-level personnel have lower turnover rates than lower-level workers, the disparities are not as evident.

The researchers evaluated the hypotheses through a quantitative survey based on a complete literature study. They collected data using an online survey and purposeful sampling in four hotels with four-star customer service standards. The researchers asked participants to describe their experiences after completing the questionnaire. The study examined the relationship between organizational commitment, job satisfaction, and turnover intentions in the Chinese hotel industry (Yan et al., 2021). Job attitudes heavily influenced the resource theory paradigm.

In summary, turnover was one of the most significant determinants of an organization's success or failure. Cho and Perry (2012), Malek et al. (2020), Miao et al. (2020), Putra et al. (2017), Verma and Kesari (2020), and Yan et al. (2021) have all made significant contributions in their research to address employee turnover and methods to reverse the trend.

Racial differences, job satisfaction, and employee turnover should be considered. In recent years, there has been an increased focus on diversity in the workplace, and many organizations have committed to increasing the number of employees from underrepresented groups. One area studied was the relationship between race and job satisfaction. A growing body of evidence suggests that racial minorities are less satisfied with their jobs than Caucasian American employees (Greenhaus et al., 1990). This dissatisfaction leads to higher turnover rates among minority employees. The following section will examine racial differences in job satisfaction and employee turnover.

### **Racial Differences in Job Satisfaction**

The literature synopsis in this section analyzes racial differences in workplace dissatisfaction. It examines the existing research and studies investigating race or ethnicity's effect on employee job dissatisfaction. Numerous studies have investigated the relationship between race and employment satisfaction to identify potential disparities and comprehend the

underlying causes of these differences. These studies use surveys, interviews, and data analysis to understand how people of different races work.

Furthermore, the literature review summarizes key findings and observed trends from prior research. The literature review explained racial disparities in job satisfaction by looking at work environment, organizational culture, discrimination, representation, and opportunities. Furthermore, prior research had connected job dissatisfaction to well-being, productivity, and turnover as outlined within this literature review. Finally, the literature synopsis highlights research gaps and areas for further study on racial employee dissatisfaction.

### **Dissatisfaction with Pay**

African American and Hispanic warehouse workers are three times as likely as Caucasian American workers to resign over pay (Storer et al., 2020). These data imply that race may be associated with warehouse employees' decision to resign because of income, which might affect companies' ability to hire and keep talent. Underpayment refers to getting less compensation than one owed to their position, and workers will perceive themselves to be underpaid if they are not compensated enough for their tasks. According to Breza et al. (2018), employees who believe they are underpaid are dissatisfied. It was a severe problem in the United States because employees who are dissatisfied with their pay are more likely to quit the organization. Underpaying warehouse personnel was one of the top reasons for workplace dissatisfaction (Aho, 2020). Underpaid workers often spend more on basics, so besides rising housing, utility, and food prices, workers may experience stagnant income growth.

### **Dissatisfaction with Leadership**

Warehouse workers identifying as African American or Hispanic are likelier to want to quit than their Caucasian American colleagues (Doede, 2017). In one study, African American and Hispanic employees felt more unjustly treated than Caucasian-American coworkers by leadership (Roberts & Mayo, 2019).

Unhealthy leadership was a crucial cause of low productivity in the workplace (Milosevic et al., 2020). Ineffective leaders often give succinct performance reviews (Fischer et al., 2021). Some managers neglect to encourage their staff and impose instructions, resulting in lower employee productivity. However, it was crucial to have faith in your employees' abilities. Some managers do not micromanage but insist on completing tasks themselves (Huertas-Valdivia et al., 2019). Managers should educate staff on best practices and provide them with the opportunity to experience the satisfaction of attaining these objectives. Professionals seek authoritative leaders in uncertain times even more than usual (Dirani et al., 2020).

Warehouses need an efficient management team for planning, coordinating, supervising, and encouraging personnel to achieve peak performance (Garcia-Arca et al., 2018). The motivation of employees, planning, organization, and management are all managerial tasks (Whitley, 1989). Ineffective management was a crucial element as to why employees performed poorly. Poor leaders often offer minimal feedback on the performance of their team members, and inadequate leadership contributes to workgroup dissatisfaction.

### **Dissatisfaction with the Type of Work**

African American workers are more likely to be quite due to job dissatisfaction (Ingersoll et al., 2019). Another factor contributing to worker dissatisfaction is an absence of interest in one's job (Hammig, 2017). Most employees prefer demanding jobs (Spurk & Straub, 2020), and

boredom reduces workplace efficiency (Ji et al., 2021). Job discontent was another possibility. Workers become tired of doing repetitive duties, and workers not faced with obstacles or challenges lack the motivation to be productive (Mamun & Hasan, 2017).

### **Dissatisfaction with Lack of Promotion Opportunities**

Warehouse employees are often obliged to work long hours without promotion opportunities (Alimahomed-Wilson, 2019). A recent study found that race predicts an employee's intention to resign from a warehouse position because of dissatisfaction with the lack of promotion opportunities (Pandey et al., 2018). Workers of color are more likely to leave than Caucasian American employees because they perceive that progression chances are limited. Caucasian American workers are more likely to get promoted than African Americans (Steinbugler et al., 2006).

### **Dissatisfaction with Working Conditions**

Warehouse employees are often displeased with their working conditions, which leads to an intention to resign (Omotayo, 2017). Race predicts their intention to resign from a warehouse position because of dissatisfaction with work conditions. Hispanic workers are more likely to be dissatisfied than Caucasian-American or African American employees. These results imply that race may significantly influence an individual's satisfaction with their employment.

### **Dissatisfaction with Working Hours**

Unhappy warehouse employees may cause high turnover (Sainju et al., 2021). Employees need time off to refresh and return with new perspectives. According to Walton et al. (2020), an ordinary worker who does not take frequent breaks from their job may have several negative mental and physical consequences. The inability to take a vacation increases the likelihood of job weariness and lower productivity. These employees lose value and productivity. Employees

granted time off to unwind and enjoy themselves are more likely to return to work feeling refreshed and ready to confront the day's challenges. Providing considerable vacation time to employees ultimately helps the organization.

### **Dissatisfaction with Company Policies**

African American warehouse workers are likelier to abandon their positions because of unhappiness with business regulations (Frymer & Grumbach, 2021). There has been a rising level of discontent in recent times regarding the company's policies (Hirsch, 2021). Workers' feelings of being overworked and underpaid have contributed to this phenomenon (Judge et al., 2010).

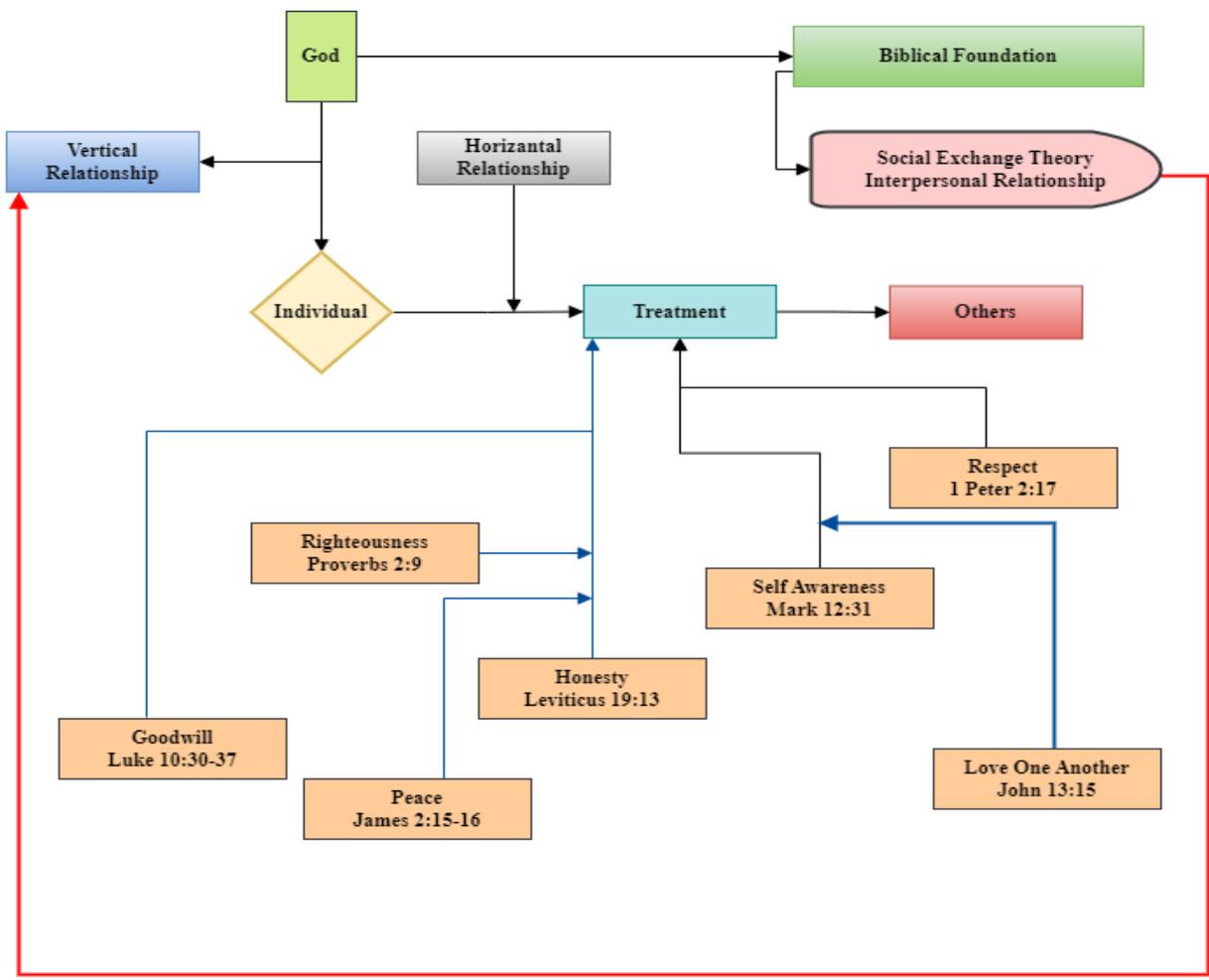
### **Biblical Foundations of the Study**

The Bible states individuals must love their neighbor as themselves (*King James Bible*, 1769/2017, Matthew 22:39). The Scriptures explain to be kind, compassionate, and forgiving, even to those who do not deserve it. For example, individuals should show love and goodwill toward others, regardless of their background or beliefs. Individuals should strive to live in a way that reflects Christ's example of charity and humility (Griffin et al., 2010). A biblical worldview places people at the center of everything individuals do. It guides us to consider how each person fits into the bigger picture and seek ways to treat them right.

The Scriptures would support that employee turnover diminished with love and goodwill toward others (*King James Bible*, 1769/2020, Luke 10:30-37). All humans are made in God's image and created with intrinsic value. These fundamental beliefs dictate that people should be treated with respect and dignity, regardless of their social class or position. As a result, as shown in Figure 3, Biblical principles, in conjunction with an interpersonal relationships paradigm, influence an organizational culture.

Figure 3

*Biblical Foundation Paradigm for Interpersonal Relationship.*



*Note.* The above example shows the relationship between Biblical principal and interpersonal relationships as outlined by a social exchange theory. Adapted by the author.

In addition, these beliefs mandate that people should have a fair opportunity to reach their full potential. Upholding these principles requires adherence to the Golden Rule, treating others as everyone would like to be treated, with justice and mercy. This biblical tenet supports the seven hypotheses presented in the study. First, “Thou shalt not defraud thy neighbor, neither rob him” (*King James Bible*, 1769/2020, Leviticus 19:13). Employers must pay their employees a

fair wage. Second, “Then shalt thou understand righteousness, and judgment, and equity; yea, every good path” (Proverbs 2:9). Those in positions of authority must always manage with an awareness of and commitment to righteousness and fairness. Third, “If a brother or sister is without clothing and food, and one of you tells them, ‘Depart in peace; be warmed and filled,’ what good is that?” (James 2:15-16). The leadership of an organization should always seek ways to advance employees in their careers.

### **Summary**

The literature review explored employee turnover. While scholars have viewed turnover differently over time, the reasons for turnover include job dissatisfaction, a lack of growth opportunities, and poor working conditions (Zhang et al., 2020). High employee turnover has financial and productivity implications for organizations, as they must replace and train new workers. In addition, the turnover rate indicates employer concerns about mistreatment or an unhealthy working environment.

Furthermore, the literature has revealed several gaps concerning employee turnover. First, a few quantitative studies contain actual turnover data (Bolt et al., 2022). Second, many empirical studies on employee turnover exist but address the relationship between the racial group and employee turnover (Hayes & Stazyk, 2019; Ingersoll et al., 2019). Finally, no research examines the relationship between employee race and reason for resignation within a warehouse environment.

Finally, Jesus asked about a moral principle concerning the treatment of others. Moral principles have often been referred to as the Golden Rule. The Bible states that individuals are to love their neighbor as themselves (*King James Bible*, 1769/2017, Mark 12:31). Many cultures and religions have followed the Golden Rule. It is affirmed as a proverb or declaration, which

may vary in wording but mean the same. The Golden Rule is attributed to Jesus Christ in Matthew 7:12. This statement stresses the importance of considering others' views and acting with kindness, empathy, and fairness. The Golden Rule asks individuals to consider how they wish to be treated in each circumstance. It fosters empathy, compassion, and reciprocity. Respect, dignity, and fairness help build harmonious relationships, foster understanding, and create a more compassionate society. Compassion within the ranks of employment could help reduce workplace turnover. The subsequent chapter provides a comprehensive synopsis of the research method.

## CHAPTER 3: RESEARCH METHOD

### Overview

Warehouse employee discontent drives turnover (Kovacs et al., 2018). This quantitative study examined the relationship, if any, between employee race and reason for resignation within a warehouse environment. The primary aim was to determine which racial group resigns at a higher rate than another and for what reason (Griffin et al., 2010). This chapter outlines the method, including research questions, hypothesis, research design, participants, study design, instruments with measurements, operationalization of variables, data analysis, delimitations, assumptions, and limitations.

### Research Questions and Hypotheses

#### Research Question

RQ1: Is there a significant difference in the percentage of employees who voluntarily resign based on the type of dissatisfaction?

RQ2: Is there a significant difference in the percentage of employees voluntarily resigning based on race?

#### Hypotheses

HA1: There is a significant difference in the percentage of employees voluntarily resigning based on reasons of dissatisfaction.

H01: There is no significant difference in the percentage of employees voluntarily resigning based on reasons of dissatisfaction.

HA2: There is a significant difference in reasons for dissatisfaction by race.

H02: There is no significant difference for reasons of dissatisfaction by race.

## Research Design

This study used a quantitative design suitable for cases where statistical conclusions are essential for collecting actionable information (Halvorson et al., 2022). A Kruskal-Wallis test was used since the study aimed to determine the relationship between employee race and their reasons for resigning from a warehouse position. The Kruskal-Wallis test was performed to test the hypothesis that there was a significant difference in the percentage of employees who voluntarily resigned based on the dissatisfaction type.

Pairwise comparison tests were used for statistically significant variations between dissatisfaction causes and employee race. A one-way ANOVA was prepared for both sets of hypotheses, assuming normality and equal variances. If this was not the case, nonparametric Kruskal-Wallis tests were utilized.

The numeric variable for the first set of hypotheses was the percentage reason for leaving, and the categorical variable was the reason for discontent; a one-way ANOVA was suitable, provided the assumptions of normality and equal variances were fulfilled. A nonparametric Kruskal-Wallis test was applied if the normality assumption was not fulfilled. The researcher used this test to compare the means of more than two groups and see whether there was a statistically significant difference.

For the second set of hypotheses, a one-way ANOVA was suitable, with the numeric variable being the percentage reason for resigning by race and the categorical variable being employee race, assuming normality and equal variances. A nonparametric Kruskal-Wallis test was employed if normality was broken. Finally, the researcher used paired comparison tests to see if statistically significant differences existed between the cause for discontent and employee race.

## Participants

According to Huff et al. (2018), it is crucial to understand why employees leave an organization. This insight might assist management in bringing about change within the corporate culture. This research design used exit interview data from warehouse workers who voluntarily resigned (Engel & Curran, 2016). This study's population comprised union and non-union warehouse employees within a warehouse environment. In this research, the independent variable included racial demographics. The demographics contain six ethnic groups:

(a) Caucasian American, (b) African American, (c) Asian American, (d) Hispanic/Latino, (e) American Indian, and (f) Multiracial.

All employees who leave the organization voluntarily or involuntarily had an exit interview performed by a professional Human Resource member. They collected exit interview data using both interviewing and surveying consistently. Only exit data from employees who voluntarily resigned should be included in this study.

The research comprised 5,502 exit interviews from 2017 to 2020. As a result, as shown in Figure 4, this research foundation sample consisted of the following: 2% ( $n=129$ ) of participants identified as American Indian, 4% ( $n=236$ ) as Asian American, 9% ( $n=504$ ) as African American, 13% ( $n=708$ ) as Hispanic or Latino, 3% ( $n=130$ ) as Native Hawaiian, 6% ( $n=320$ ) as belonging to two or more races, and 63% ( $n=3475$ ) as Caucasian.

The G\*Power 3.1 software was utilized to calculate the sample size (Erdfelder et al., 1996). The first sample size was American Indian ( $n = 129$ ) with an effect size of 0.3; an alpha level of 0.05 with a power of  $\beta=0.97$  (See Appendix A) attained. The second sample was Asian American ( $n = 236$ ) with an effect size of 0.3; an alpha level of 0.05 with a power of  $\beta=0.99$  (See Appendix B) attained. The third sample was African American ( $n = 504$ ) with an effect size

of 0.3; an alpha level of 0.10 with a power of  $\beta=0.99$  (See Appendix C) attained. The fourth sample was Hispanic or Latino ( $n = 708$ ) with an effect size of 0.3; an alpha level of 0.10 with a power of  $\beta=0.99$  (See Appendix D) attained. The fifth sample size was Native Hawaiian ( $n = 130$ ) with an effect size of 0.3; an alpha level of 0.05 with a power of  $\beta=0.97$  (See Appendix E) attained. The six-sample size was Two or More Races ( $n = 320$ ) with an effect size of 0.3; an alpha level of 0.05 with a power of  $\beta=0.99$  (See Appendix F) attained. The seven sample sizes were Caucasian ( $n = 3475$ ) with an effect size of 0.3; an alpha level of 0.05 with a power of  $\beta=1.00$  (See Appendix G) attained. Therefore, each sample within this research had a power value greater than 0.80, considered significant. The estimated sample size within this study is statistically significant and likely to detect the true relationship between variables.

### **Study Procedures**

This study used employees' exit interview data after receiving approval from Liberty University's Institutional Review Board (IRB) department. A copy of the Approval Letter (See Appendix H) has been recorded. Data was collected and recorded per a standardized United Parcel Service (UPS) Northwest District Human Resources department (NWDHR) procedure. The NWDHR department was responsible for the human capital of management and union employees within the following states: Oregon, Washington, Idaho, Montana, Wyoming, and Alaska.

Data was collected for this study through individual exit interviews from January 2017 to May 2020. The job classifications within the data sample were union positions as package loaders, air sorters, hub pickoff, and revenue recovery clerks. In addition, the data sample included employee hire date, separation reason, termination date, work location, race, and gender. This study only used race and separation reasons from exit interview data.

The following steps described the procedure for conducting an exit interview within the UPS Northwest District: (a) NWDHR would receive a daily report of employees who was voluntarily resigning from the organization; (b) NWDHR would schedule a time to meet with the employee via in-person or zoom to conduct an exit interview; (c) the departing employees voluntarily disclosed their reason for leaving to the NWDHR team.

The data sample included the following reasons for separation: (a) accepted another job, (b) casual employment, (c) childcare, (d) dissatisfied with not enough hours, (e) dissatisfied with company policies, (f) dissatisfied with pay, (g) dissatisfied with leadership, (h) dissatisfaction with lack of promotion opportunities, (i) dissatisfaction with the type of work, (j) dissatisfaction with working conditions, (k) health, (l) marriage, (m) return to school, (n) relocation, (o) no reason given, and (p) transportation problems. For this study, only dissatisfaction causes were utilized.

The NWDHR Senior Leadership has approved the employee's exit interview data for this study. The Data Request Letter (See Appendix I) and Permission Letter (See Appendix J) has been recorded. Employee's name and personal details were removed from the data sample, as noted in the permission letter.

### **Instrumentation and Measurement**

The NWDHR department collected 5,502 observations using the exit interview method, recording respondents' social demographic information and the reason for their resignation. A human resources supervisor started by asking the respondents about the job position they were holding, the hire date, and the termination date. The second section of the interview includes questions about participants' reasons for resigning, their location, the Equal Employment Opportunity (EEO) code, and race. The study used Excel software for data entry and SPSS

software for analysis with data cleaning. The Kruskal-Wallis test assessed the hypothesis that there was a significant difference in the percentage of employees who voluntarily resigned within a warehouse environment.

### **Operationalization of Variables**

The variables in this study included one dependent and six independent variables.

Description of the variables are:

#### **Dependent Variable**

**Voluntary Separation:** The dependent variable was a nominal variable that the exit interview requested participants to select the reason for their resignation from the company measured. The reason for separation was the dependent variable within the study. Voluntary reasons for leaving include employment dissatisfaction divided into seven categories: (a) pay, (b) leadership, (c) types of work, (d) promotion opportunities, (e) working conditions, (f) working hours, and (g) company policies.

#### **Independent Variable**

**Race:** The independent variables used in this study include racial characteristics. The study population comprises warehouse employees from six racial groups: (a) Caucasian American, (b) Black/African American, (c) Asian American, (d) Hispanic/Latino, (e) American Indian, and (f) Two or More Races.

### **Data Analysis**

A descriptive statistic is used to discover the connection between the variables in the data, to determine the distribution of the variables in the data, and to get an overall understanding of the data set.

This research's primary variables are categorical, so a frequency table or cross-tabulation was appropriate. Visualization data techniques, such as bar charts, will represent information that was easy for non-statisticians and individuals with little mathematical knowledge to comprehend. The primary variable of the study, namely the reason for the separation, was subdivided into binary variables, with each reason recorded as its variable. The researcher developed seven binary variables (dissatisfied with pay, dissatisfied with leadership, dissatisfied with the type of work, dissatisfied with working conditions, dissatisfied with working hours, dissatisfied with promotion opportunities, and dissatisfied with company policies) for this response variable. A Kruskal-Wallis test was the most appropriate assessment to determine if a relationship exists between the employee's race and why they resigned from their company.

### **Delimitations, Assumptions, and Limitations**

#### **Limitations**

This study was limited because exit interviews were conducted at various times and locations. A direct effect on the results of the experiment. Exit interviews were conducted both in-person and online, which could have directly impacted on the findings. Participants were unaware that their data would be used for research. Affected participant responses if employees knew their responses were used for research. In addition, the exit interviews took place in UPS

warehouse facilities. The locations of the facilities were Oregon, Washington, Idaho, Montana, Wyoming, and Alaska.

Consequently, the geographical location could be a limitation of the study. Finally, the exit interview allowed employees to cite a single reason for quitting, though they may have had multiple reasons not captured in the data sample.

### **Assumptions**

There are various components of the research that are assumed. This study assumed that employees were truthful during their exit interviews and that their reasons could be objective. Another assumption was that the employee was not distressed during the exit interview. Most companies conduct exit interviews to ensure employees are leaving voluntarily. In this interview, the company tries to determine the employee's causes for departing and any workplace issues. Finally, many organizations presume to know why an employee departed will reduce turnover.

### **Delimitations**

This study was limited to one organization and type of business model. The outcome would differ depending on whether the organization was a hospital or a hotel. The delimitations exist because of the restricted scope of the data sample.

### **Summary**

This quantitative study examined the relationship between the employee race and reason for resignation within a warehouse environment. This section outlined the method, including research questions, hypothesis, research design, participants, study design, instruments with measurements, operationalization of variables, data analysis, delimitations, assumptions, and limitations. Likewise, this section reviewed two hypotheses with the independent and dependent variables within the study. The independent variables include racial characteristics.

The study population was comprised of warehouse employees from the following six racial groups: (a) Caucasian American, (b) Black/African American, (c) Asian American, (d) Hispanic/Latino, (e) American Indian, and (f) Multiracial. The dependent variable selected why an employee may submit a reason for resignation from a warehouse environment. The reason for separation outlined under employment dissatisfaction is (a) pay, (b) leadership, (c) types of work, (d) opportunities for advancement, (e) working conditions, (f) working hours, and (g) company policies. The research data sample within this study was comprised of 5,502 exits interviews from a warehouse environment. The reason for the resignation timeline occurred between 2017 and 2020. Before examining results, it was necessary to address research topics, hypotheses, research designs, participants, study designs, measuring tools, operationalization of variables, data analysis, restrictions, and assumptions.

## CHAPTER 4: RESULTS

### Overview

This quantitative study sought to investigate the relationship between the reasons for employee resignation and the employee's race. The dataset was collected from exit interviews of warehouse employees who voluntarily resigned. The research focused on two primary elements obtained from the interviews. The research question was divided into two parts to examine the relationship between the reasons for resignation and the employee's race. First, is there a significant difference in the percentage of employees who voluntarily resign based on the type of dissatisfaction? Second, is there a significant difference in the percentage of employees voluntarily resigning based on race? The researcher formulated two hypotheses after creating new variables, such as the percentage of reasons for leaving and the percentage of reasons for leaving by race. First, there is a significant difference in the percentage of employees voluntarily resigning based on dissatisfaction. Second, there is a significant difference in reasons for dissatisfaction by race.

Pairwise comparison tests were performed for statistically significant differences between dissatisfaction reasons and employee race. A one-way ANOVA was planned for both hypotheses, provided normality and equal variances assumptions were met. If not, nonparametric Kruskal-Wallis tests are used. For the first set of hypotheses, the numeric variable was the percentage reason for leaving, and the categorical variable was the dissatisfaction reason; a one-way ANOVA was appropriate if the assumption of normality and equal variances were met. A nonparametric Kruskal-Wallis test is used if the normality assumption is not met. This test allowed the researcher to compare the means of more than two groups and determine whether there was a statistically significant difference. A one-way ANOVA was appropriate for the

second set of hypotheses, where the numeric variable was the percent reason for leaving by race, and the categorical variable was employee race, assuming normality and equal variances. If normality is violated, a nonparametric Kruskal-Wallis test is used. Finally, the researcher performed pairwise comparison tests to find statistically significant differences between dissatisfaction reason and employee race.

### Descriptive Results

As shown in Figure 4, the sample consisted of 5502 employees, including participants who cited dissatisfaction with promotion opportunities (n=1302), participants who attributed their resignation to dissatisfaction with company policies (n=17), participants who reported dissatisfaction with work hours (n=318); participants who identified dissatisfaction with leadership as their reason for leaving (n=19); participants who mentioned dissatisfaction with pay (n=50); participants who expressed dissatisfaction with the type of work (n=3,767); and finally, participants who pointed to dissatisfaction with work conditions as their reason for resignation ( n=29).

**Figure 4**

*Dissatisfied Resignation Reason*

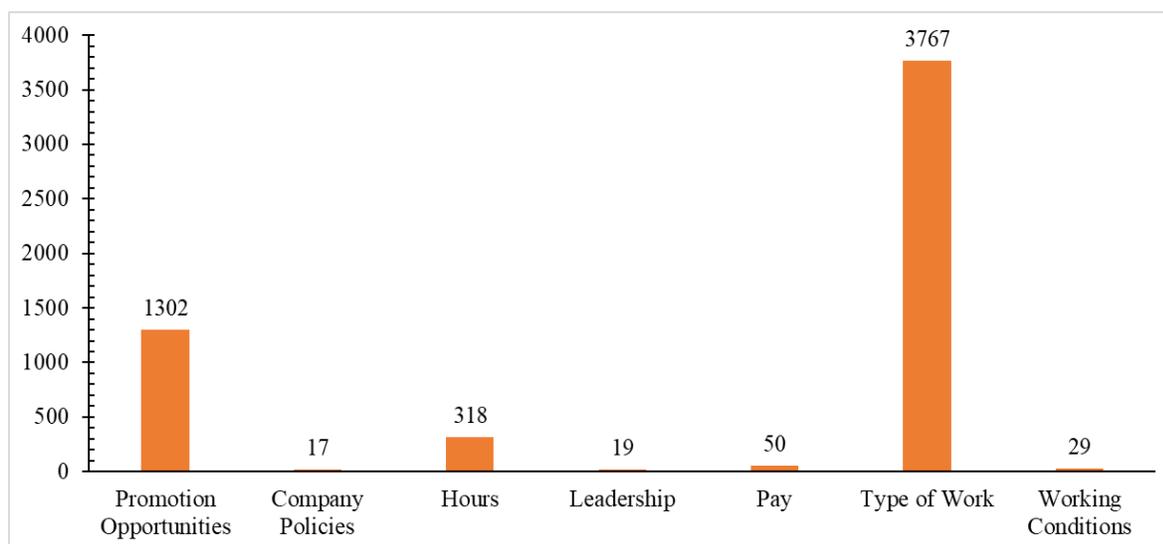
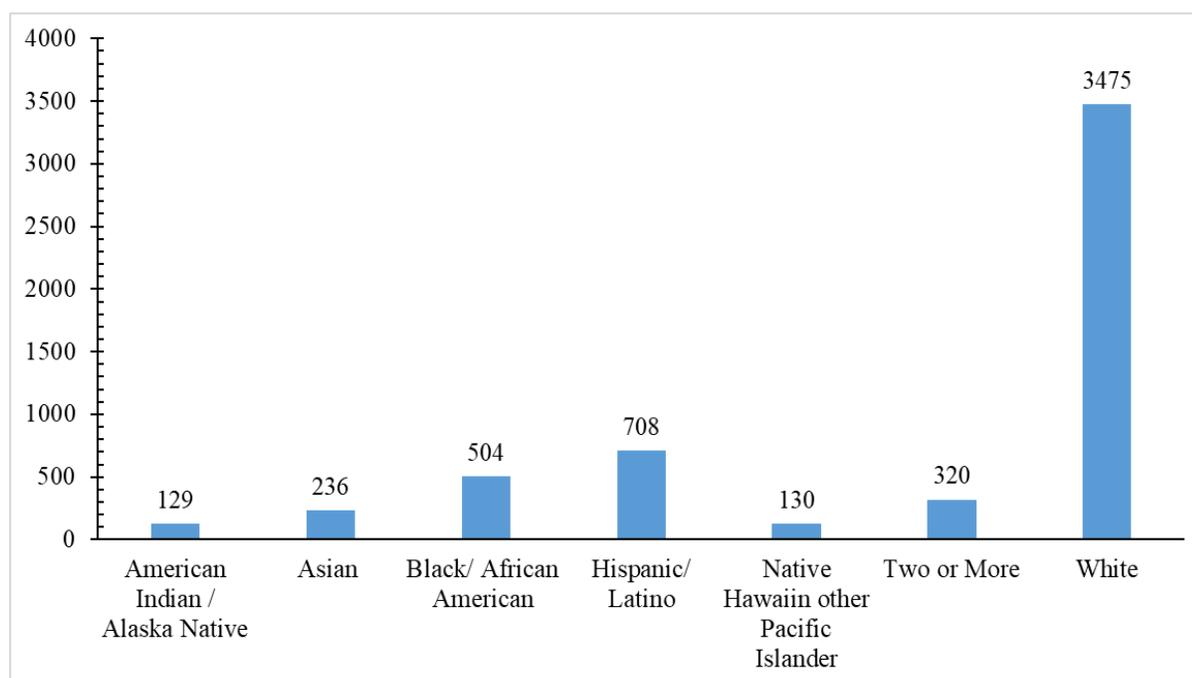


Figure 5 shows that the sample consisted of 5502 employees, including American Indian (n=129), Alaska Native (n=236), Black/African American (n=504), Hispanic/Latino (n=708), Native Hawaiians or Other Pacific Islander (n=130), Two or More (n=320), and Caucasian American (n=3475) employees.

**Figure 5**

*Employee's Race*



From Table 1, A crosstabulation analysis (See Appendix K) was conducted to explore the relationship between race and reasons for job dissatisfaction. The sample consisted of 5502 employees, including American Indian (n=129), Asian (n=236), Black/African American (n=504), Hispanic/Latino (n=708), Native Hawaiians or Other Pacific Islander (n=130), Two or More (n=320), and Caucasian American (n=3475) employees. The results indicate that Caucasian American employees reported the highest levels of dissatisfaction with work conditions (n=2390), followed by dissatisfaction with promotion opportunities (n=835) and with hours (n=182). In contrast, Black or African American employees reported the highest

dissatisfaction with the type of Work (n=332) and promotion opportunities (n=126). The second highest (n = 1302) employee's reason for resignation was dissatisfaction with promotion opportunities; most of the employee's race was Caucasian American (n=835). These findings suggest that job dissatisfaction varies across different racial groups and highlight the importance of addressing these disparities in the workplace.

From Table 2, the mean percentage of "Reason for Leaving" is 0.14, indicating that, on average, 14% of employees provided a reason for leaving. The mean percentage of "Reason for Leaving by Race" was slightly higher at 0.16, suggesting that, on average, a slightly higher proportion of employees from different racial groups provided a reason for leaving.

The median value for "Reason for Leaving" was 0.01, indicating that 50% of employees reported leaving without providing any specific reason. The median percentage for "Reason for Leaving by Race" was higher at 0.14, which indicates that 50% of employees from different racial groups reported leaving without giving any specific reason.

The standard deviation of "Reason for Leaving" was 0.24, which suggests a considerable variation in the percentage of employees providing a reason for leaving. On the other hand, the standard deviation for "Reason for Leaving by Race" was 0.17, indicating less variability in the proportion of employees from different racial groups providing a reason for leaving. The minimum value of both variables was 0, indicating that some organizations had no employees who provided reasons for leaving. The maximum value of "Reason for Leaving" was 0.78, suggesting that some organizations had many employees who provided reasons for leaving. Similarly, the maximum value of "Reason for Leaving by Race" was 0.90, indicating that some organizations had many employees from different racial groups who provided reasons for leaving.

Overall, the descriptive statistics of the two variables suggest variability in the percentage of employees providing a reason for leaving, with a slightly higher proportion of employees from different racial groups providing reasons for leaving.

**Table 2**

*Descriptive Statistics of New Variables*

|                | Percent Reason for Leaving | Percent Reason for Leaving by Race |
|----------------|----------------------------|------------------------------------|
| Mean           | .14                        | .16                                |
| Median         | .01                        | .14                                |
| Std. Deviation | .24                        | .17                                |
| Minimum        | .00                        | .00                                |
| Maximum        | .78                        | .90                                |

**Study Findings**

The research aimed to test two hypotheses related to the percentage reason for leaving and percentage reason for leaving by race variables concerning two categorical variables: dissatisfaction and employee race. Initially, a one-way ANOVA was planned to compare these categories' means, assuming the normality assumption was met.

Table 3 tested the normality of two categorical variables, "Percent Reason for Leaving" and "Percent Reason for Leaving by Race," using the Kolmogorov-Smirnov and Shapiro-Wilk tests. For "Percent Reason for Leaving," the Kolmogorov-Smirnov test result was ( $D = 0.295$ ,  $df = 49$ ,  $p\text{-value} < 0.001$ ), while the Shapiro-Wilk test statistic was ( $W = 0.625$ ,  $df = 49$ ,  $p\text{-value} < 0.001$ ). For "Percent Reason for Leaving by Race," the Kolmogorov-Smirnov test statistic was ( $D = 0.228$ ,  $df = 49$ ,  $p\text{-value} < 0.001$ ), while the Shapiro-Wilk test statistic was ( $W = 0.762$ ,  $df = 49$ ,  $p\text{-value} < 0.001$ ). These results suggest that both variables are not normally distributed, and non-parametric tests may be more appropriate for data analysis.

**Table 3***Tests of Normality*

|                                    | Kolmogorov-Smirnov <sup>a</sup> |    |       | Shapiro-Wilk |    |       |
|------------------------------------|---------------------------------|----|-------|--------------|----|-------|
|                                    | Statistic                       | df | Sig.  | Statistic    | df | Sig.  |
| Percent Reason for Leaving         | .295                            | 49 | <.001 | .625         | 49 | <.001 |
| Percent Reason for Leaving by Race | .228                            | 49 | <.001 | .762         | 49 | <.001 |

a. Lilliefors Significance Correction

Table 4 presents the results of the Kruskal-Wallis test for the variables "Percent Reason for Leaving" and "Dissatisfaction Reason."

The Kruskal-Wallis test was performed, and the result was given as ( $n=49$ ,  $H = 40.25$ ,  $df = 6$ ,  $p < 0.001$ ), indicating that there was a statistically significant difference in the median ranks of "Percent Reason for Leaving" and "Dissatisfaction Reason" across the different groups compared.

Overall, the results of the Kruskal-Wallis test suggest a significant difference in the median ranks of "Percent Reason for Leaving" and "Dissatisfaction Reason" across the different groups, and posthoc tests are required to determine which groups differ significantly from each other,  $t(6) = 40.265$ ,  $p < .001$ ). The results rejected the null hypothesis, finding a significant difference in the percentage of employees voluntarily resigning based on dissatisfaction.

**Table 4***Kruskal-Wallis Test for Percent Reason for Leaving and Dissatisfaction Reason*

|                                |                     |
|--------------------------------|---------------------|
| Total N                        | 49                  |
| Test Statistic                 | 40.265 <sup>a</sup> |
| Degree Of Freedom              | 6                   |
| Asymptotic Sig. (2-sided test) | <.001               |

a. The test statistic is adjusted for ties.

In order to identify which specific pairs of dissatisfaction reasons were significantly different from one another, a pairwise comparison of dissatisfaction reasons was performed, as shown in Table 5 (See Appendix L). The results of the pairwise comparison of dissatisfaction reasons were analyzed at  $\alpha = .050$ . The significance values were adjusted by the Bonferroni correction for multiple tests. The results indicate significant differences between Leadership (M = 0.01) - Promotion Opportunities (M = 2.11), Leadership (M = 0.01) - Type of Work (M = 7.02), Company Policies (M = 0.02) - Hours (M = 0.67), Company Policies (M = 0.02) - Promotion Opportunities (M = 2.11), Company Policies (M = 0.02) - Type of Work (M = 7.02), Pay (M = 0.06) - Hours (M = 0.67), Pay (M = 0.06) - Promotion Opportunities (M = 2.11), Pay (M = 0.06) - Type of Work (M = 7.02), Work Conditions (M = 0.07) - Promotion Opportunities (M = 2.11) and Work Conditions (M = 0.07) - Type of Work (M = 7.02) indicating that there was a statistically significant median difference in the percent reason for leaving between these pairs of dissatisfaction. Suggests that these specific factors may contribute to the decision to leave the company.

This analysis revealed significant differences in dissatisfaction among employees depending on the dissatisfaction reason (e.g., leadership, company policies, pay, work conditions, hours, promotion opportunities, and type of work). No significant median differences were found between the remaining reasons for dissatisfaction. These findings suggest that specific aspects of the work environment may significantly impact employee dissatisfaction more than others, highlighting the importance of addressing these areas to improve overall job satisfaction.

Table 6 presents the results of the Kruskal-Wallis test for the variables "Percent Reason for Leaving by Race" and "Employee Races."

The Kruskal-Wallis test was performed, and the result was given as ( $n=49$ ,  $H = 4.412$ ,  $df = 6$ ,  $p = .621$ ), indicating that there was no statistically significant difference in the median ranks of "Percent Reason for Leaving by Race" and "Employee Races" across the different groups compared. The results failed to reject the null hypothesis finding that there was no significant difference for reasons of dissatisfaction by race.

Overall, the Kruskal-Wallis test results suggest no significant difference in the median ranks of "Percent Reason for Leaving by Race" and "Employee Races" across the different groups, and post hoc tests are not required since there are no significant differences.

**Table 6**

*Kruskal-Wallis Test for Percent Reason for Leaving by Race and Employee Races*

|                                |                    |
|--------------------------------|--------------------|
| Total N                        | 49                 |
| Test Statistic                 | 4.412 <sup>a</sup> |
| Degree Of Freedom              | 6                  |
| Asymptotic Sig. (2-sided test) | .621               |

a. The test statistic was adjusted for ties.

### Summary

The researcher conducted two Kruskal-Wallis tests to examine the differences in median ranks of various factors related to employee dissatisfaction and reasons for leaving the company ( $n=49$ ). In the first test, there was a statistically significant difference in the median ranks of "Percent Reason for Leaving" and "Dissatisfaction Reason" across groups, leading to the rejection of the null hypothesis  $H_0$  and the acceptance of the alternative hypothesis  $H_A$  (e.g., leadership, company policies, pay, work conditions, hours, promotion opportunities, and type of work). Post-hoc tests identified significant differences between specific pairs (Leadership-

Promotion Opportunities ( $h = 2.827$ ,  $p = .005$ ), Leadership-Type of Work ( $h = -4.673$ ,  $p < .001$ ), Company Policies-Hours ( $h = -2.421$ ,  $p = .015$ ), Company Policies-Promotion Opportunities ( $h = -3.345$ ,  $p < .001$ ), Company Policies-Type of Work ( $h = -4.268$ ,  $p < .001$ ), Pay-Hours ( $h = 2.139$ ,  $p = .032$ ), Pay-Promotion Opportunities ( $h = -3.062$ ,  $p = .002$ ), Pay-Type of Work ( $h = -3.985$ ,  $p < .001$ ), Work Conditions-Promotion Opportunities ( $h = 2.770$ ,  $p = .006$ ) and Work Conditions-Type of Work ( $h = 3.693$ ,  $p < .001$ ) of dissatisfaction reasons.

In the second test, no statistically significant difference was found in the median ranks of "Percent Reason for Leaving by Race" and "Employee Races" across groups ( $h = 4.412$ ,  $df = 6$ ,  $p = .621$ ), leading to the acceptance of the null hypothesis H02 and the rejection of the alternative hypothesis HA2. The next chapter will discuss the findings with recommendations for future research.

## CHAPTER 5: DISCUSSION

### Overview

Disruptions in the supply chain are to blame for the higher employee turnover in the warehousing industry. These disruptions have decreased efficiency and increased costs. This study aimed to examine the relationship between employee race and the reason for warehouse resignation. This study's empirical analysis made it possible to test the dependent variable of voluntary separation and the independent variable of race. Additionally, this study explored the connection between the six racial groups (a) Caucasian American, (b) Black/African American, (c) Asian American, (d) Hispanic/Latino, (e) American Indian, and (f) Two or More Races and their effects on seven categories: pay, leadership, types of work, promotion opportunities, working conditions, working hours, and company policies within a warehouse environment.

### Summary of Findings

This study examined the relationship between race and resignation decisions for warehouse employees. The Kruskal-Wallis test revealed a significant difference in the median percent reason for leaving based on dissatisfaction reason (e.g., leadership, promotion opportunities, company policies, pay, and work conditions), indicating these factors were essential contributors to employee turnover (Best et al., 2022). A pairwise comparison of dissatisfaction reasons was performed to identify which specific pairs were significantly different. The results showed that these specific factors might significantly contribute to the decision to leave the company. However, the test results showed no significant difference in the median percent reason for leaving by race, suggesting race was not a significant factor in employee turnover. A closer examination of the data revealed a significant difference between employee race and resignation reasons (Halawa et al., 2020). Resignations were highest among

Caucasian American (63%) and Asian (56%), followed by Black (52%), Hispanic/Latino (49%), and Native Hawaiian/Other Pacific Islander (26%) employees. The study's findings underscore the importance of addressing specific factors influencing employee turnover to improve retention (Griffin et al., 2010; Jayachandran et al., 2021).

### **Discussion of Findings**

This research aimed to examine the relationship between race and resignation decisions for warehouse employees. The study's findings regarding the connection between race and warehouse employees' decisions to quit were inconsistent with existing literature. Recent research has identified a significant association between an employee's race and their propensity to quit their job (Doede, 2017; Ingersoll et al., 2019). Frymer & Grumbach (2021) suggests that racial or ethnic minorities may face challenges that lead to higher turnover rates. However, this study found that race did not significantly affect warehouse worker resignations, whereas the reason was significant for all ethnic groups.

For example, the data set came from interviews with warehouse workers who quit independently. The interviews led the researchers to focus on two main points. The research question was split into two parts to study the relationship between the employee's race and the reason for leaving.

### **Resignation by Dissatisfaction**

The first research hypothesis wanted to know if there was a significance in the number of employees who quit voluntarily based on the type of dissatisfaction. As discussed in Chapter 2, employee turnover can be caused by job dissatisfaction, lack of room for growth, and bad working conditions (Hom et al., 2017). Mobley's (1977) research parallels job satisfaction and employee turnover. Hulin (1968) found that job dissatisfaction strongly predicts employee

retention and turnover, which lowers organizational productivity and efficiency. When satisfied with their jobs, employees are more likely to feel a sense of accomplishment and be dedicated to their work (Griffin et al., 2010). Whereas an employee's dissatisfaction with their position or employer may be the reason they leave alone (Jamal, 1990). Other reasons people leave their jobs alone include wanting new challenges, more money, or greater responsibility (Holston-Okae, 2018; Rasheed et al., 2018). However, the findings of this research discovered a significant difference in the percentage of employees who voluntarily resigned based on the dissatisfaction type across all racial groups. In addition, the findings indicate that employees, regardless of race, would resign due to dissatisfaction with the type of work, the lack of opportunities for advancement, and the working hours.

### **Resignation by Race**

The second research hypothesis wanted to know if there is a significant difference in the percentage of employees voluntarily resigning based on race. As discussed in Chapter 2, employees in warehouse environments who identify as African American or Hispanic are more likely to want to leave their jobs than their colleagues who identify as Caucasian Americans (Doede, 2017). In another study, leadership mistreated African American and Hispanic employees more than Caucasian-American colleagues (Roberts & Mayo, 2019). Consequently, discontentment makes Hispanic and African American employees more likely to leave their jobs (Ingersoll et al., 2019). Dissatisfied warehouse employees often want to quit (Omotayo, 2017). Race predicts their warehouse resignation due to work conditions. Hispanic employees are more dissatisfied than Caucasian-American or African American employees. Business policies make African American warehouse employees more likely to quit (Frymer & Grumbach, 2021). However, the findings of this research determined no significant difference for reasons of

dissatisfaction by race. Furthermore, the findings indicate that race may not be a significant factor in employee dissatisfaction leading to job resignation. This finding implies that employees of different races experience comparable levels of job dissatisfaction and that other factors, such as job characteristics, workplace culture, or personal circumstances, may play a larger role in their decision to leave a position.

### **Biblical Perspective on Findings**

This study established the biblical principle of loving one's neighbor as oneself. Leviticus 19:18 of the Old Testament states, "Thou shalt not avenge, nor bear any grudge against the children of thy people, but thou shalt love (לְרֵעִי) thy neighbor as thyself: I am the Lord" (*King James Bible*, 1769/2020). This commandment instructs individuals not to seek revenge against their neighbors and to love their neighbors as they love themselves. It is based on the idea that people should be treated fairly and with kindness, just as one would want to be treated. The study outlines this level of fair and compassionate treatment as the golden rule. Jesus reaffirms this idea throughout the New Testament (Matthew 22:39).

Applying the golden rule in the workplace can positively impact employee turnover. The golden rule, which suggests treating others as you would like, emphasizes fairness, empathy, and respect in employee interactions. For various reasons, prioritizing employee well-being and happiness may boost morale and minimize turnover. For example, the workplace would have present increased job satisfaction; improved employee engagement; enhanced commitment, and positive organizational culture (*King James Bible*, 1769/2020, Romans 12:10; 1 Thessalonians 4:9; Hebrews 13:1 and 1 Peter 1:22). Finally, by applying the golden rule, employers can create a workplace where employees feel valued, respected, and motivated, which, in turn, can positively impact employee turnover by reducing dissatisfaction and increasing retention.

## Implications

The implications of the findings for theory and practice are significant. The paramount importance was differences in resignation reasons between different races or ethnicities. Therefore, it was essential to understand the difference between employees' resignation decisions based on race or ethnicity. The implications of the findings used in psychological practice, human resource management, and any consulting services available.

The implications of the finding for research practice are significant because they contribute to understanding why employees resign and how their causes can be addressed. Furthermore, this study contributes to understanding how employees make resignation decisions and how human resources representatives use these findings in their services. The implications can be used by any human resources department that deals with staff who quit their jobs (Kryscynski et al., 2021).

The implications for theological practice are also significant. The primary significance was that it might be more fruitful for Christian employers to have a more servant leadership style with all employees. This study found that Christian employers must practice servant leadership regardless of employee race or ethnicity. The implications for the church and organizational leadership are significant because they contribute to understanding how employees resign from their jobs and how resignation causes can be addressed (Cohen et al., 2016). The implications for church and organizational leaders can help churches plan for what it will take to retain their staff members through counseling and training. In this way, the results of this study can help churches plan and provide appropriate responses to issues regarding employee resignation. It was significant that this study contributes to understanding the causes and effects of employee

resignation decisions by race/ethnicity (Ingersoll et al., 2019). This understanding can help organizations decrease their turnover rate, which was a costly issue in terms of recruitment costs.

### **Limitations**

The researcher excluded warehouse workers who resigned for reasons other than job conditions. In addition, only one organization was observed within the study. Additionally, it was observed that most employees who resigned were males (Frymer & Grumbach, 2021). Hence, the female employees represented in the study may differ from male employees regarding their resignation decisions.

The researcher conducted this study by examining warehouse staff resignations and aggregating them to determine their causes (McCubbin & Marsella, 2009). The researcher made assumptions about the resignation decisions of employees based on his consulting and staff-related experience. The researcher assumed that all non-management staff members might have similar reasons for resigning (Fischer et al., 2021). The researcher assumed that employees of different races or ethnicities who participated in the analysis resigned for similar reasons. Consequently, it was understandable that some individuals may have resigned for a variety of reasons that were not necessarily related to their current working conditions.

### **Theoretical Finding**

This study's theoretical findings indicate whether race affects an employee's resignation decision. The hypotheses were tested twice to determine if a significant difference in the percentage exists between voluntary resignations based on the type of dissatisfaction and race (Kirillova & Au 2020). In testing the two theories, it was found that for the warehouse employees within the study (H1), there was no statistically significant difference between employees' reasons for resignation and their races (Pandey et al., 2018). H2 was supported because the

result shows no significant difference between employee reason for resignation and employee race. The results showed a direct relationship between an individual's race and the reason for warehouse resignation within the warehouse environment. This study provides relevant information about whether an individual race plays a role in influencing their decision to resign from their current job.

### **Recommendations for Future Research**

This study recommends that future research studies examine why employees resign. Future studies should describe and analyze each employee's resignation decision. Future studies should use a large sample of resigned employees and distinguish between those who left due to poor working conditions and those who did not (Beatty et al., 2019).

Second, the researcher recommends that future studies examine whether employees have the exact reasons for resigning in different industries. The researcher recommends that future studies also determine whether employees in similar industries have various reasons for leaving (Bartolini et al., 2019). Church managers may give different reasons for firing staff members due to poor working conditions than managers in other industries (Barak & Yuan, 2021). The researcher recommends that future research studies address this issue because race, ethnicity, and job type may force organizations to take more complicated approaches to resignation decisions if these differences cannot be accounted (Chen et al., 2021).

Third, the researcher recommends that future studies examine whether employees who had resigned from their jobs because of poor working conditions were more likely to be of different races or ethnicities than those who had left for other reasons. In other words, it would be interesting to know whether certain races or ethnicities were more prone to resign from their jobs due to poor working conditions. An important issue for organizations with employees

resigning (Aho, 2020). Organizations must understand why certain races and ethnicities have higher resignation rates especially when operating in a diverse environment for a long time.

Fourth, this study raises important questions about why there are differences in employee resignation decisions based on race and ethnicity and how to deal with them. This study also raises questions regarding how organizations should communicate to their staff members regarding resignation and job conditions (Doede et al., 2017). Organizations with a non-traditional workforce and a workforce composed of employees from different races or ethnicities may have to provide employees with more precise guidance concerning resignation decisions (Adamowicz, 2022). All employees should receive organized information about the resignation process and individualized training on their options.

### **Summary**

Supply chain disruptions have boosted warehousing employee turnover. Race and warehouse resignations were examined in this study. The problem statement examined how race affects warehouse resignations. This quantitative study examined race and warehouse employee resignation factors. Between 2017 and 2020, UPS Northwest District Human Resources (NWDHR) departure interviews collected data from 5,502 warehouse workers. The sample had 24.54% women and 75.46% men of various races. This study investigated race and voluntary separation using empirical analysis that effected six racial groups (a) Caucasian American, (b) Black/African American, (c) Asian American, (d) Hispanic/Latino, (e) American Indian, and (f) Biracial on seven categories: pay, leadership, types of work, promotion opportunities, working conditions, working hours, and company policies in a warehouse environment.

Exit interview data was analyzed using the Kruskal-Wallis test to analyze race and resignation reasons. The first hypothesis examined whether dissatisfaction type affected the

number of employees who resigned voluntarily. This study found that discontent type had a significant impact on the proportion of employees who voluntarily resigned across all ethnic groups. In addition, the study reveals that employees, regardless of race, would be due to dissatisfaction with their jobs, hours, and advancement opportunities. The second hypothesis examined whether race influences the voluntary resignation rates of employees. This research revealed no ethnic differences in dissatisfied levels. In addition, ethnicity may not play a role in employee dissatisfaction and resignation. This suggests that employees of all races are dissatisfied with their jobs and that job characteristics, company culture, and personal circumstances may impact their decision to resign.

Lastly, by utilizing actual turnover data, this research study filled a gap in recent literature. In addition, this study contributes to our understanding of the relationship between racial groups and employee turnover. As stated, this is the first study to examine the relationship between the employee race and turnover reasons in a warehouse setting. The findings have important implications for theory and practice. The differences in resignation reasons between races or ethnicities were of the utmost importance. Consequently, it was crucial to distinguish between employees' resignation decisions based on race and ethnicity. This information can be used to develop targeted interventions aimed at reducing employee turnover and increasing retention within a warehouse environment.

## References

- Abdul Rahman, Noorul Shaiful Fitri, Karim, N. H., Md Hanafiah, R., Abdul Hamid, S., & Mohammed, A. (2023). Decision analysis of warehouse productivity performance indicators to enhance logistics operational efficiency. *International Journal of Productivity and Performance Management*, 72(4), 962-985.  
<https://doi.org/10.1108/IJPPM-06-2021-0373>
- Abushaikha, I., Salhie, L., & Towers, N. (2018). Improving distribution and business performance through lean warehousing. *International Journal of Retail & Distribution Management*, 46(8), 780-800. <https://doi.org/10.1108/IJRDM-03-2018-0059>
- Adamowicz, M. (2022). COVID-19 pandemic as a change factor in the labor market in Poland. *Sustainability (Basel, Switzerland)*, 14(15), 9197. <https://doi.org/10.3390/su14159197>
- Adhi, S., Hardienata, S., & Sunaryo, W. (2013). The effect of organizational culture, transformational leadership, and work motivation toward teacher performance. *Indian Journal of Positive Psychology*, 4(4), 537.
- Agarwal, P., & Sajid, S. M. (2017). A study of job satisfaction, organizational commitment, and turnover intention among public and private sector employees. *Journal of Management Research*, 17(3), 123-136.
- Aho, O. W. (2020). The link between job satisfaction and the intent to leave among casino employees. *Journal of Human Resources in Hospitality & Tourism*, 19(4), 417-442.  
<https://doi.org/10.1080/15332845.2020.1763756>
- Ali, A., Ali, S. M., & Xue, X. (2022). Motivational approach to team service performance: Role of participative leadership and team-inclusive climate. *Journal of Hospitality and Tourism Management*, 52, 75-85. <https://doi.org/10.1016/j.jhtm.2022.06.005>

- Ali, S. S., & Kaur, R. (2021). Effectiveness of corporate social responsibility (CSR) in implementation of social sustainability in warehousing of developing countries: A hybrid approach. *Journal of Cleaner Production*, 324, 129154. <https://doi.org/10.1016/j.jclepro.2021.129154>
- Alimahomed-Wilson, J. (2019). Unfree shipping: The racialization of logistics labor. *Work, Organisation, Labour & Globalisation*, 13(1), 96-113.
- Allison, J. E., Herrera, J. S., Struna, J., & Reese, E. (2018). The matrix of exploitation and temporary employment: Earnings inequality among inland southern California's blue-collar warehouse workers. *Journal of Labor and Society*, 21(4), 533-560. <https://doi.org/10.1111/lands.12366>
- Ayala, Y., Peiró Silla, J. M., Tordera, N., Lorente, L., & Yeves, J. (2017). Job satisfaction and innovative performance in young Spanish employees: Testing new patterns in the happy-productive worker Thesis—A discriminant study. *Journal of Happiness Studies*, 18(5), 1377-1401. <https://doi.org/10.1007/s10902-016-9778-1>
- Barak, M., & Yuan, S. (2021). A cultural perspective to project-based learning and the cultivation of innovative thinking. *Thinking Skills and Creativity*, 39, 100766. <https://doi.org/10.1016/j.tsc.2020.100766>
- Bartolini, M., Bottani, E., & Grosse, E. H. (2019). Green warehousing: Systematic literature review and bibliometric analysis. *Journal of Cleaner Production*, 226, 242-258. <https://doi.org/10.1016/j.jclepro.2019.04.055>

- Beatty, J. E., Baldrige, D. C., Boehm, S. A., Kulkarni, M., & Colella, A. J. (2019). On the treatment of persons with disabilities in organizations: A review and research agenda. *Human Resource Management, 58*(2), 119-137. <https://doi.org/10.1002/hrm.21940>
- Best, J., Glock, C. H., Grosse, E. H., Rekik, Y., & Syntetos, A. (2022). On the causes of positive inventory discrepancies in retail stores. *International Journal of Physical Distribution & Logistics Management, 52*(5/6), 414-430. <https://doi.org/10.1108/IJPDLM-07-2021-0291>
- Bolt, E. E. T., Winterton, J., & Cafferkey, K. (2022). A century of labor turnover research: A systematic literature review. *International Journal of Management Reviews: IJMR, 24*(4), 555-576. <https://doi.org/10.1111/ijmr.12294>
- Breza, E., Kaur, S., & Shamdasani, Y. (2018). The morale effects of pay inequality. *The Quarterly Journal of Economics, 133*(2), 611-663. <https://doi.org/10.1093/qje/qjx041>
- Chen, X., Zhu, L., Liu, C., Chen, C., Liu, J., & Huo, D. (2021). Workplace diversity in the asia-pacific region: A review of literature and directions for future research. *Asia Pacific Journal of Management, https://doi.org/10.1007/s10490-021-09794-6*
- Cho, Y. J., & Perry, J. L. (2012). Intrinsic motivation and employee attitudes. *Review of Public Personnel Administration, 32*(4), 382-406. <https://doi.org/10.1177/0734371X11421495>
- Cohen, G., Blake, R. S., & Goodman, D. (2016). Does turnover intention matter? Evaluating the usefulness of turnover intention rate as a predictor of actual turnover rate. *Review of Public Personnel Administration, 36*(3), 240-263. <https://doi.org/10.1177/0734371X15581850>
- Connolly, C. (2008). Warehouse management technologies. *Sensor Review, 28*(2), 108-114. <https://doi.org/10.1108/02602280810856660>

- Cooper, K. M., Auerbach, A. J. J., Bader, J. D., Beadles-Bohling, A. S., Brashears, J. A., Cline, E., Eddy, S. L., Elliott, D. B., Farley, E., Fuselier, L., Heinz, H. M., Irving, M., Josek, T., Lane, A. K., Lo, S. M., Maloy, J., Nugent, M., Offerdahl, E., Palacios-Moreno, J., . . . Brownell, S. E. (2020). Fourteen recommendations to create a more inclusive environment for LGBTQ+ individuals in academic biology. *CBE Life Sciences Education, 19*(3), es6-es6. <https://doi.org/10.1187/cbe.20-04-0062>
- Cropanzano, R., Prehar, C. A., & Chen, P. Y. (2002). Using social exchange theory to distinguish procedural from interactional justice. *Group & Organization Management, 27*(3), 324-351. <https://doi.org/10.1177/1059601102027003002>
- Davidson, M. C. G., Timo, N., & Wang, Y. (2010). How much does labour turnover cost? A case study of Australian four- and five-star hotels. *International Journal of Contemporary Hospitality Management, 22*(4), 451-466. <https://doi.org/10.1108/09596111011042686>
- Deci, E. L., Koestner, R., & Ryan, R. M. (2001). Extrinsic rewards and intrinsic motivation in education: Reconsidered once again. *Review of Educational Research, 71*(1), 1-27. <https://doi.org/10.3102/00346543071001001>
- Delfanti, A. (2021). Machinic dispossession and augmented despotism: Digital work in an amazon warehouse. *New Media & Society, 23*(1), 39-55. <https://doi.org/10.1177/1461444819891613>
- De Winne, S., Marescaux, E., Sels, L., Van Beveren, I., & Vanormelingen, S. (2019). The impact of employee turnover and turnover volatility on labor productivity: A flexible non-linear approach. *International Journal of Human Resource Management, 30*(21), 3049-3079. <https://doi.org/10.1080/09585192.2018.1449129>

- Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R. C., Gunasekara, N., Ibrahim, G., & Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: A response to covid-19 pandemic. *Human Resource Development International*, 23(4), 380-394. <https://doi.org/10.1080/13678868.2020.1780078>
- Doede, M. (2017). Race as a predictor of job satisfaction and turnover in US nurses. *Journal of Nursing Management*, 25(3), 207-214. <https://doi.org/10.1111/jonm.12460>
- Donthu, N., & Gustafsson, A. (2020). Effects of COVID-19 on business and research. *Journal of Business Research*, 117, 284-289. <https://doi.org/10.1016/j.jbusres.2020.06.008>
- Engel, M., & Curran, F. C. (2016). Toward understanding principals' hiring practices. *Journal of Educational Administration*, 54(2), 173-190. <https://doi.org/10.1108/JEA-04-2014-0049>
- Faber, N., De Koster, R. B. M., & Smidts, A. (2018). Survival of the fittest: The impact of fit between warehouse management structure and warehouse context on warehouse performance. *International Journal of Production Research*, 56(1-2), 120-139. <https://doi.org/10.1080/00207543.2017.1395489>
- Faber, N., De Koster, R., & Van de Velde, S. L. (2002). Linking warehouse complexity to warehouse planning and control structure. *International Journal of Physical Distribution & Logistics Management*, 32(5), 381-395. <https://doi.org/10.1108/09600030210434161>
- Faul, F., Erdfelder, E., Lang, A. G., & Buchner, A. (2007). G\* Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior research methods*, 39(2), 175-191.
- Fischer, C., Malycha, C. P., & Schafmann, E. (2019). The influence of intrinsic motivation and synergistic extrinsic motivators on creativity

- and innovation. *Frontiers in Psychology*, *10*, 137-137.  
<https://doi.org/10.3389/fpsyg.2019.00137>
- Fisher, C. D. (2010). Happiness at work. *International Journal of Management Reviews: IJMR*, *12*(4), 384-412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>
- Fischer, T., Tian, A. W., Lee, A., & Hughes, D. J. (2021). Abusive supervision: A systematic review and fundamental rethink. *The Leadership Quarterly*, *32*(6), 101540.  
<https://doi.org/10.1016/j.leaqua.2021.101540>
- Flory, J. A., Leibbrandt, A., Rott, C., & Stoddard, O. (2021). Increasing workplace diversity: Evidence from a recruiting experiment at a fortune 500 company. *The Journal of Human Resources*, *56*(1), 73-92. <https://doi.org/10.3368/jhr.56.1.0518-9489R1>
- Froese, F. J., Peltokorpi, V., Varma, A., & Hitotsuyanagi-Hansel, A. (2019). Merit-based rewards, job satisfaction and voluntary turnover: Moderating effects of employee demographic characteristics. *British Journal of Management*, *30*(3), 610-623.  
<https://doi.org/10.1111/1467-8551.12283>
- Frymer, P., & Grumbach, J. M. (2021). Labor unions and white racial politics. *American Journal of Political Science*, *65*(1), 225-240. <https://doi.org/10.1111/ajps.12537>
- Fukui, S., Wu, W., & Salyers, M. P. (2019). Mediation paths from supervisor support to turnover intention and actual turnover among community mental health providers. *Psychiatric Rehabilitation Journal*, *42*(4), 350-357. <https://doi.org/10.1037/prj0000362>
- Gandy, R., Harrison, P., & Gold, J. (2018). Talent management in higher education: Is turnover relevant? *European Journal of Training and Development*, *42*(9), 597-610.  
<https://doi.org/10.1108/EJTD-11-2017-0099>

- García-Arca, J., Prado-Prado, J. C., & Fernández-González, A. J. (2018). Integrating KPIs for improving efficiency in road transport. *International Journal of Physical Distribution & Logistics Management*, 48(9), 931-951. <https://doi.org/10.1108/IJPDLM-05-2017-0199>
- Garg, N. (2017). Workplace spirituality and employee well-being: An empirical exploration. *Journal of Human Values*, 23(2), 129-147. <https://doi.org/10.1177/0971685816689741>
- Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2018). Personal costs and benefits of employee intrapreneurship: Disentangling the employee intrapreneurship, well-being, and job performance relationship. *Journal of Occupational Health Psychology*, 23(4), 508-519. <https://doi.org/10.1037/ocp0000105>
- Goswami, S., & Kishor, B. (2018). Exploring the relationship between workforce diversity, inclusion, and employee engagement. *Drishtikon: A Management Journal*, 9(1), 65.
- Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of Management Journal*, 33(1), 64-86. <https://doi.org/10.5465/256352>
- Griffin, M. L., Hogan, N. L., Lambert, E. G., Tucker-Gail, K. A., & Baker, D. N. (2010). Job involvement, job stress, job satisfaction, and organizational commitment and the burnout of correctional staff. *Criminal Justice and Behavior*, 37(2), 239-255. <https://doi.org/10.1177/0093854809351682>
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22-38. <https://doi.org/10.1111/1748-8583.12139>

- Guo, L. X., Liu, C., & Yain, Y. (2020). Social Entrepreneur's psychological capital, political skills, social networks and new venture performance. *Frontiers in Psychology, 11*, 925-925. <https://doi.org/10.3389/fpsyg.2020.00925>
- Halawa, F., Dauod, H., Lee, I. G., Li, Y., Yoon, S. W., & Chung, S. H. (2020). Introduction of a real-time location system to enhance the warehouse safety and operational efficiency. *International Journal of Production Economics, 224*, 107541. <https://doi.org/10.1016/j.ijpe.2019.107541>
- Halvorson, M. A., McCabe, C. J., Kim, D. S., Cao, X., & King, K. M. (2022). Making sense of some odd ratios: A tutorial and improvements to present practices in reporting and visualizing quantities of interest for binary and count outcome models. *Psychology of Addictive Behaviors, 36*(3), 284-295. <https://doi.org/10.1037/adb0000669>
- Hämmig, O. (2017). Health and well-being at work: The key role of supervisor support. *SSM - Population Health, 3*(C), 393-402. <https://doi.org/10.1016/j.ssmph.2017.04.002>
- Hannola, L., Richter, A., Richter, S., & Stocker, A. (2018). Empowering production workers with digitally facilitated knowledge processes - a conceptual framework. *International Journal of Production Research, 56*(14), 4729-4743. <https://doi.org/10.1080/00207543.2018.1445877>
- Haque, A., Fernando, M., & Caputi, P. (2019). Perceived human resource management and presenteeism: Mediating effect of turnover intentions. *Asia-Pacific Journal of Business Administration, 11*(2), 110-130. <https://doi.org/10.1108/APJBA-02-2018-0038>
- Hayes, M. S., & Stazyk, E. C. (2019). Mission congruence: To agree or not to agree and its implications for public employee turnover. *Public Personnel Management, 48*(4), 513-534. <https://doi.org/10.1177/0091026019829847>

- Hirsch, P. B. (2021). The great discontent. *The Journal of Business Strategy*, 42(6), 439-442.  
<https://doi.org/10.1108/JBS-08-2021-0141>
- Hoff, T., Carabetta, S., & Collinson, G. E. (2019). Satisfaction, burnout, and turnover among nurse practitioners and physician assistants: A review of the empirical literature. *Medical Care Research and Review*, 76(1), 3-31. <https://doi.org/10.1177/1077558717730157>
- Holston Okae, B. (2018). The effect of employee turnover in the hospitality industry: Quantitative correlational study. *International Journal of Learning and Development*, 8(1), 156. <https://doi.org/10.5296/ijld.v8i1.12513>
- Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of Applied Psychology*, 102(3), 530-545.  
<https://doi.org/10.1037/apl0000103>
- Homans, G. (1983). Steps to a theory of social behavior: An autobiographical account. *Theory and Society*, 12(1), 1-45. <https://doi.org/10.1007/BF00173622>
- Homans, G. C. (1958). Social behavior as exchange. *The American Journal of Sociology*, 63(6), 597-606. <https://doi.org/10.1086/222355>
- Huertas-Valdivia, I., Gallego-Burín, A. R., & Lloréns-Montes, F. J. (2019). Effects of different leadership styles on hospitality workers. *Tourism Management* 71 (1982), 402-420.  
<https://doi.org/10.1016/j.tourman.2018.10.027>
- Huff, J., White, M. D., & Decker, S. H. (2018). Organizational correlates of police deviance: A statewide analysis of misconduct in Arizona, 2000-2011. *Policing: An International Journal of Police Strategies & Management*, 41(4), 465-481.  
<https://doi.org/10.1108/PIJPSM-08-2017-0092>

- Hulin, C. L. (1968). effects of changes in job-satisfaction levels on employee turnover. *Journal of Applied Psychology, 52*(2), 122-126. <https://doi.org/10.1037/h0025655>
- Ingersoll, R., May, H., & Collins, G. (2019). Recruitment, employment, retention, and the minority teacher shortage. *Education Policy Analysis Archives, 27*, 37. <https://doi.org/10.14507/epaa.27.3714>
- Jamal, M. (1990). Relationship of job stress and type-A behavior to employees' job satisfaction, organizational commitment, psychosomatic health problems, and turnover motivation. *Human Relations (New York), 43*(8), 727-738. <https://doi.org/10.1177/001872679004300802>
- Jayachandran, S. (2021). Social norms as a barrier to Women's employment in developing countries. *IMF Economic Review, 69*(3), 576-595. <https://doi.org/10.1057/s41308-021-00140-w>
- Ji, X., Huang, H., Li, Z., Guo, Z., & Rau, P. P. (2022;2021;). Comparing interventions to reduce boredom in a low mental workload environment. *International Journal of Occupational Safety and Ergonomics, 28*(3), 1973-1979. <https://doi.org/10.1080/10803548.2021.1950374>
- Judge, T. A., Piccolo, R. F., Podsakoff, N. P., Shaw, J. C., & Rich, B. L. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior, 77*(2), 157-167. <https://doi.org/10.1016/j.jvb.2010.04.002>
- Kaptein, M. (2019). The moral entrepreneur: A new component of ethical leadership. *Journal of Business Ethics, 156*(4), 1135-1150. <https://doi.org/10.1007/s10551-017-3641-0>
- Keller, S. B., Ralston, P. M., & LeMay, S. A. (2020). Quality output, workplace environment, and employee retention: The positive influence of emotionally intelligent supply chain

- managers. *Journal of Business Logistics*, 41(4), 337-355.  
<https://doi.org/10.1111/jbl.12258>
- Kemeny, T. (2012). Cultural diversity, institutions, and urban economic performance. *Environment and Planning A*, 44(9), 2134-2152. <https://doi.org/10.1068/a44385>
- Kerr, M. D., & Heyns, M. M. (2018). Generational differences in workplace motivation. *SA Journal of Human Resource Management*, 16(1), 1-10. <https://doi.org/10.4102/sajhrm.v16i0.967>
- Khalifa, S. A. M., Swilam, M. M., El-Wahed, A. A. A., Du, M., El-Seedi, H. H. R., Kai, G., Masry, S. H. D., Abdel-Daim, M. M., Zou, X., Halabi, M. F., Alsharif, S. M., & El-Seedi, H. R. (2021). Beyond the pandemic: COVID-19 pandemic changed the face of life. *International Journal of Environmental Research and Public Health*, 18(11), 5645. <https://doi.org/10.3390/ijerph18115645>
- Kim, J. (2020). Occupational credentials and job qualities of direct care workers: Implications for labor shortages. *Journal of Labor Research*, 41(4), 403-420. <https://doi.org/10.1007/s12122-020-09312-5>
- King James Bible*. (2020). King James Bible Online. <https://kingjamesbibleonline.org/> (Original work published 1769)
- Kirillova, K., & Au, W. C. (2020). How do tourism and hospitality students find the path to research? *Journal of Teaching in Travel & Tourism*, 20(4), 284-307. <https://doi.org/10.1080/15313220.2020.1713965>
- Korotayev, A., Borinskaya, S., Starostin, G., & Meshcherina, K. (2019). Evolution of Eurasian and African family systems, cross-cultural research, comparative linguistics, and deep history. *Social Evolution & History*, 18(2), 286-312.

- Kovacs, C., Stiglbauer, B., Batinic, B., & Gnambs, T. (2018). Exploring different forms of job (dis)satisfaction and their relationship with Well-Being, motivation, and performance. *Applied Psychology, 67*(3), 523-556. <https://doi.org/10.1111/apps.12128>
- Kryscynski, D., Coff, R., & Campbell, B. (2021). Charting a path between firm-specific incentives and human capital-based competitive advantage. *Strategic Management Journal, 42*(2), 386-412. <https://doi.org/10.1002/smj.3226>
- Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. L. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes? *Journal of Economic Psychology, 61*, 244-258. <https://doi.org/10.1016/j.joep.2017.05.004>
- Lantz, B. (2013). The impact of sample non-normality on ANOVA and alternative methods. *British Journal of Mathematical and Statistical Psychology, 66*(2), 224-244.
- Lavender, J. (2019). Soft skills for hard jobs. *Journal of Continuing Education Topics & Issues, 21*(2), 48-53.
- Lee, C. K. M., Lv, Y., Ng, K. K. H., Ho, W., & Choy, K. L. (2018). Design and application of internet of things-based warehouse management system for smart logistics. *International Journal of Production Research, 56*(8), 2753-2768. <https://doi.org/10.1080/00207543.2017.1394592>.
- Lee, T. W. (1988). How job dissatisfaction leads to employee turnover. *Journal of Business and Psychology, 2*(3), 263-271. <https://doi.org/10.1007/BF01014043>
- Lee, T. W., Hom, P. W., Eberly, M. B., Mitchell, T. R., & Junchao (Jason) Li. (2017). On the next decade of research in voluntary employee turnover. *Academy of Management Perspectives, 31*(3), 201-221. <https://doi.org/10.5465/amp.2016.0123>

- Lee, X., Yang, B., & Li, W. (2017). The influence factors of job satisfaction and its relationship with turnover intention: Taking early-career employees as an example. *Anales De Psicología (Murcia, Spain)*, 33(3), 697. <https://doi.org/10.6018/analesps.33.3.238551>
- Locke, E. A., & Schattke, K. (2019). Intrinsic and extrinsic motivation: Time for expansion and clarification. *Motivation Science*, 5(4), 277-290. <https://doi.org/10.1037/mot0000116>
- Maghazei, O., Lewis, M. A., & Netland, T. H. (2022). Emerging technologies and the use case: A multi-year study of drone adoption. *Journal of Operations Management*, 68(6-7), 560-591. <https://doi.org/10.1002/joom.1196>
- Malek, K., Kline, S. F., & DiPietro, R. (2018). The impact of manager training on employee turnover intentions. *Journal of Hospitality and Tourism Insights*, 1(3), 203-219. <https://doi.org/10.1108/JHTI-02-2018-0010>
- Malek, S. L., Sarin, S. & Haon, C. (2020). Extrinsic rewards, intrinsic motivation, and performance in the development of new products. *The Journal of Product Innovation Management*, 37(6), 585-751. <https://doi.org/10.1111/jpim.12554>
- Mamun, C. A. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, 15(1), 63-71. [https://doi.org/10.21511/ppm.15\(1\).2017.06](https://doi.org/10.21511/ppm.15(1).2017.06)
- Manganelli, L., Thibault-Landry, A., Forest, J., & Carpentier, J. (2018). Self-determination theory can help you generate performance and well-being in the workplace: A review of the literature. *Advances in Developing Human Resources*, 20(2), 227-240. <https://doi.org/10.1177/1523422318757210>

- McCubbin, L. D., & Marsella, A. (2009). Native Hawaiians and psychology: The cultural and historical context of indigenous ways of knowing. *Cultural Diversity & Ethnic Minority Psychology, 15*(4), 374-387. <https://doi.org/10.1037/a0016774>
- McNeil Smith, S., & Landor, A. M. (2018). Toward a better understanding of African American families: Development of the sociocultural family stress model. *Journal of Family Theory & Review, 10*(2), 434-450. <https://doi.org/10.1111/jftr.12260>
- Miao, S., Rhee, J., & Jun, I. (2020). How much does extrinsic motivation or intrinsic motivation affect job engagement or turnover intention? A comparison study in China. *Sustainability (Basel, Switzerland), 12*(9), 3630. <https://10.3390/su12093630>
- Miller, C., Katz, L. F., Azurdia, G., Isen, A., Schultz, C. B., & Aloisi, K. (2018). *Boosting the earned income tax credit for singles: Final impact findings from the paycheck plus demonstration in New York city*. MDRC.
- Millstein, M. A., Bilir, C., & Campbell, J. F. (2022). The effect of optimizing warehouse locations on omnichannel designs. *European Journal of Operational Research, 301*(2), 576-590. <https://doi.org/10.1016/j.ejor.2021.10.061>
- Milosevic, I., Maric, S., & Lončar, D. (2020). Defeating the toxic boss: The nature of toxic leadership and the role of followers. *Journal of Leadership & Organizational Studies, 27*(2), 117-137. <https://doi.org/10.1177/1548051819833374>
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology, 62*(2), 237-240. <https://doi.org/10.1037/0021-9010.62.2.237>

- Moon, K. (2017). Voluntary turnover rates and organizational performance in the US federal government: The moderating role of high-commitment human resource practices. *Public Management Review, 19*(10), 1480-1499. <https://doi.org/10.1080/14719037.2017.1287940>.
- Mora Cortez, R., & Johnston, W. J. (2020). The coronavirus crisis in B2B settings: Crisis uniqueness and managerial implications based on social exchange theory. *Industrial Marketing Management, 88*, 125-135. <https://doi.org/10.1016/j.indmarman.2020.05.004>
- Ocen, E., Francis, K., & Angundaru, G. (2017). The role of training in building employee commitment: The mediating effect of job satisfaction. *European Journal of Training and Development, 41*(9), 742-757. <https://doi.org/10.1108/EJTD-11-2016-0084>
- Olusegun, O. O., Abdulraheem, I., & Nassir, B. A. (2018). Workforce diversity management strategies and organizational performance in the food and beverage industries in Lagos state, Nigeria. *Scholedge International Journal of Management & Development ISSN 2394-3378, 5*(1), 1. <https://doi.org/10.19085/journal.sijmd050101>
- Omotayo, O. A., & Onyebu, C. M. (2017). Employee job satisfaction and organizational performance: An insight from selected hotels in Lagos Nigeria. *Kuwait Chapter of Arabian Journal of Business & Management Review, 6*(10), 48-59. <https://doi.org/10.12816/0039071>
- Onyeador, I. N., Hudson, S. T. J., & Lewis, N. A. (2021). Moving beyond implicit bias training: Policy insights for increasing organizational diversity. *Policy Insights from the Behavioral and Brain Sciences, 8*(1), 19-26. <https://doi.org/10.1177/2372732220983840>
- Ortiz, F. A. (2020). Self-actualization in the Latino/Hispanic culture. *The Journal of Humanistic Psychology, 60*(3), 418-435. <https://doi.org/10.1177/0022167817741785>

- Osanami Törngren, S., & Suyemoto, K. L. (2022). What does it mean to “go beyond race”? *Comparative Migration Studies*, 10(1), 1-17. <https://doi.org/10.1186/s40878-022-00280-6>
- Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1) <https://doi.org/10.5590/IJAMT.2017.16.1.04>
- O'Sullivan, P. B. (2000). What you don't know won't hurt me: Impression management functions of communication channels in relationships. *Human Communication Research*, 26(3), 403-431. <https://doi.org/10.1111/j.1468-2958.2000.tb00763.x>
- Paluch, B., Nishii, L. H., Khattab, J., & Shemla, M. (2017). A multi-level process model for understanding diversity practice effectiveness. *Academy of Management Annual Meeting Proceedings*, 2017(1), 13271. <https://doi.org/10.5465/AMBPP.2017.293>
- Pandey, P., Singh, S., & Pathak, P. (2018). Retail blues in black and white: An emerging market context. *International Journal of Retail & Distribution Management*, 46(11/12), 1002-1025. <https://doi.org/10.1108/IJRDM-02-2017-0026>
- Pang, K., & Lu, C. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36-52. <https://doi.org/10.1108/MABR-03-2018-0007>
- Pewewardy, C. (2002). Learning styles of American Indian/Alaska native students: A review of the literature and implications for practice. *Journal of American Indian Education*, 41(3), 22–56. <http://www.jstor.org/stable/24398583>

- Plakas, G., Ponis, S. T., Agalianos, K., Aretoulaki, E., & Gayialis, S. P. (2020). Augmented reality in manufacturing and logistics: lessons learned from a real-life industrial application. *Procedia Manufacturing*, *51*, 1629-1635.
- Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, *92*(2), 438-454.  
<https://doi.org/10.1037/0021-9010.92.2.438>
- Putra, E. D., Cho, S., & Liu, J. (2017). Extrinsic and intrinsic motivation for work participation in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, *17*(2), 228–241. <https://doi.org/10.1177/1467358415613393>
- Rasheed, M., Iqbal, S., & Mustafa, F. (2018). Work-family conflict and female employees' turnover intentions. *Gender in Management*, *33*(8), 636-653. <https://doi.org/10.1108/GM-09-2017-0112>
- Raza, A., Farrukh, M., Iqbal, M. K., Farhan, M., & Wu, Y. (2021). Corporate social responsibility and employees' voluntary pro-environmental behavior: The role of organizational pride and employee engagement. *Corporate Social-Responsibility and Environmental Management*, *28*(3), 1104-1116. <https://doi.org/10.1002/csr.2109>
- Rejeb, A., Keogh, J. G., & Treiblmaier, H. (2019). Leveraging the internet of things and blockchain technology in supply chain management. *Future Internet*, *11*(7), 161.  
<https://doi.org/10.3390/fi11070161>
- Rezvani, A., Khosravi, P., & Dong, L. (2017). Motivating users toward continued usage of information systems: Self-determination theory perspective. *Computers in Human Behavior*, *76*, 263-275. <https://doi.org/10.1016/j.chb.2017.07.032>

- Richter, A., Vander Elst, T., & De Witte, H. (2020). Job insecurity and subsequent actual turnover: Rumination as a valid explanation? *Frontiers in Psychology, 11*, 712-712. <https://doi.org/10.3389/fpsyg.2020.00712>
- Roberts, L. M., & Mayo, A. J. (2019). Toward a racially just workplace. *Harvard Business Review, 1-10*.
- Rodríguez, N. N. (2018). From margins to center: Developing cultural citizenship education through the teaching of Asian American history. *Theory and Research in Social Education, 46*(4), 528-573. <https://doi.org/10.1080/00933104.2018.1432432>
- Rogier, S. A., & Padgett, M. Y. (2004). The impact of utilizing a flexible work schedule on the perceived career advancement potential of women. *Human Resource Development Quarterly, 15*(1), 89-106. <https://doi.org/10.1002/hrdq.1089>
- Rosenkranz, K. M., Arora, T. K., Termuhlen, P. M., Stain, S. C., Misra, S., Dent, D., & Nfonsam, V. (2021;2020;). Diversity, equity and inclusion in medicine: Why it matters and how do we achieve it? *Journal of Surgical Education, 78*(4), 1058-1065. <https://doi.org/10.1016/j.jsurg.2020.11.013>
- Rubenstein, A. L., Kammeyer-Mueller, J. D., Wang, M., & Thundiyil, T. G. (2019). “Embedded” at hire? Predicting the voluntary and involuntary turnover of new employees. *Journal of Organizational Behavior, 40*(3), 342-359.
- Sainju, B., Hartwell, C., & Edwards, J. (2021). Job satisfaction and employee turnover determinants in fortune 50 companies: Insights from employee reviews from indeed.com. *Decision Support Systems, 148*, 113582. <https://doi.org/10.1016/j.dss.2021.113582>

- Schreier, C., Udomkit, N., & Capone, R. (2019). A study on competencies for managing workforce diversity: Evidence from multi-national enterprises in Switzerland. *ABAC Journal, 39*(3), 1.
- Sethi, B., Vito, R., & Ongbanouekeni, V. (2021). Organizational culture, diversity, and employees' health in social/human services: A systematic review. *International Health Trends and Perspectives, 1*(1), 74-95.
- Šimon, M., Křížková, I., & Klsák, A. (2021). New urban diversity at and after the economic downturn: recent trajectories of ethnic segregation in Central European cities. *Special Series Migration Processes and Policies in Central and Eastern European Countries, 23*.
- Smulowitz, S., Becerra, M., & Mayo, M. (2019). Racial diversity and its asymmetry within and across hierarchical levels: The effects on financial performance. *Human Relations (New York), 72*(10), 1671-1696. <https://doi.org/10.1177/0018726718812602>
- Sodhi, M. S., Tang, C. S., & Willenson, E. T. (2021). Research opportunities in preparing supply chains of essential goods for future pandemics. *International Journal of Production Research, ahead-of-print(ahead-of-print)*, 1-16. <https://doi.org/10.1080/00207543.2021.1884310>
- Spurk, D., & Straub, C. (2020). Flexible employment relationships and careers in times of the COVID-19 pandemic. *Journal of Vocational Behavior, 119*, 103435-103435. <https://doi.org/10.1016/j.jvb.2020.103435>
- Steinbugler, A. C., Press, J. E., & Dias, J. J. (2006). Gender, race, and affirmative action: Operationalizing intersectionality in survey research. *Gender & Society, 20*(6), 805-825. <https://doi.org/10.1177/0891243206293299>

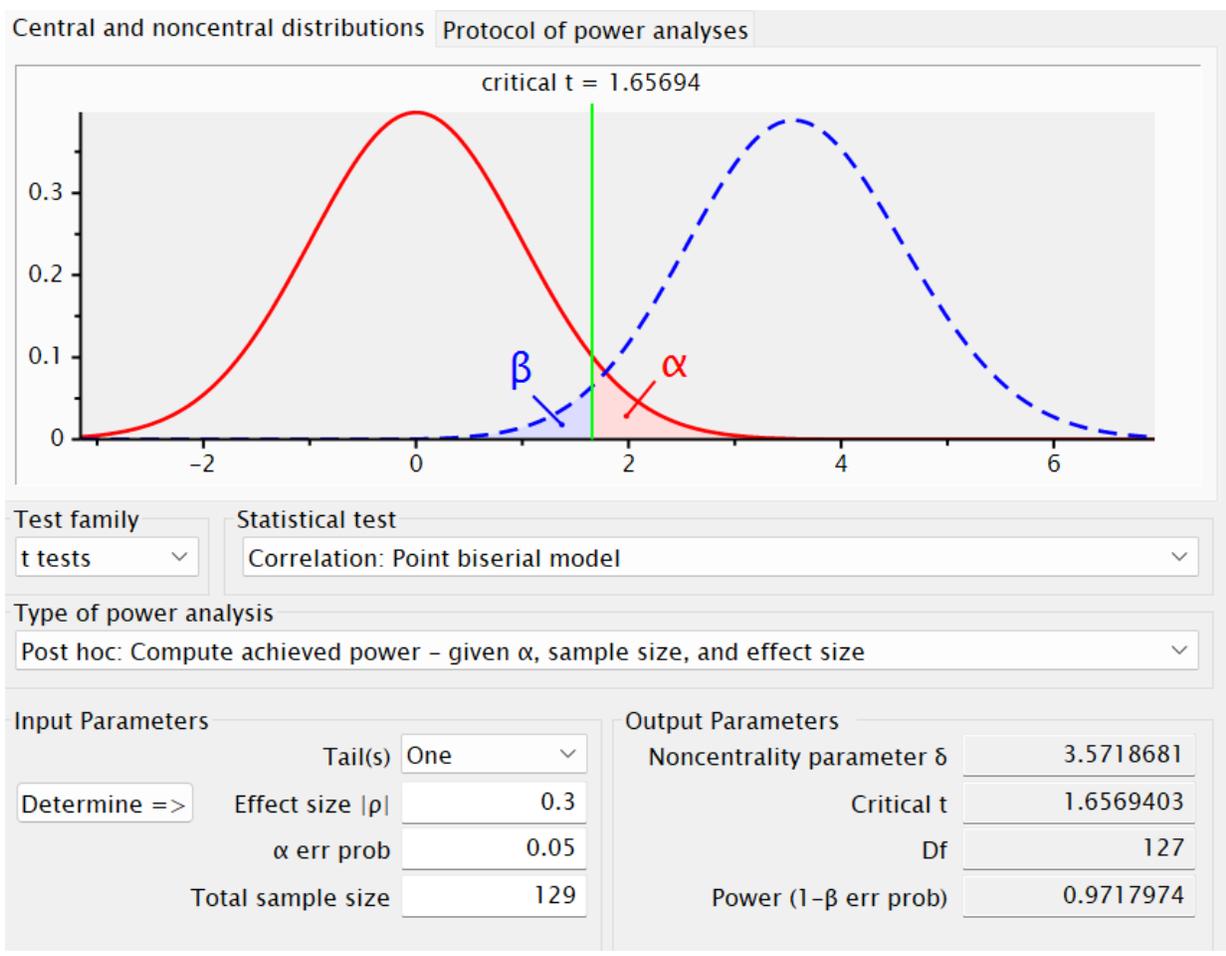
- Storer, A., Schneider, D., & Harknett, K. (2020). What explains Racial/Ethnic inequality in job quality in the service sector? *American Sociological Review*, *85*(4), 537-572.  
<https://doi.org/10.1177/0003122420930018>
- Szajna, A., & Kostrzewski, M. (2022). AR-AI tools as a response to high employee turnover and shortages in manufacturing during regular, pandemic, and war times. *Sustainability (Basel, Switzerland)*, *14*(11), 6729. <https://doi.org/10.3390/su14116729>
- Tabash, M. I., Kumar, A., Sharma, S., Vashistha, R., & El Refae, G. A. (2022). International journal of organizational analysis: a bibliometric review (2005–2020). *International Journal of Organizational Analysis*.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, *43*(2), 178-190. <https://doi.org/10.2307/1556375>
- Tsen, M. K., Gu, M., Tan, C. M., & Goh, S. K. (2022;2021;). Does flexible work arrangements decrease or increase turnover intention? A comparison between the social exchange theory and border theory. *International Journal of Sociology and Social Policy*, *42*(11-12), 962-983. <https://doi.org/10.1108/IJSSP-08-2021-0196>.
- Turan, U., Fidan, Y., & Yıldırım, C. (2019). Critical thinking as a qualified decision-making tool. *Tarih Kültür Ve Sanat Araştırmaları Dergisi*, *8*(4), 1-18.  
<https://doi.org/10.7596/taksad.v8i4.2316>
- Ucar, A. C., Alpkan, L., & Elci, M. (2021). The effects of Person–Organization fit and turnover intention on employees’ creative behavior: The mediating role of psychological ownership. *SAGE Open*, *11*(4), 215824402110669. <https://doi.org/10.1177/21582440211066924>

- Vaiman, V., Scullion, H., & Collings, D. (2012). Talent management decision making. *Management Decision*, 50(5), 925-941. <https://doi.org/10.1108/00251741211227663>
- Vakulenko, Y., Shams, P., Hellström, D., & Hjort, K. (2019). Online retail experience and customer satisfaction: The mediating role of last mile delivery. *The International Review of Retail, Distribution and Consumer Research*, 29(3), 306-320. <https://doi.org/10.1080/09593969.2019.1598466>
- Vallandingham, L. R., Yu, Q., Sharma, N., Strandhagen, J. W., & Strandhagen, J. O. (2018). Grocery retail supply chain planning and control: Impact of consumer trends and enabling technologies. *IFAC-PapersOnLine*, 51(11), 612-617.
- Verma, B. K., & Kesari, B. (2020). Does Moral Impact on Employee Turnover Intention? An empirical investigation into the Indian steel industry. *Global Business Review*, 21(6), 1466–1488. <https://doi.org/10.1177/0972150919856957>
- Wahab, S. N., Safian, S. S. S., Othman, N., & Azhar, N. A. Z. M. (2021). Motivations to implement sustainable warehouse management: a literature review. *International Journal of Accounting*, 6(33), 117-124.
- Walton, M., Murray, E., & Christian, M. D. (2020). Mental health care for medical staff and affiliated healthcare workers during the COVID-19 pandemic. *SAGE Publications*. 9(3), 241-247. <https://doi.org/10.1177/2048872620922795>
- Wan, Q., Li, Z., Zhou, W., & Shang, S. (2018). Effects of work environment and job characteristics on the turnover intention of experienced nurses: The mediating role of work engagement. *Journal of Advanced Nursing*, 74(6), 1332–1341. <https://doi.org/10.1111/jan.13528>

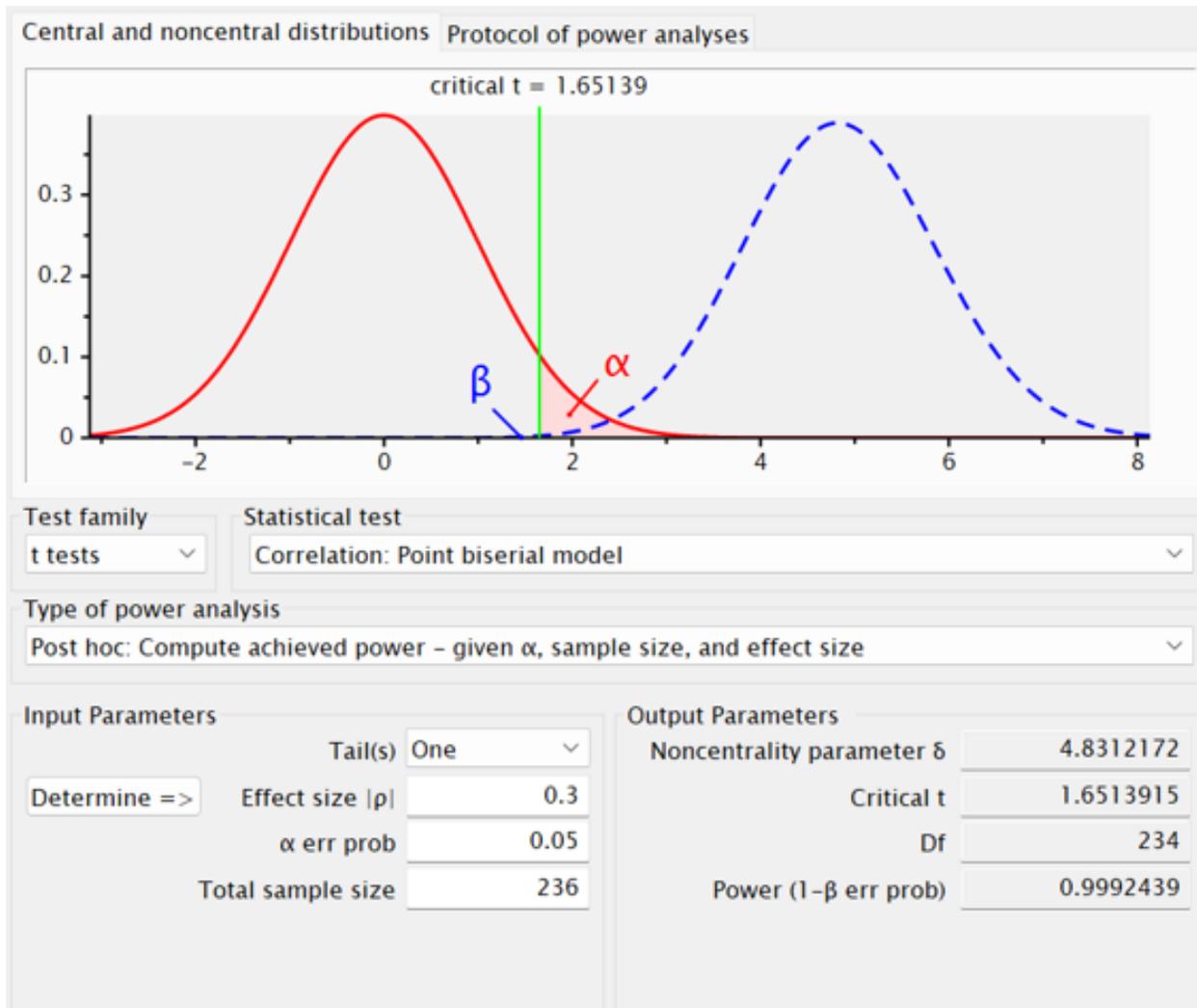
- Whitley, R. (1989). On the nature of managerial tasks and skills: Their distinguishing characteristics and organization. *Journal of Management Studies*, 26(3), 209-224.  
<https://doi.org/10.1111/j.1467-6486.1989.tb00725.x>
- Yan, Z., Mansor, Z. D., Choo, W. C., & Abdullah, A. R. (2021). How to reduce employee turnover intention from the psychological perspective: A mediated moderation model. *Psychology Research and Behavior Management*, 14, 185–197.  
<https://doi.org/10.2147/PRBM.S293839>
- Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihei, Y., & Asakura, K. (2022). Impact of intrinsic and extrinsic motivation on work engagement: A cross-sectional study of nurses working in long-term care facilities. *International Journal of Environmental Research and Public Health*, 19(3), 1284. <https://doi.org/10.3390/ijerph19031284>
- Zhang, L., Fu, M., & Li, D. T. (2020). Hong Kong academics' perceived work environment and job dissatisfaction: The mediating role of academic self-efficacy. *Journal of Educational Psychology*, 112(7), 1431-1443. <https://doi.org/10.1037/edu0000437>
- Zhang, X., Zhang, Y., Sun, Y., Lytras, M., Ordonez de Pablos, P., & He, W. (2018). Exploring the effect of transformational leadership on individual creativity in e-learning: A perspective of social exchange theory. *Studies in Higher Education (Dorchester-on-Thames)*, 43(11), 1964-1978. <https://doi.org/10.1080/03075079.2017.1296824>
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44(4), 682-696.  
<https://doi.org/10.2307/3069410>

Zimmerman, R. D., & Darnold, T. C. (2009). The impact of job performance on employee turnover intentions and the voluntary turnover process: A meta-analysis and path model. *Personnel Review*, 38(2), 142-158. <https://doi.org/10.1108/00483480910931316>

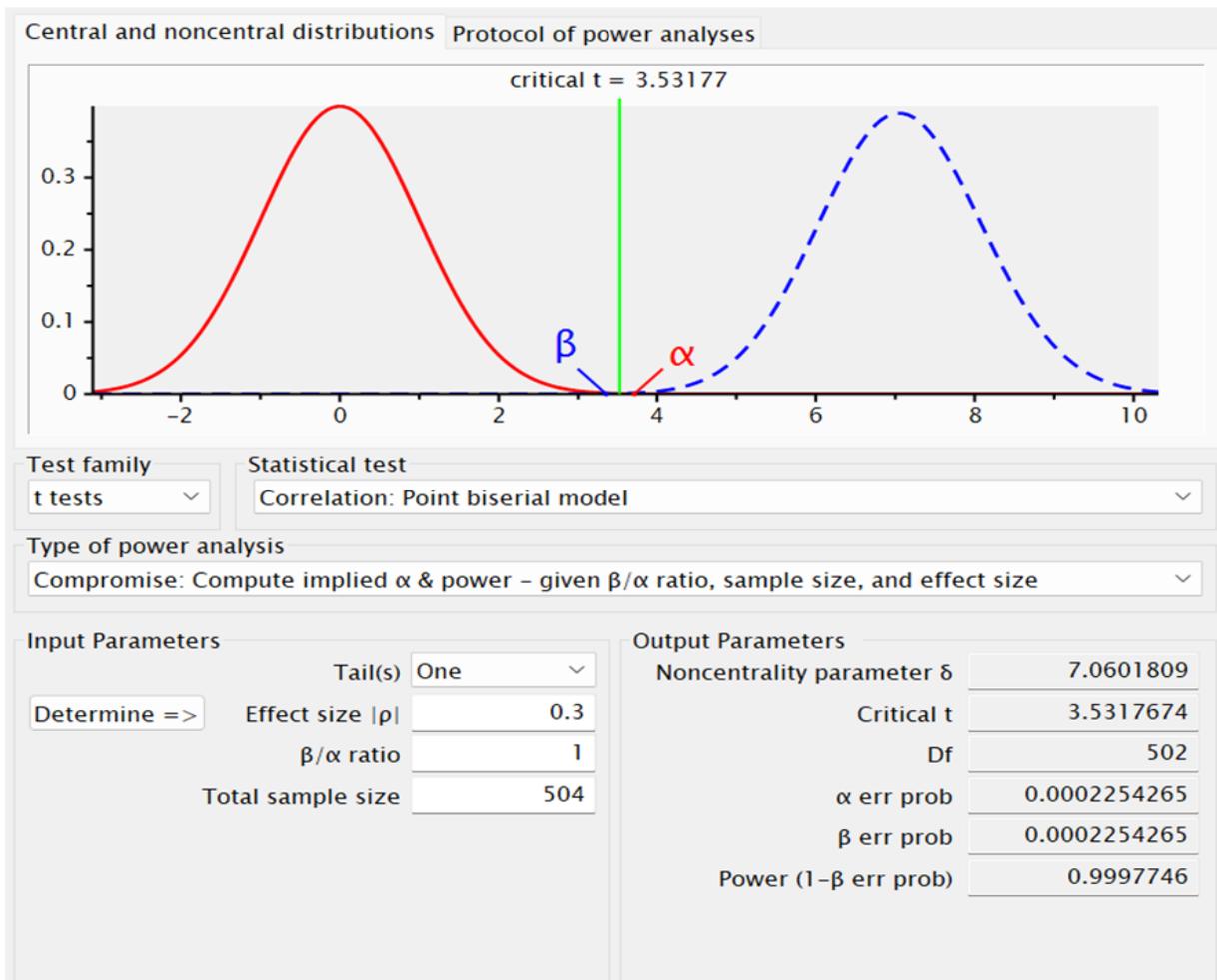
### APPENDIX A: POWER ANALYSES FOR AMERICAN INDIAN



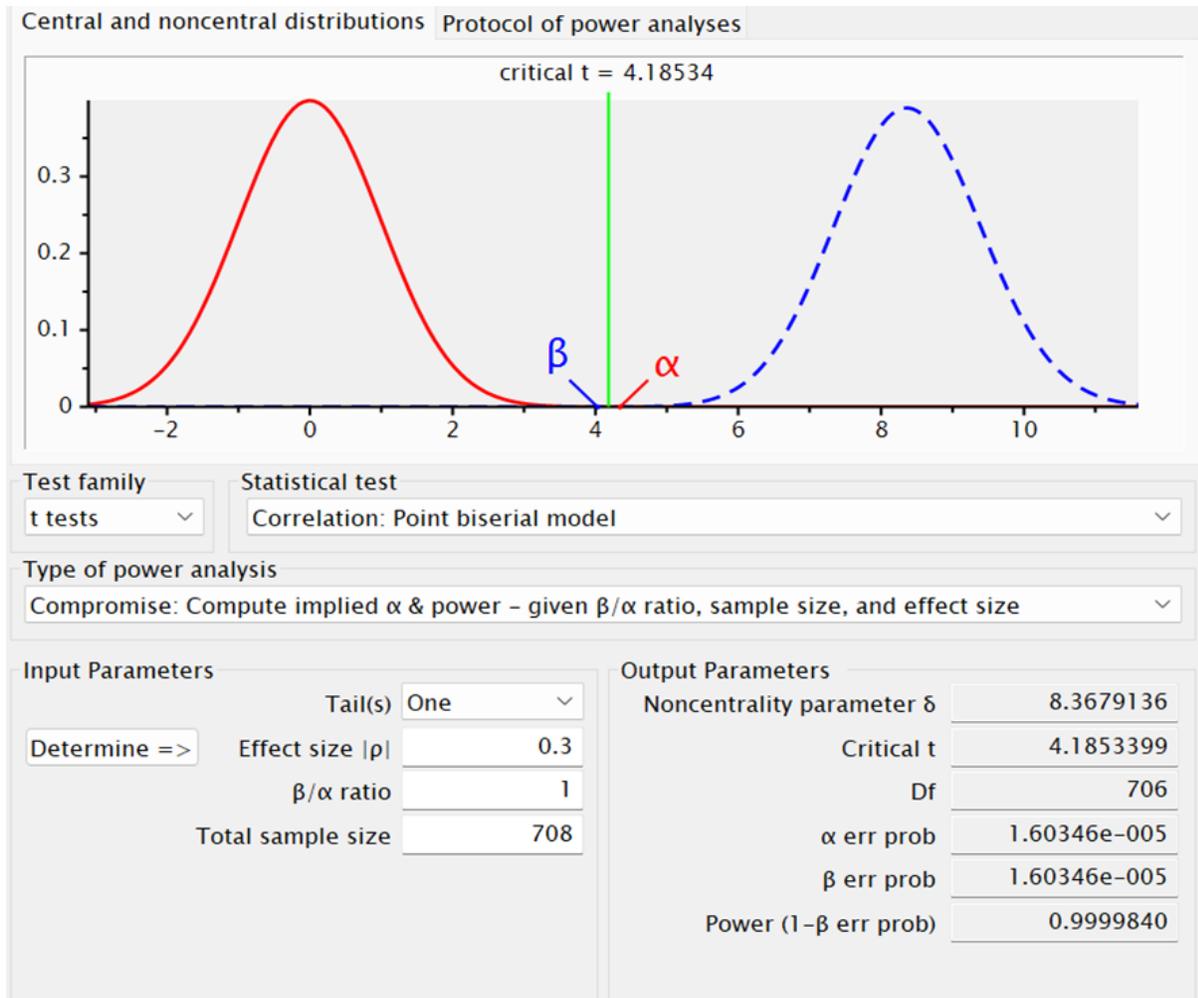
## APPENDIX B: POWER ANALYSES FOR ASIAN AMERICAN



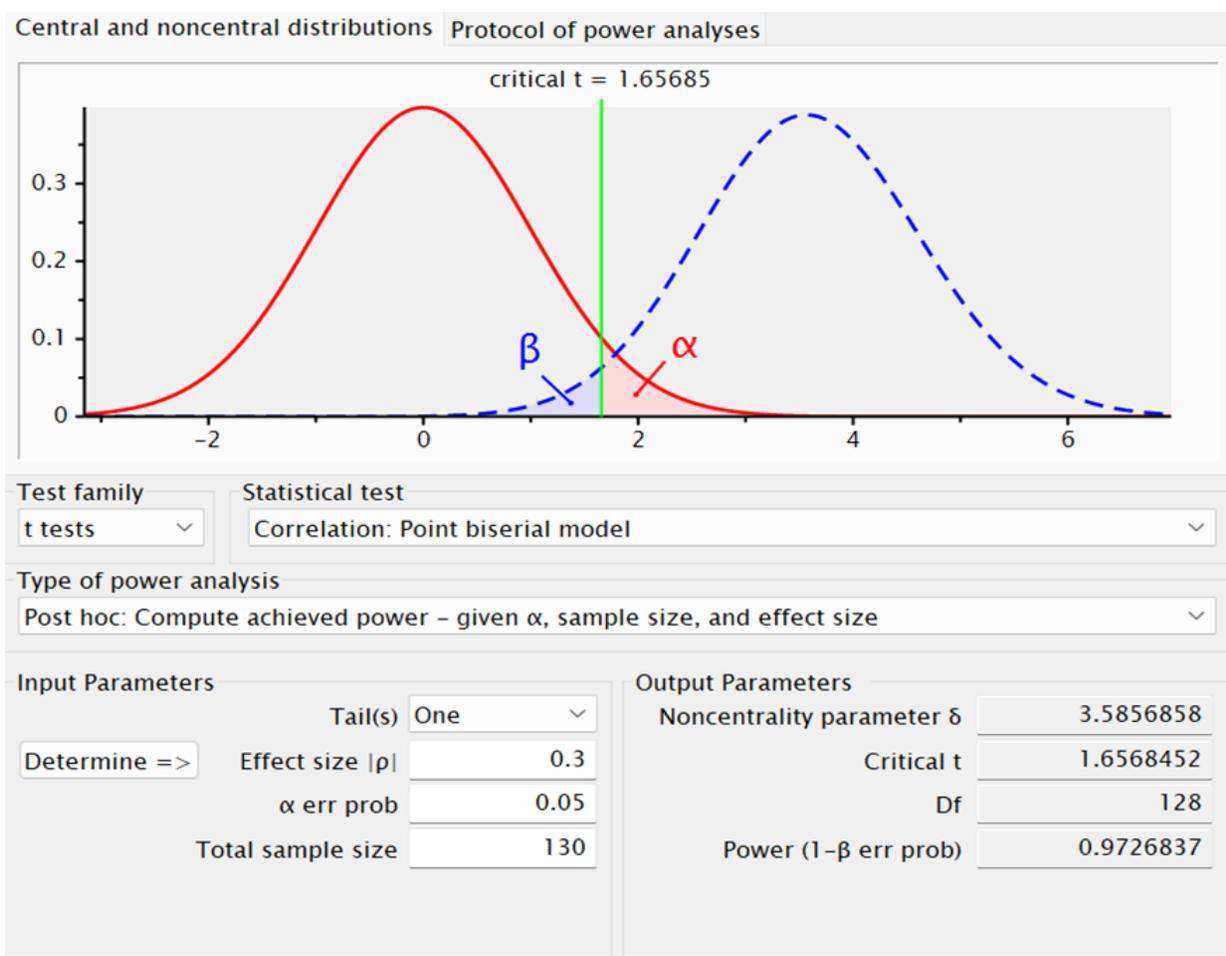
### APPENDIX C: POWER ANALYSES FOR AFRICAN AMERICAN



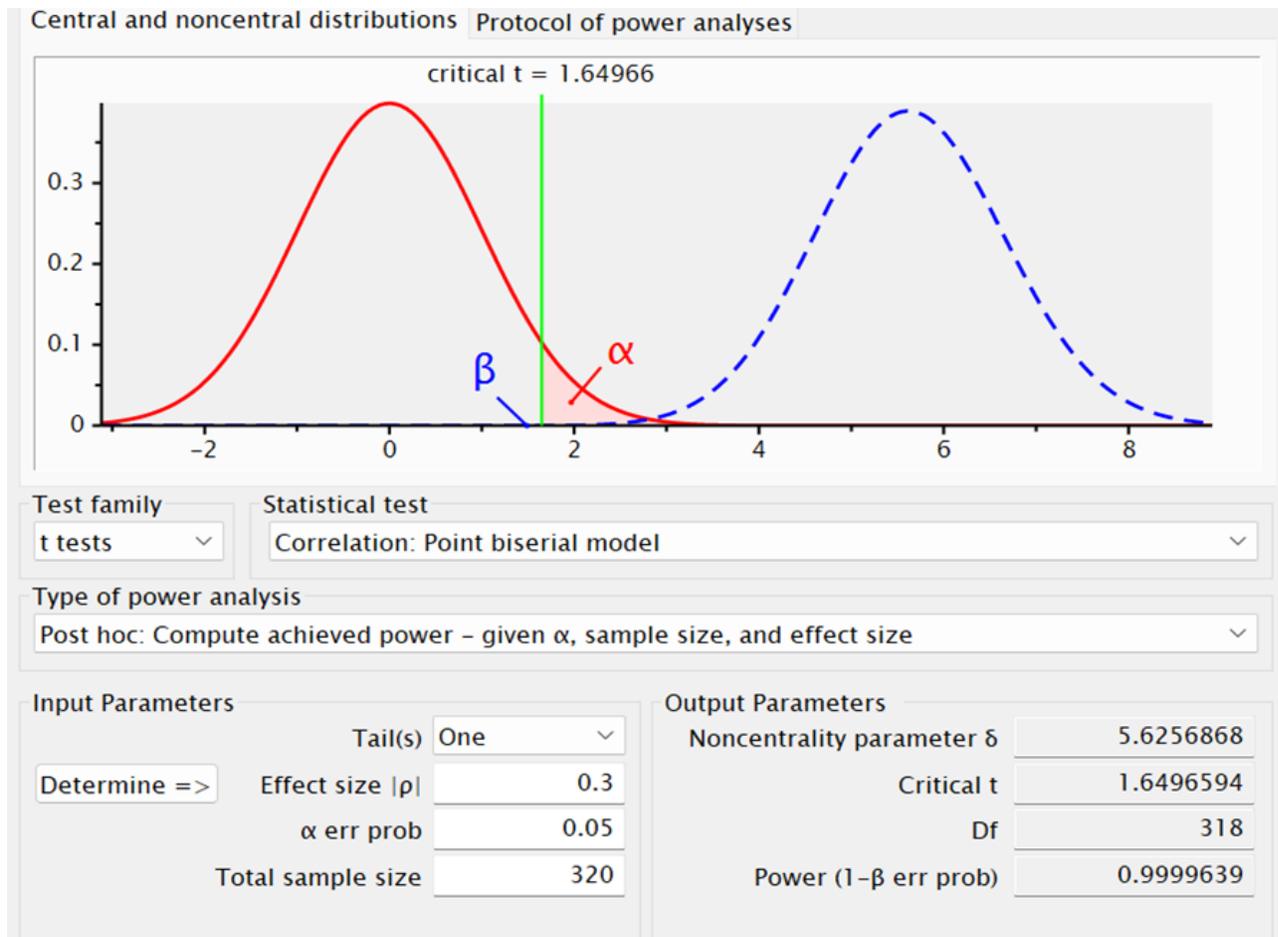
## APPENDIX D: POWER ANALYSES FOR HISPANIC OR LATINO



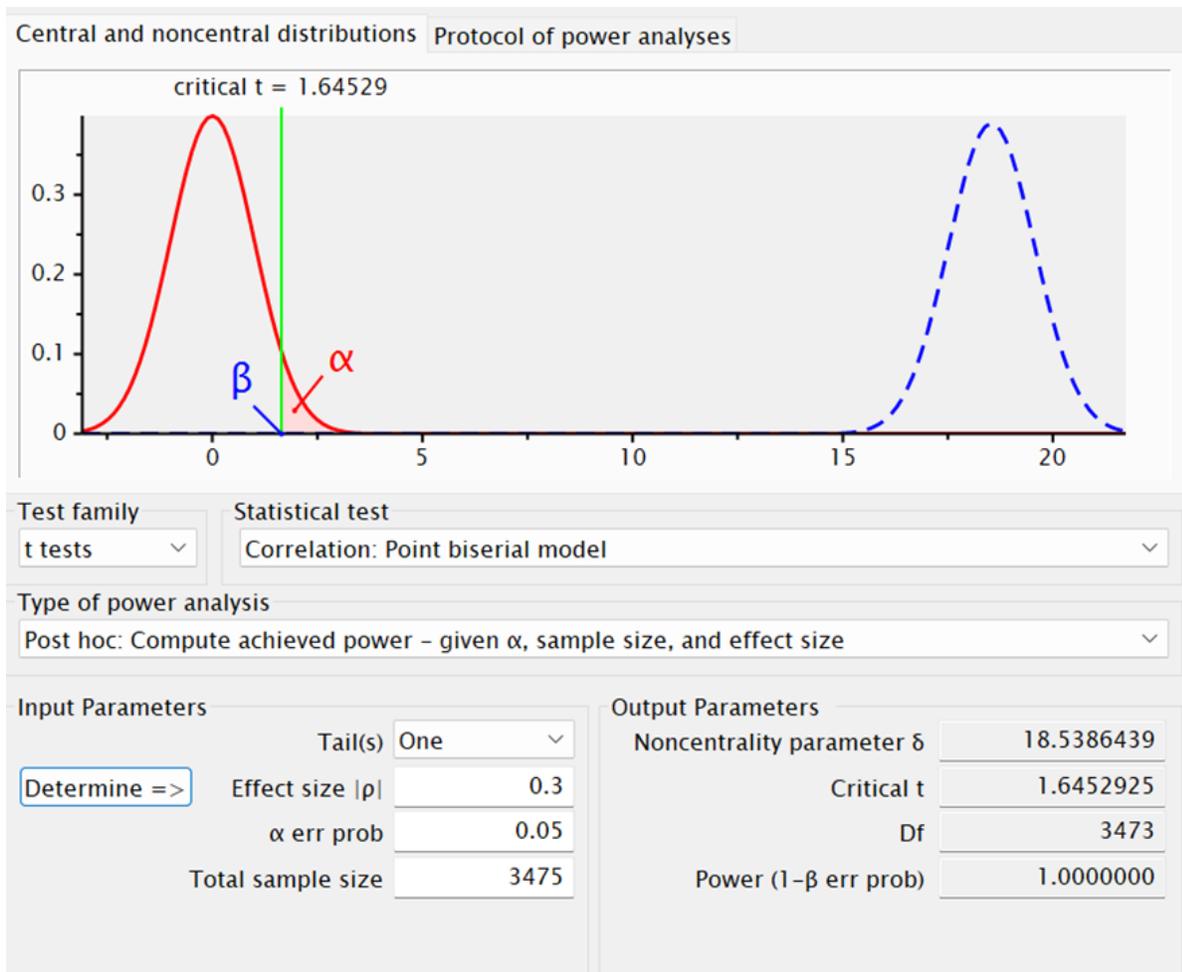
### APPENDIX E: POWER ANALYSES FOR NATIVE HAWAIIAN



## APPENDIX F: POWER ANALYSES FOR TWO OR MORE RACES



## APPENDIX G: POWER ANALYSES FOR CAUCASIAN



**APPENDIX H: IRB APPROVAL LETTER****LIBERTY UNIVERSITY**  
INSTITUTIONAL REVIEW BOARD

January 3, 2023

Victor Reynolds

Jerry Green

Re: IRB Application - IRB-FY22-23-684 EXAMINING THE RELATIONSHIP BETWEEN  
EMPLOYEE RACE AND REASON FOR WAREHOUSE RESIGNATION

Dear Victor Reynolds and Jerry Green,

The Liberty University Institutional Review Board (IRB) has reviewed your application in accordance with the Office for Human Research Protections (OHRP) and Food and Drug Administration (FDA) regulations and finds that your study does not meet the definition of human subjects research. This means you may begin your project with the data safeguarding methods mentioned in your IRB application.

**Decision: No Human Subjects Research**

**Explanation:** Your study is not considered human subjects research because it will not involve the collection of identifiable, private information from or about living individuals (45 CFR 46.102).

Please note that this decision only applies to your current application. Any modifications to your protocol must be reported to the Liberty University IRB for verification of continued non-human subjects research status. You may report these changes by completing a modification submission through your Cayuse IRB account.

If you have any questions about this determination or need assistance in determining whether possible modifications to your protocol would change your application's status, please email us at [irb@liberty.edu](mailto:irb@liberty.edu).

Sincerely,

G. MICHELE BAKER, MA, CIP

**APPENDIX I: DATA REQUEST LETTER**

6177 N. Basin Avenue  
Portland, OR 97217



February 26, 2020

UPS

4455 7<sup>th</sup> Ave, South  
Seattle, Washington 98108

Dear (Removed for privacy)

As a graduate student in the School of Behavioral Sciences at Liberty University, I am conducting research as part of the requirements for a Doctor of Philosophy in Psychology degree. The title of my research project is The Effect of Intrinsic and Extrinsic Motivations on Employee Turnover and the purpose of my research is to study job satisfaction within a Fortune 500 company with employees in multiple cities and states.

I am writing to request your permission to access and utilize the Part-time Union Termination data.

The data will be used to explain the direct correlation between extrinsic versus intrinsic motivational factors to employee turnover.

Thank you for considering my request. If you choose to grant permission, please provide a signed statement on official letterhead indicating your approval. A permission letter document is attached for your convenience.

Sincerely,

Victor D. Reynolds  
Area HR Manager  
UPS

**APPENDIX J: DATA PERMISSION LETTER**

6177 N. Basin Avenue  
Portland, OR 97217



February 28, 2020

Victor D. Reynolds  
Area Human Resource Manager  
6177 N. Basin Ave  
Portland, Oregon 97217

Dear Victor Reynolds,

After careful review of your research proposal entitled The Effect of Intrinsic and Extrinsic Motivations on Employee Turnover, I have decided to grant you permission to receive and utilize the Part-time Union Termination data for your research study.

The requested data WILL BE STRIPPED of all identifying information before it is provided to you.

I am requesting a copy of the results upon study completion and/or publication.

(Removed for privacy)

**APPENDIX K: A CROSSTABULATION ANALYSIS**

**Table 1**

*Race\* Reason Crosstabulation*

|  | Promotion<br>Opportunities | Policies  | Hours      | Leadership | Pay       | Work        | Conditions | Total       |
|--|----------------------------|-----------|------------|------------|-----------|-------------|------------|-------------|
| American<br>Indiana/ Alaska<br>Native    | 27                         | 1         | 6          | 0          | 0         | 95          | 0          | 129         |
| Asian                                    | 41                         | 0         | 22         | 0          | 0         | 169         | 4          | 236         |
| Black/African<br>American                | 126                        | 1         | 41         | 0          | 2         | 332         | 2          | 504         |
| Hispanic/Latino                          | 187                        | 0         | 30         | 1          | 21        | 461         | 8          | 708         |
| Native<br>Hawaiian /<br>Pacific Islander | 17                         | 0         | 9          | 0          | 0         | 102         | 2          | 130         |
| Two or More                              | 69                         | 2         | 28         | 1          | 2         | 218         | 0          | 320         |
| White                                    | 835                        | 13        | 182        | 17         | 25        | 2390        | 13         | 3475        |
| <b>Total</b>                             | <b>1302</b>                | <b>17</b> | <b>318</b> | <b>19</b>  | <b>50</b> | <b>3767</b> | <b>29</b>  | <b>5502</b> |

## APPENDIX L: PAIRWISE COMPARISONS OF DISSATISFACTION REASON

### *Pairwise Comparisons of Dissatisfaction Reason*

| Sample 1-Sample 2                        | Test Statistic | Std. Error | Std. Test Statistic | Sig.  | Adj. Sig. <sup>a</sup> |
|--|----------------|------------|---------------------|-------|------------------------|
| Leadership-Company Policies              | 3.071          | 7.581      | .405                | .685  | 1.000                  |
| Leadership-Pay                           | -5.214         | 7.581      | -.688               | .492  | 1.000                  |
| Leadership-Work Conditions               | -7.429         | 7.581      | -.980               | .327  | 1.000                  |
| Leadership-Hours                         | 21.429         | 7.581      | 2.827               | .005  | .099                   |
| Leadership-Promotion Opportunities       | -28.429        | 7.581      | -3.750              | <.001 | .004                   |
| Leadership-Type of Work                  | -35.429        | 7.581      | -4.673              | <.001 | .000                   |
| Company Policies-Pay                     | -2.143         | 7.581      | -.283               | .777  | 1.000                  |
| Company Policies-Work Conditions         | -4.357         | 7.581      | -.575               | .565  | 1.000                  |
| Company Policies-Hours                   | -18.357        | 7.581      | -2.421              | .015  | .325                   |
| Company Policies-Promotion Opportunities | -25.357        | 7.581      | -3.345              | <.001 | .017                   |
| Company Policies-Type of Work            | -32.357        | 7.581      | -4.268              | <.001 | .000                   |
| Pay-Work Conditions                      | -2.214         | 7.581      | -.292               | .770  | 1.000                  |
| Pay-Hours                                | 16.214         | 7.581      | 2.139               | .032  | .682                   |
| Pay-Promotion Opportunities              | -23.214        | 7.581      | -3.062              | .002  | .046                   |
| Pay-Type of Work                         | -30.214        | 7.581      | -3.985              | <.001 | .001                   |
| Work Conditions-Hours                    | 14.000         | 7.581      | 1.847               | .065  | 1.000                  |
| Work Conditions-Promotion Opportunities  | 21.000         | 7.581      | 2.770               | .006  | .118                   |
| Work Conditions-Type of Work             | 28.000         | 7.581      | 3.693               | <.001 | .005                   |
| Hours-Promotion Opportunities            | -7.000         | 7.581      | -.923               | .356  | 1.000                  |
| Hours-Type of Work                       | -14.000        | 7.581      | -1.847              | .065  | 1.000                  |
| Promotion Opportunities-Type of Work     | -7.000         | 7.581      | -.923               | .356  | 1.000                  |

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .050.

a. Significance values have been adjusted by the Bonferroni correction for multiple tests.